

Welcome to...

Hire with  
**Heart**

Building teams that thrive from day one.

with Mark Topley

**WESLEYAN**  
*we are all about you*

**Practiceplan**  
The business of dentistry



**medenta**  
putting finance into practice

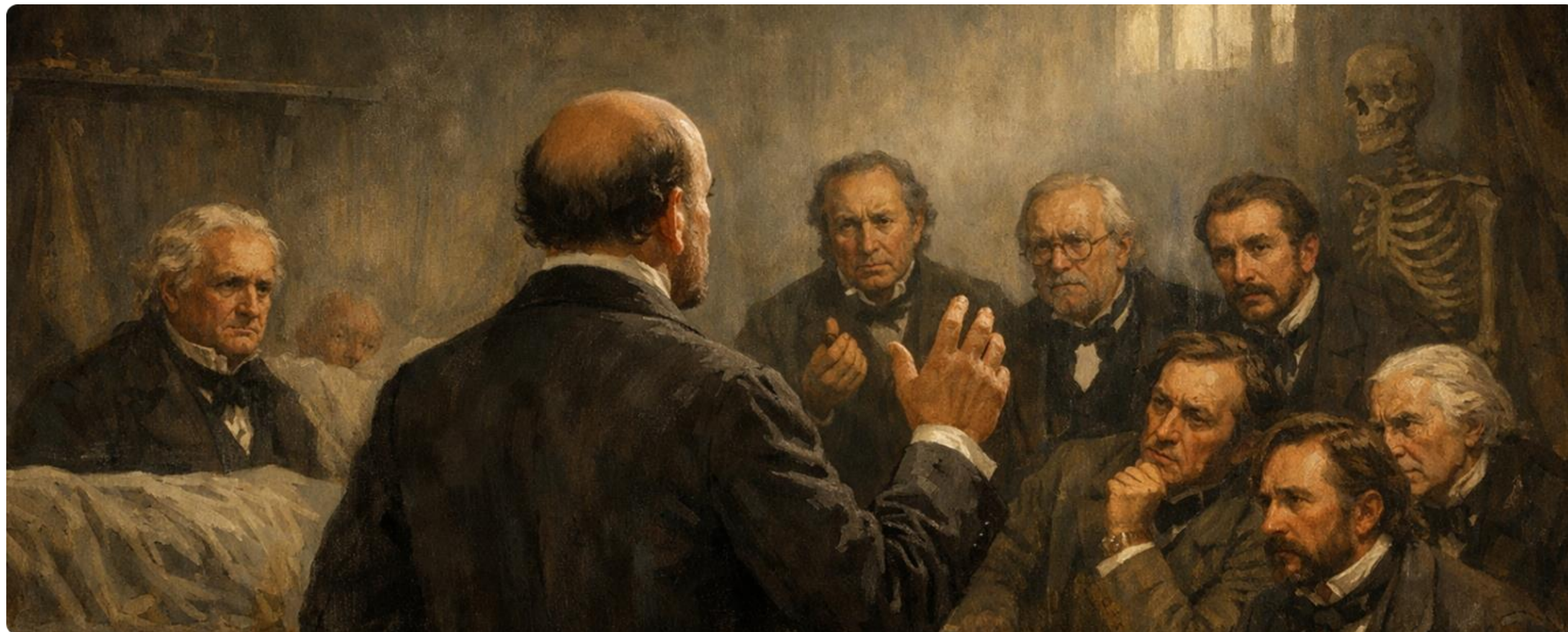
**dpas** your dental plans  
Part of the WESLEYAN Group

