



# Recruitment & Retention

Mark Topley - Great Boss Academy

Recruitment has never been harder, and the competition for candidates is more fierce than ever before. Along with many other sectors, Dentistry is currently experiencing a deep recruitment crisis.

There is, however, hope. The way we work, and the things that candidates demand from employment may have changed, but there are simple and implementable strategies that will help you to stand out as an employer of choice. What is more, these strategies will help you to retain the good people you do have and help to make your practice more successful.

In these videos I am going to present five key factors drawn from the latest research and the input of some of UK Dentistry's most successful and respected executives, leaders, lawyers, coaches and trainers.

- Purpose - do work that matters
- Culture - enjoy coming to work
- Leadership - clear direction, great boss
- Development - how will you help me?
- Responsibility - what do you care about?

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After you have watched the videos, you'll have a clear idea of what you need to do and how to get started. The next stage is to apply the lessons you have learned to the stages of recruitment and retention. Here are my top tips.

## Recruitment

The days of successfully recruiting good people by simply stating the title of the position, pay and qualifications are long gone. To even attract the attention of the kind of people who will add value to your team, you need to make other things clear in your advertisements.

- Invite candidates into a 'story' - rather than simply offering employment, help candidates understand what they will become a part of. Perhaps there is a story behind the practice and the team, something to be proud of from your past or recent achievements, or perhaps you have a particular vision in mind that you are working towards. Many good candidates are looking for a position where they can make a contribution or join a respected organisation.
- Clarity on the path - most good candidates are looking for a position where they will be developed, so make it clear what the pathway for training and developing your team is.
- What you'll be involved in - make it clear to candidates what they will be involved in delivering. This boils down to the difference you make to your patients. It's vital you show people how their work will make an impact on individuals.
- What we will give you - make the benefits of your position clear, but go beyond perks and competitive pay. Those are entry-level requirements. What will set you apart are the intrinsic rewards, development and opportunities for growth that working with you will make possible.

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## Induction

Almost 20% of new hires leave their job in the first month. According to Bamboo HR, reasons include feeling neglected, overwhelmed, under-appreciated, and under-qualified. Insufficient training, lack of fun, and poor leadership also featured highly. To overcome these challenges, here are some tips to maximise the chances of new hires successfully integrating:

- Induction starts immediately - the period between someone accepting the job and their first day is an important opportunity to start including them in the life of the team, and showing your culture. A good induction will have an appropriate number of touch points where you are in contact with the new hire, helping them to see the kind of caring, fun and professional practice that you are.
- Induction should be tailored to the person - you'll have an idea of your new hire's personality, likes and dislikes from the interview process. Ensure that you tailor the frequency and type of communication to each person. Some people will appreciate phone calls, younger people may prefer text or social media.
- Keep in touch - make sure that you are in regular, but appropriate contact. You want the new hire to feel welcomed but not overwhelmed. If there are changes or small updates that are helpful to share with them, then do so.
- Welcome them in - this needs to be matched to their personality. For some people, a simple card or a small gift through the post telling them that you are excited about them starting will be spot on. For others, an invitation to an out of hours social occasion with the team will be appropriate. Where possible, buddy them up with someone in the team who will guide or mentor them through the first few weeks.
- Given them a fantastic first day experience. [This video will help.](#)
- Make sure the induction period has plenty of touch points where you can course-correct if there are problems. At the end, make sure you mark the occasion!

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## Retention

Retaining your team is about much more than ensuring their pay remains competitive. Here are some key factors to pay attention to in order to maximise your chances of retaining your people.

- Set the tone and the vision - as the leader it's up to you to set the tone for how you want things done so that everyone understands what is expected and acceptable. You also need to keep the future in mind and communicate the vision - the work journey that you are on together - to the team. How well do you do this?
- Creating culture - culture must be defined, communicated, rewarded and modelled. Have you done this? Do you engage your team in reflecting on 'how' you do things, not just 'what' you do?
- Leading the team - are you simply trying to get work done, or are you actively developing the people in your team to take on more responsibility, to collaborate, to innovate?
- Fun - we spend a third of our lives at work. How much time do you spend coming up with ways to enjoy the day more?
- Developing people - today's employees are looking for development opportunities. Do you go beyond simple training for compliance, and look for ways to develop the skills of your team holistically?
- Leadership - Author John C Maxwell says that 'Everything stands and falls on leadership.' If you feel like your leadership skills need development, don't delay, but ensure that you get some help. Many of the people I help in my Great Boss Bootcamp have become the boss without any training, and that's a gap that the pressure of the pandemic exposed. Training, kindness, leadership development are must haves.

Leadership remains the critical factor in recruitment & retention. If you would like help to develop your skills and confidence, then the Great Boss Bootcamp will help you. It's a 10-week programme specifically designed to provide Principals and Managers with the tools to be a Great Boss. For details, visit [Great-Boss.com](http://Great-Boss.com).