# Hire With HEART

---

Building teams that thrive from day one



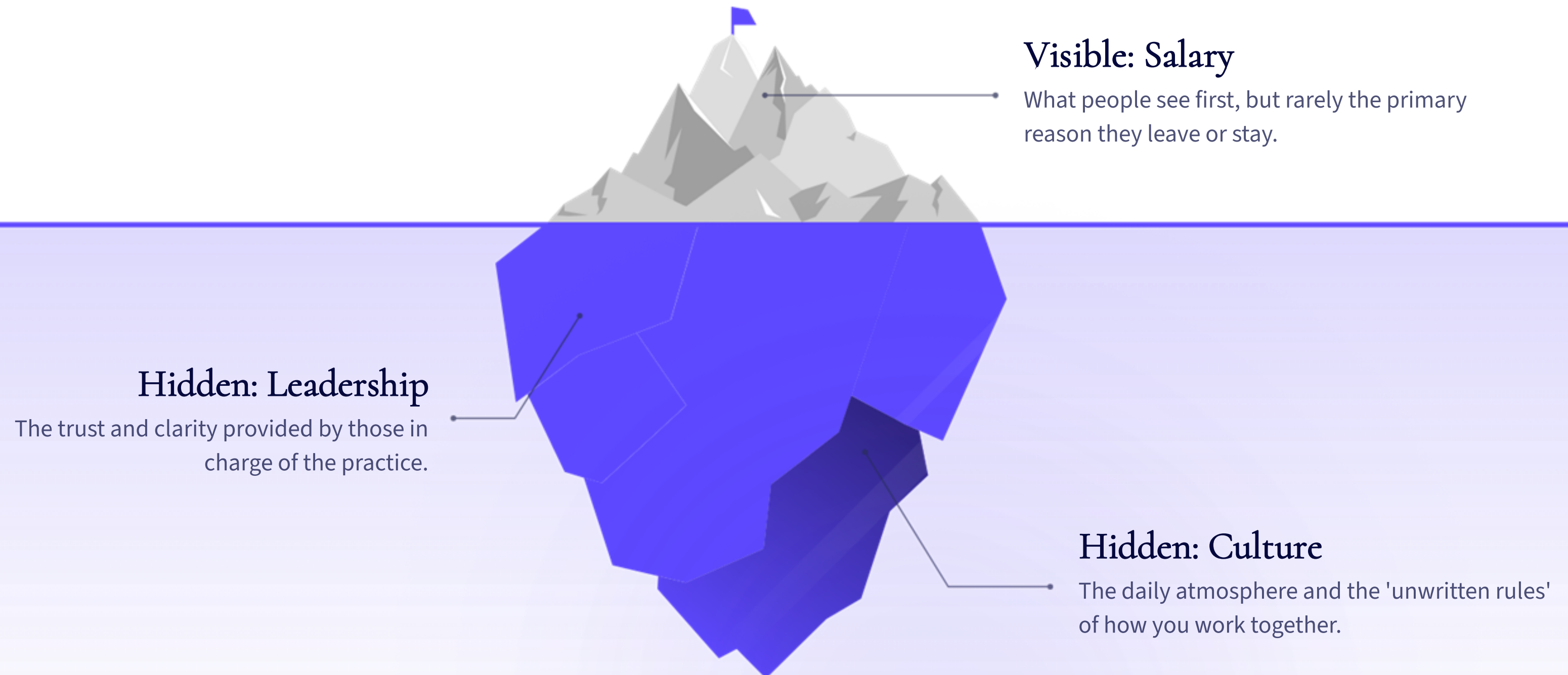


SMALL ACTS OF CARE

# A Story of Resistance and Impact

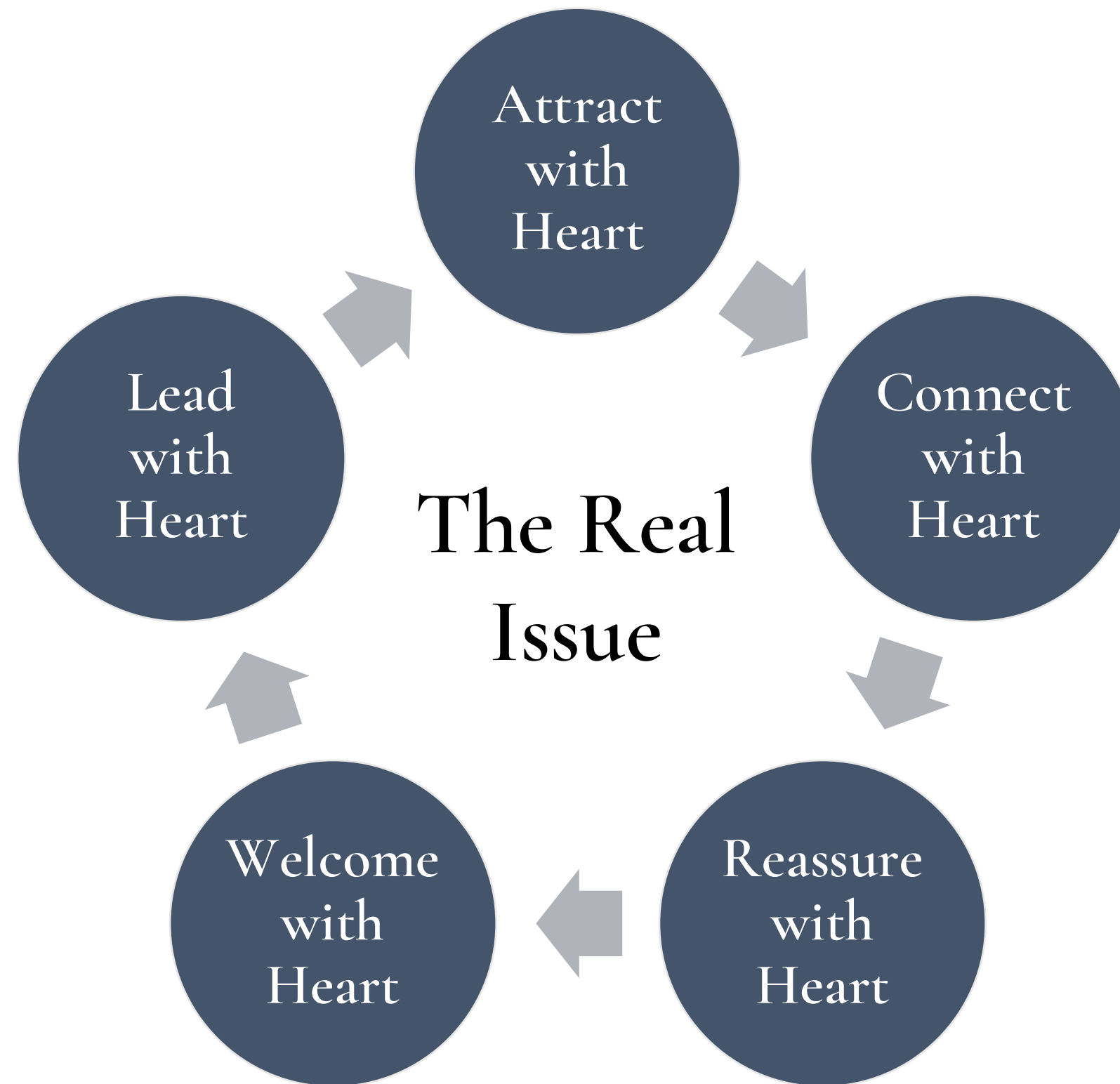
# What If the Problem Isn't Money?

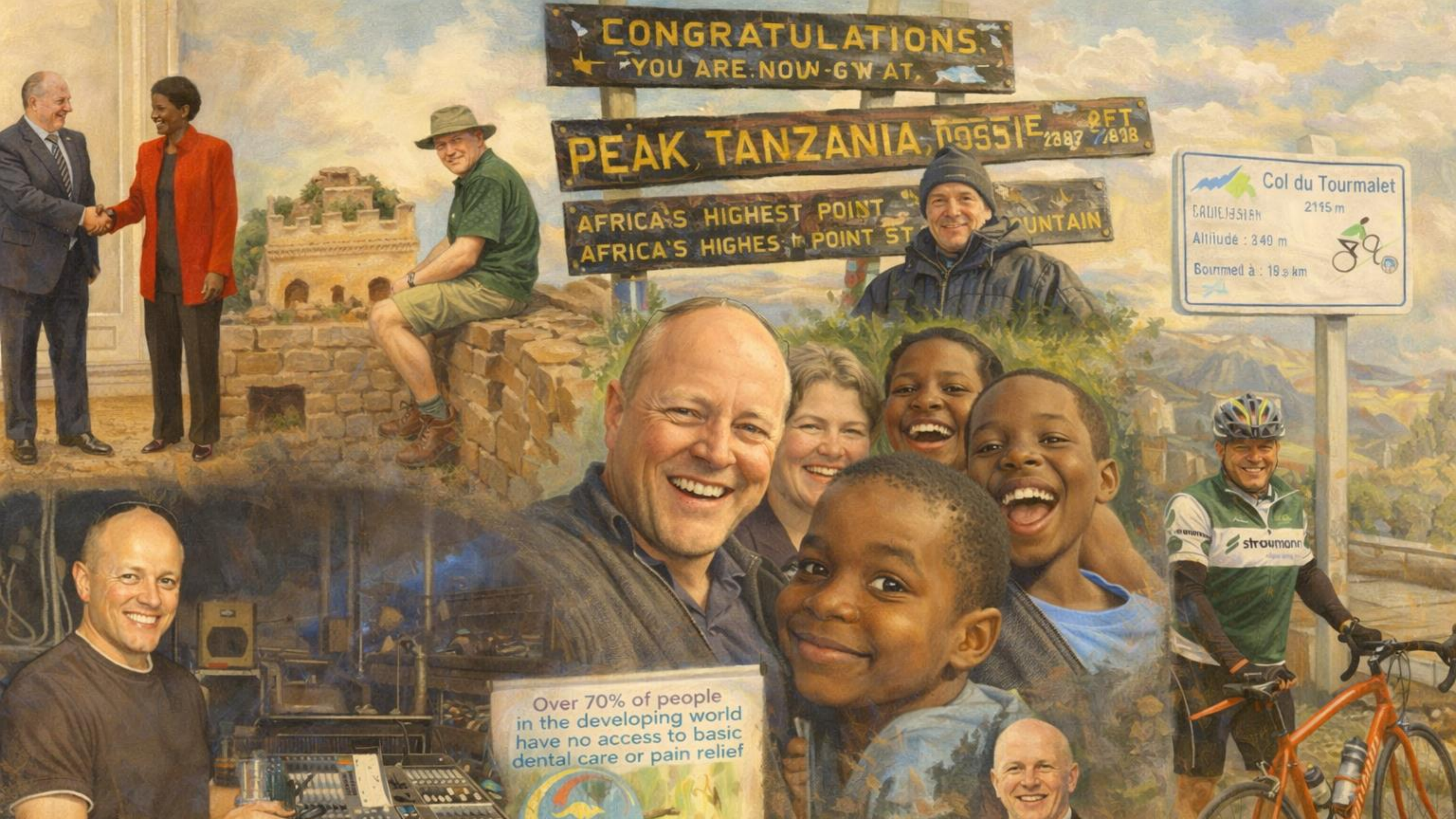
Let's challenge the assumption that recruitment is only about pay.



# This Afternoon

---





CONGRATULATIONS  
YOU ARE NOW -GW- AT.

PEAK TANZANIA, 19551E 2887 2818 2FT

AFRICA'S HIGHEST POINT  
AFRICA'S HIGHEST POINT ST MOUNTAIN

Col du Tourmalet  
2195 m  
Altitude : 340 m  
Bourmed à : 19.5 km

Over 70% of people  
in the developing world  
have no access to basic  
dental care or pain relief



FOUNDATIONS

# Why Recruitment is a Leadership Signal

Understand the connection between your vision and your hiring.





THE DIAGNOSIS

## What is wrong with our approach?

We are treating a leadership or culture symptom with a transactional recruitment strategy.

THE SHIFTS

# The Core Shifts in Work

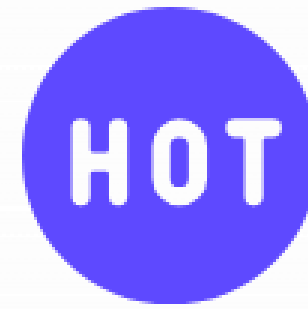
Understanding the modern dental workforce expectations.



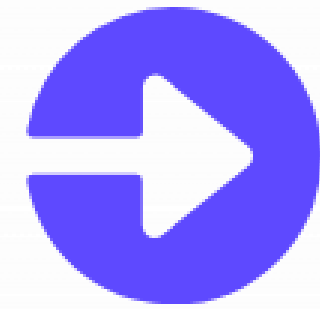
Work is now about purpose, not just a paycheck.



Culture matters significantly more than contracts.



People want clarity, trust, & opportunities for growth.



Employees leave bad leadership, not just bad jobs.

LEADERSHIP

# The Leader's Responsibility

Creating an environment people look forward to.



Your people simply must look forward to coming to work every day, and it's your responsibility to make sure that's possible more often than it isn't.



Chris Barrow

Business Coach

INSIGHTS

# The Need for Meaningful Work

Why time is the new currency for your team.



There's a lower tolerance for jobs that don't bring people meaning. People's time is limited and valuable, and they want meaningful work.



Prof Anthony Klotz

Researcher – Texas A&M University (2021)

DATA

# The Top Indicator of Success

Culture and values outweigh salary across all income levels.



Across all income levels the top indicator was not pay: culture and values of the organisation, quality of leadership and career opportunities.

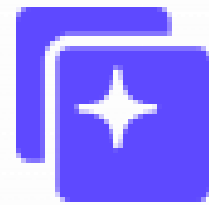


Glassdoor

2017 Research

# Three Questions for the Team

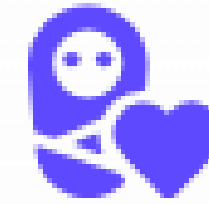
Evaluate daily experience.



Was I excited to  
work every day last  
week?



Did I have a chance  
to use my strengths  
every single day?



Do I get to do what I  
am good at and  
something I love?

**A BRIEF HISTORY OF...**

SECTION 2

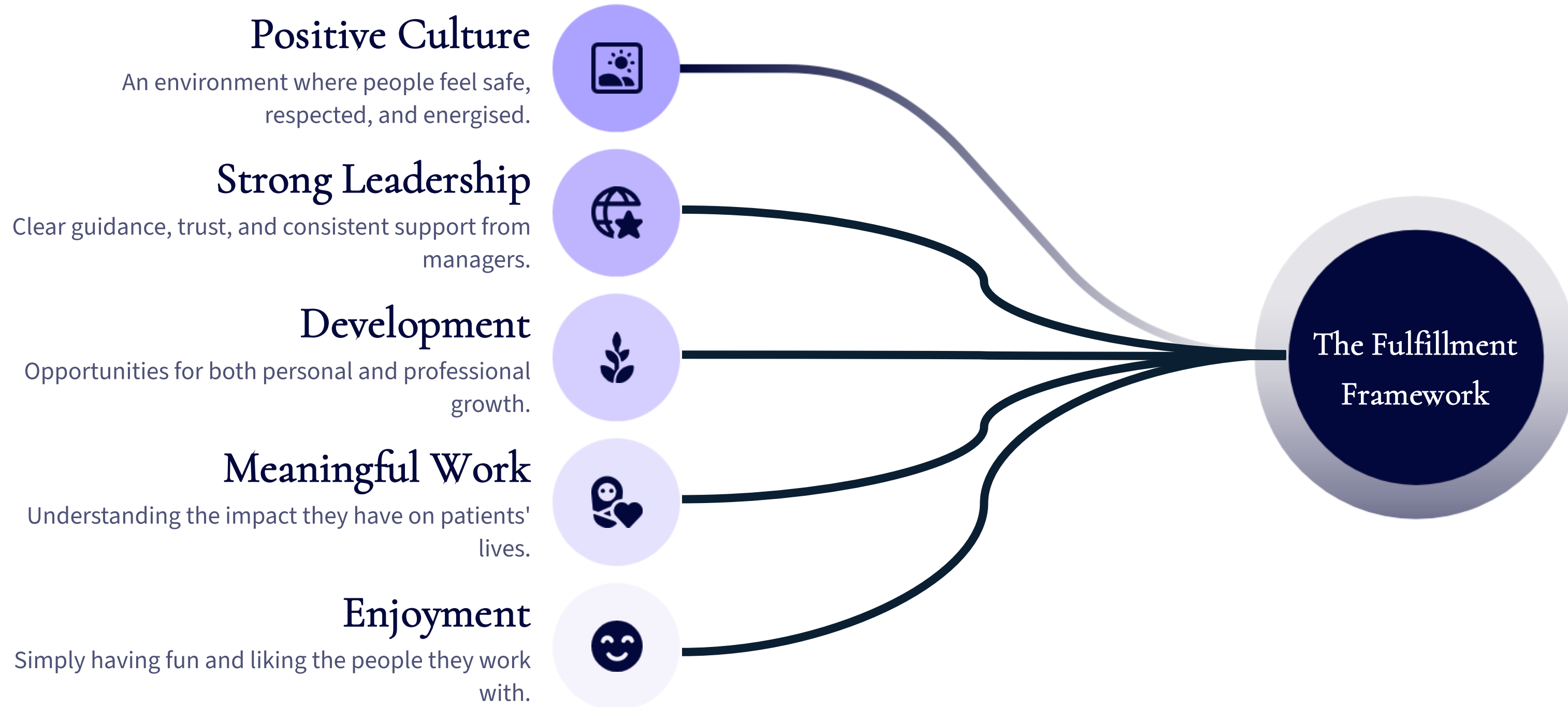
# The Real Issue

Moving from surface symptoms to root cultural causes.



# What Teams Truly Want

The five pillars of employee satisfaction in a dental practice.



# Then vs Now: Workforce Changes

---

Key shifts in work models, skills, tools, and expectations that define today's employees and employers

# Then vs. Now: The Shift

How the workforce landscape has evolved over the years.

| Feature          | Traditional Approach (Then) | Human-Centered (Now) |
|------------------|-----------------------------|----------------------|
| Primary Driver   | Salary and Stability        | Purpose and Culture  |
| Leadership       | Command and Control         | Trust and Support    |
| Role of Employee | Task Executor               | Active Contributor   |
| Growth           | Seniority Based             | Development Focused  |

SECTION 3

# Attract with Heart

Crafting messages that people actually want to engage with.



ADVERT ANALYSIS

# Why Adverts Fail

The three common mistakes in dental job postings.

01

Fails to excite or connect emotionally with the candidate.

02

Focused only on tasks and requirements, not the experience.

03

Too generic — sounds exactly like every other practice.

# Crafting Adverts That Truly Land

Shift your focus from listing tasks to telling a story that resonates with the human needs and professional goals of your ideal talent.

Grizzly's Wood-Fired Grill shared an interesting job ad for a dishwasher. Check it out:



Why we like it:

Sharing pictures of your employees having fun at work on social media is always a great way to engage reactions among potential candidates!

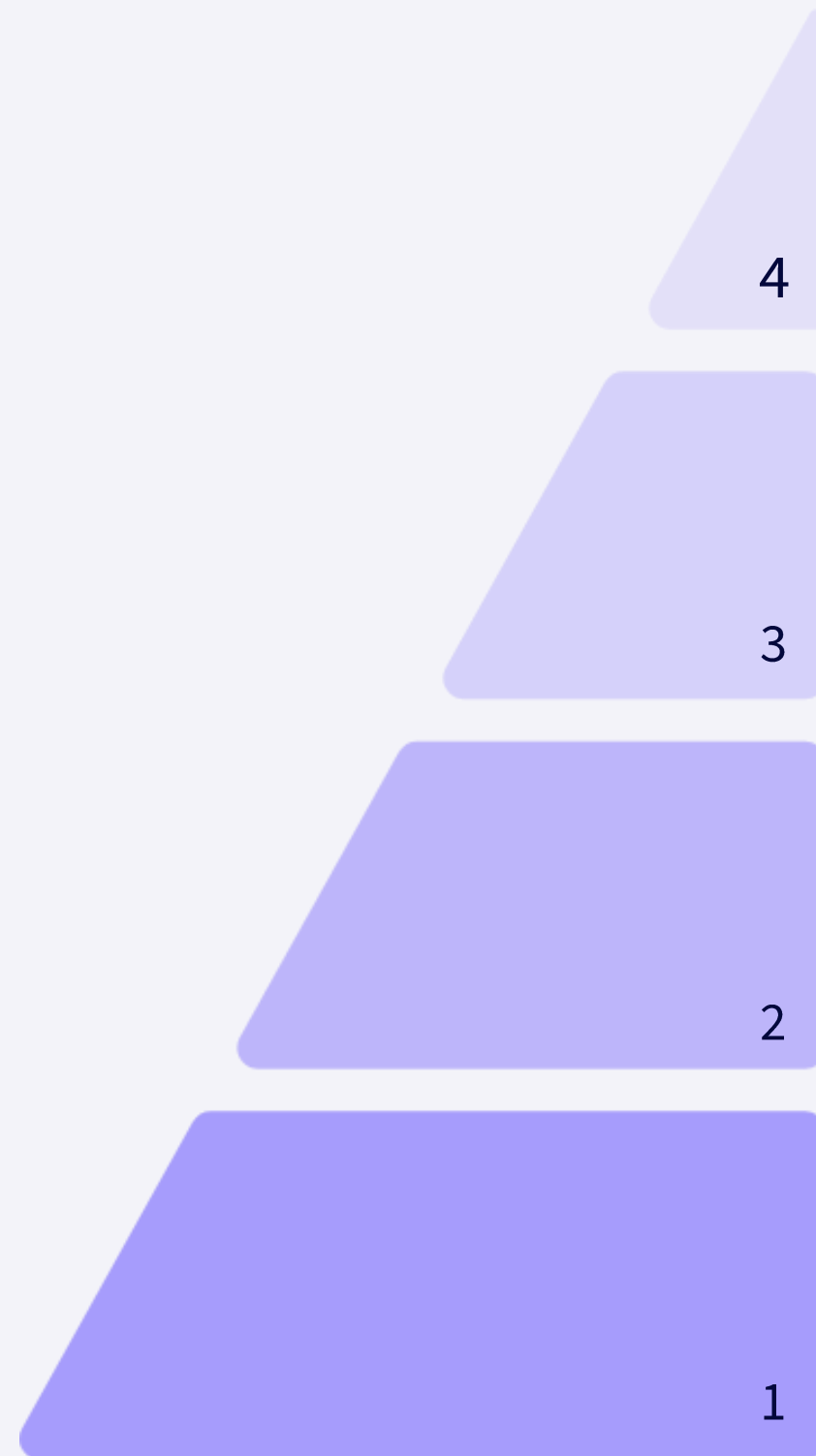
It looks like the staff at Grizzly's are having so much fun!

Ideas to steal:

- Include a behind-the-scenes photo of your current employees in your job ad.
- Show your candidates their potential coworkers and give them a glimpse into your workplace!

# The Perfect Advert Structure

Leading with culture to attract the right fit.



## Terms & Conditions

The salary and benefits should come last, not lead.



## Realistic Preview

Provide a genuine look at the daily reality of the role.



## Practice Vision

Share where you are going and why it matters.



## Culture & Values

Showcase what it feels like to work in your team first.





queenswaybraces • Follow



**queenswaybraces** Edited • 66 w  
Hey North East 🙌 we are hiring Dental Nurses across our 7 sites! 🙌

Are you a dental nurse looking for a role where you'll be appreciated, nurtured, and rewarded? 🏆

Call off the search! We are growing again and we're on the look out for more brilliant people for our very special family of practices in the North East. 🙌

If you're someone who knows their worth and likes to feel valued as much as you love giving every day your all, then we could be the perfect match for you! ✨

Ready to apply? Simply email our Orthodontic Services Manager, Jo



16 likes

12 January 2023



Add a comment...



A D C O P Y

# Keywords That Connect: The Team

Language that emphasises belonging and value.



Appreciated: Every contribution is recognised.

---



Nurtured: Focus on long-term career growth.

---



Rewarded: Beyond just a salary—feeling valued.

---



Special: Being part of a unique practice family.



**Phil Eisenberg**

29 March at 15:01 · 🌐



### **Treatment Coordinator / Assistant Manager / Dental Superstar**

We are looking for a passionate, creative and motivated individual who could join and improve our interdisciplinary team in Blackheath. South East London.

The ideal candidate will have a background as a treatment coordinator or dental nurse and will be comfortable working in a fast paced and dynamic environment. However, if you have the right attitude, then dental experience is not a must.

The right candidate will have a focus on providing an excellent customer experience, be a team player with strong organisational skills and a "can do" attitude. Attention to detail and the ability to communicate accurately and efficiently with patients in writing and in person is a must.

Working with our manager there is also the opportunity for involvement in our business development and marketing.

This is an excellent position for someone that is looking for career development together with progressing their communication and management skills in time.

Applicants should be computer trained (Software of Excellence ideal.)

Photographic skills will also be useful as will enthusiasm for practice promotion and the use of social media.

Working in a beautiful environment, we carry out makeovers, whitening, facial rejuvenation treatments, orthodontics, implants and endodontics.

We also have a hygiene service that we are proud of as well as provide comprehensive dental care to ensure that people keep their teeth for life.

Hours of work preferably 8.20 to 5.45 Monday to Friday but consideration will be given to full time and part time roles.

We are offering a competitive package along with full training and support.

If you have a passion for giving patients a 5-star customer experience, are outgoing, sympathetic, friendly and want to be part of a local community in South London, then Sparklysmile is looking for you to assist in our exceptional team.

If interested, please send us your CV and an introductory note about how you can help us sparkle more brightly.

# Keywords That Connect: The Spirit

---

Can-Do Attitude: Looking for proactive spirits.

---

5-Star Community: Emphasising high standards.

---

Sparkle: Bringing joy and energy to the role.

---

Beautiful: Creating a workspace we are proud of.

DIGITAL PRESENCE

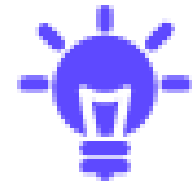
# The Digital Reality Check

Ensuring your online presence  
matches your advert.



What are people seeing when they search for  
you?

---



Does your website reflect your actual  
reality?

---



Is your social media a human window into  
your team?

## DISCUSSION

# Discussion: Your Invisible Signals

Reflecting on how you currently communicate.

1.

If your advert were the only thing someone saw, what would they assume?

2.

Where might you still be communicating like everyone else?

3.

What invisible signals could be putting off the people you want?

SECTION 4

# Connect with Heart

Reimagining the interview as a cultural alignment conversation.



# Common Interview Pitfalls



Over-focus on technical skills and qualifications.



Ignoring cultural fit in favor of 'can they do the job?'



Poor preparation leading to a generic, uninspiring experience.

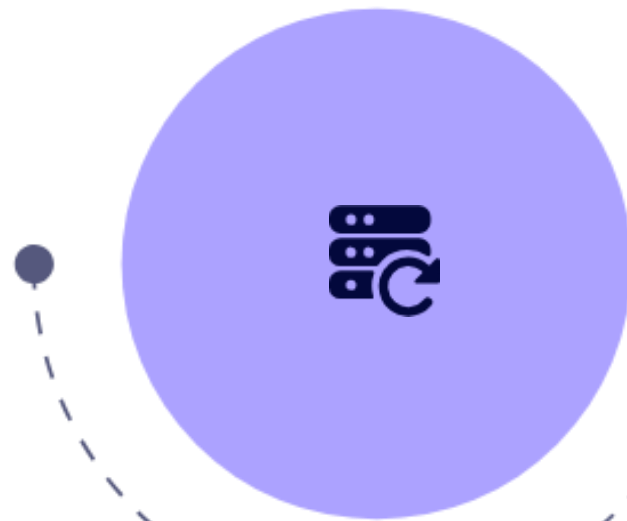
Why standard interviews often lead to the wrong hire.

# The Human Interview Strategy

Techniques for revealing character and cultural alignment.

## Vary the Format

Don't just sit across a desk; try different settings.



## Ask Team Questions

Ask how they would handle team dynamics, not just tasks.



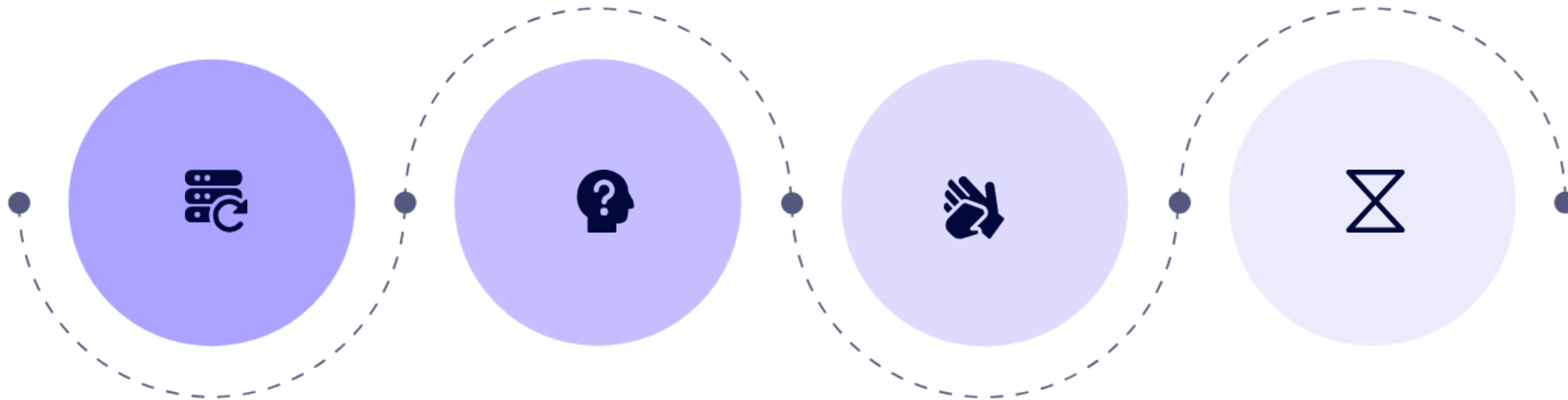
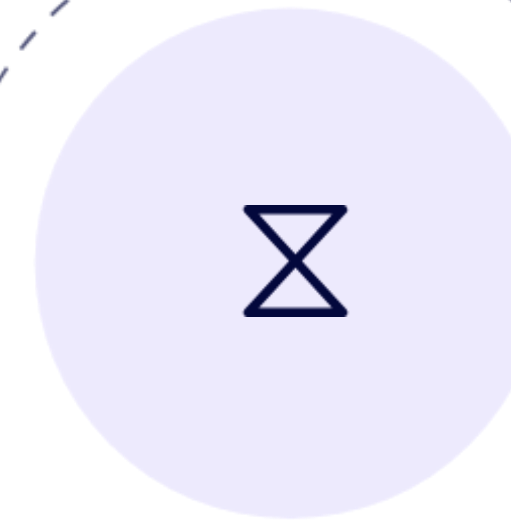
## Include a Practical Task

Observe them interacting with the team or a scenario.



## Use a Diverse Panel

Include team members to get multiple perspectives.



DISCUSSION

# Discussion: Culture Over Qualifications

Evaluating how your interviews reflect your practice spirit.

1.

How do your interviews help candidates feel what it's like to work with you?

2.

Are you just checking qualifications, or checking for alignment?

3.

What habits might unintentionally create fear or doubt?

SECTION 5

# Reassure with Heart

Bridging the gap between the 'Yes' and the first day.



THE INTERIM

# The Missed Middle

Why the 'interim' period is a high-risk zone for commitment.

A drop in communication during the interim period often leads to a drop in commitment.

This 'dead zone' between the offer and the start date is where great candidates can get cold feet or take other offers if they don't feel connected.

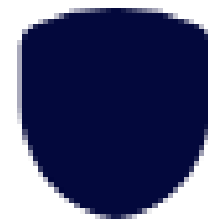
# Fostering Belonging & Safety

Proactive ways to pull new starters into the team early.



## Share Purpose

Remind them why they joined and the impact they will have.



## Vulnerability

Show them that it's okay to be new and ask questions.



## Belonging

Help them feel like part of the group before they arrive.

# Using the Interim Well



Share welcome videos or personal messages from the team.



Assign a buddy to check in with them informally.



Provide a clear pre-start checklist to demystify day one.

Three practical tactics for pre-start engagement.

DISCUSSION

# Discussion: The Gap Signal

Evaluating your current 'offer-to-start' process.



**What actually happens in the gap for your practice?**



**Have you ever lost someone in this period? Why?**



**What does this period signal about your culture?**

# The proportion of UK children living in poverty

10 in 30...



 Gold for Kids





## We need:

---

- ANY restoration containing metals
- Unwanted jewellery
- We turn them into cash for kid's charities

- Over £50k in 5 years
- NSPCC, Felix, Barnardos & local
- Join Now for July



B R E A K

# Take a Break

Rest and recharge before our final sections.





SECTION 6

# Welcome with Heart

---

Designing an induction that turns 'new' into 'part of the team.'

# The Power of Moments

---



Great Boss

BOOTCAMP

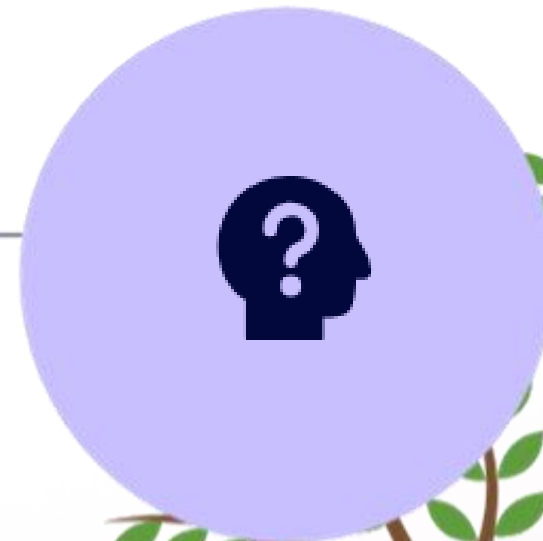


# The Induction Framework

Moving beyond checklists to cultural immersion.

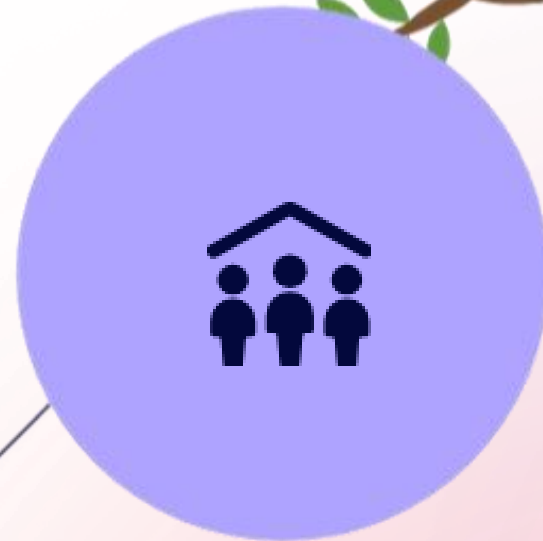
## Establish Relationships

Facilitate meaningful connections with every team member.



## Communicate Significance

Show them why their role is vital to the practice mission.

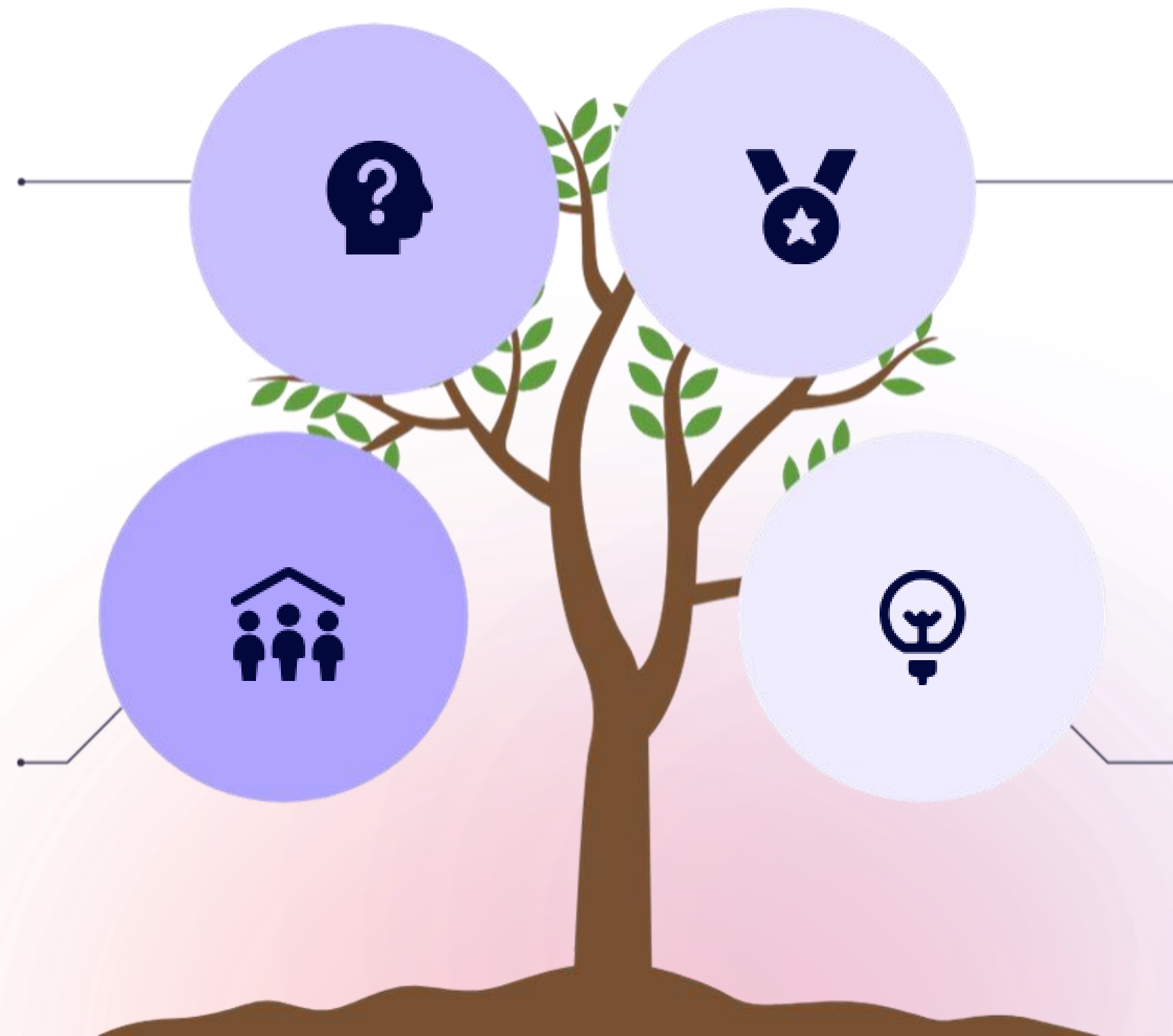


## Cultivate Belonging

Prioritise feeling 'at home' over learning every system.

## Demystify in advance

Clearly explain 'how we do things here' in advance.



PLANNING

# Induction That Works

Shifting the focus from the first hour to the first week.



Prioritise belonging, clarity, and relationships early on.

---



Plan the entire first week, not just the first morning.

TOOLS

# Essential Induction Tools

---

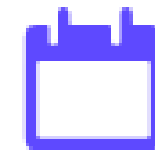
Practical items to support a warm welcome.



A comprehensive induction checklist for systems.



A welcome gift or practice guide that feels personal.



A first 7-day calendar already mapped out for them.

DISCUSSION

# Discussion: The Starter Perspective

Viewing your induction process through fresh eyes.



What does your induction currently feel like?



What might cause confusion or fear in the first week?



How do you help them understand your positive culture?

SECTION 7

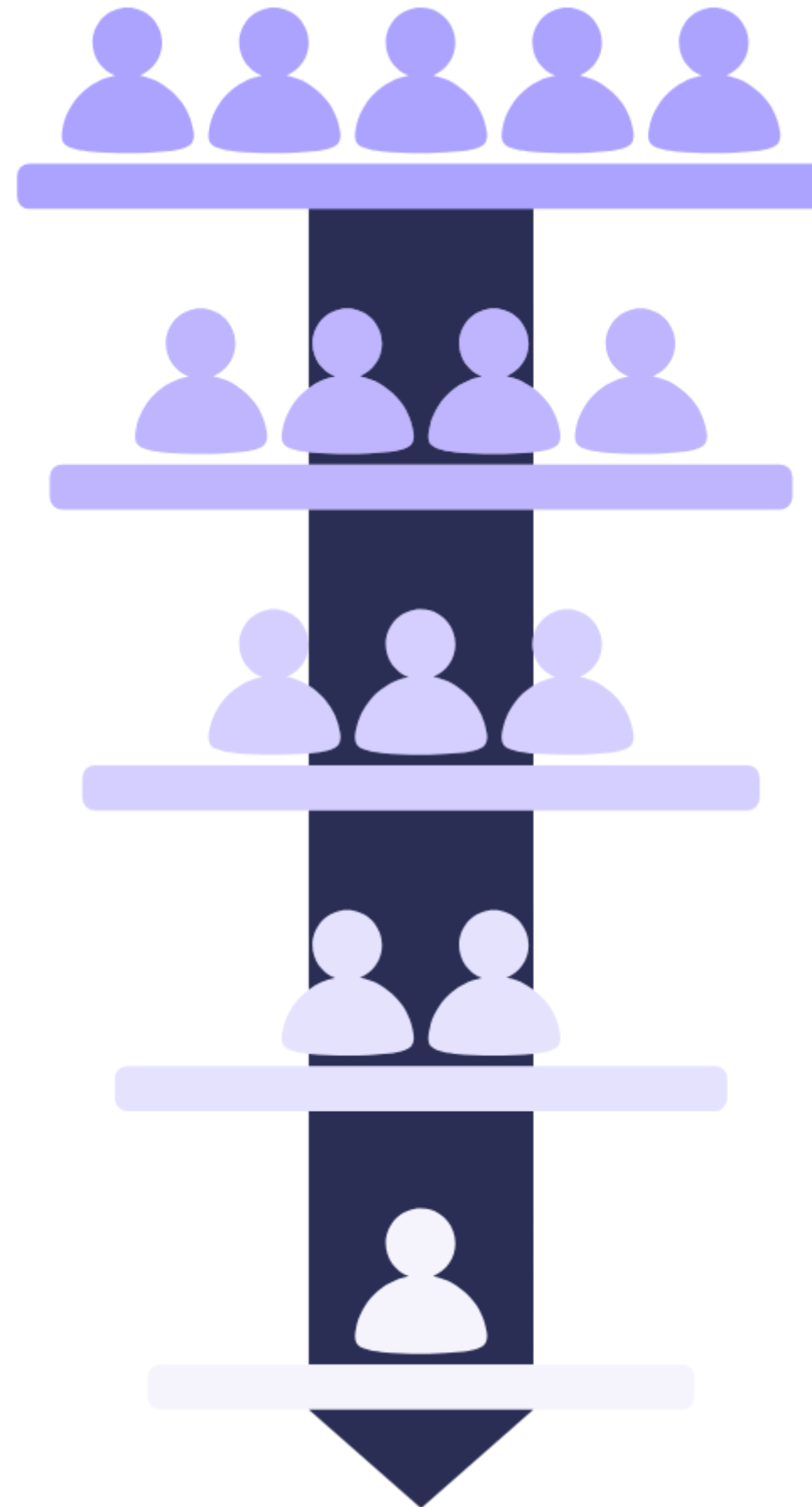
# Lead with Heart

Daily leadership habits that drive retention.



# The Retention Pillars

What keeps people staying and growing in your practice.



## Share Purpose

Connecting daily work to a larger goal.

## Delegate Authority

Empowering people to own their outcomes.

## Create Culture

Actively managing the 'air' of the practice.

## Support & Challenge

Pushing for excellence while providing safety.

## Build Trust

The foundation of every long-term team relationship.

VISION

# Unite & Guide

---

You must have a clear, shared mission.

To keep people, you must give them something to belong to.

A 'Start with Why' generation needs a mission that goes beyond 'making money.'

They need to know they are part of a story where their contribution matters.

# The Creed Framework

Designing a purpose that resonates with your team.

## Our Purpose

Why do we do this? (Patient Impact)

## The 'Why' Generator

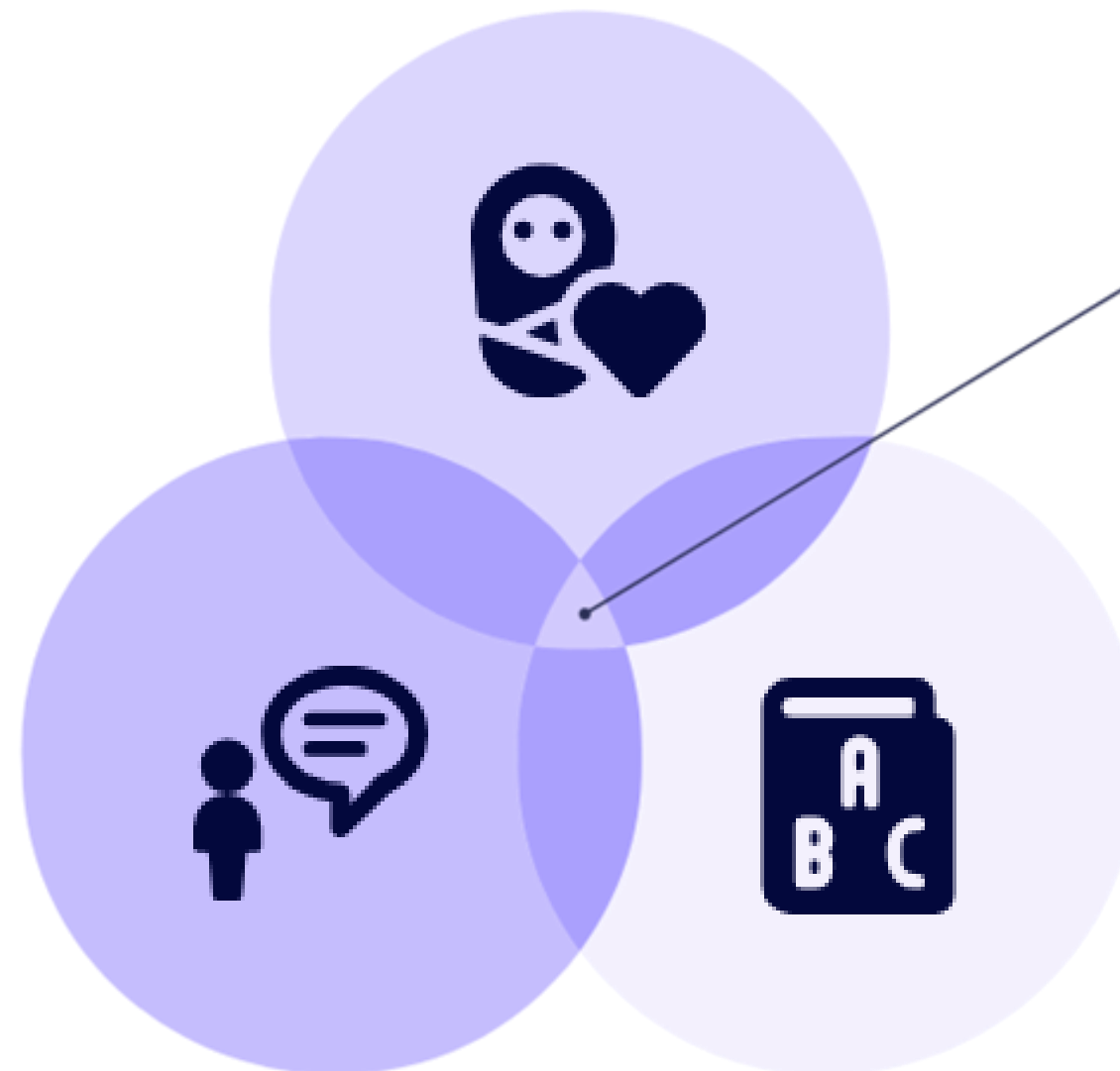
Connecting team identity to practice goals

## Our Identity

Who are we? (The Practice on a Mission)

## Our Story

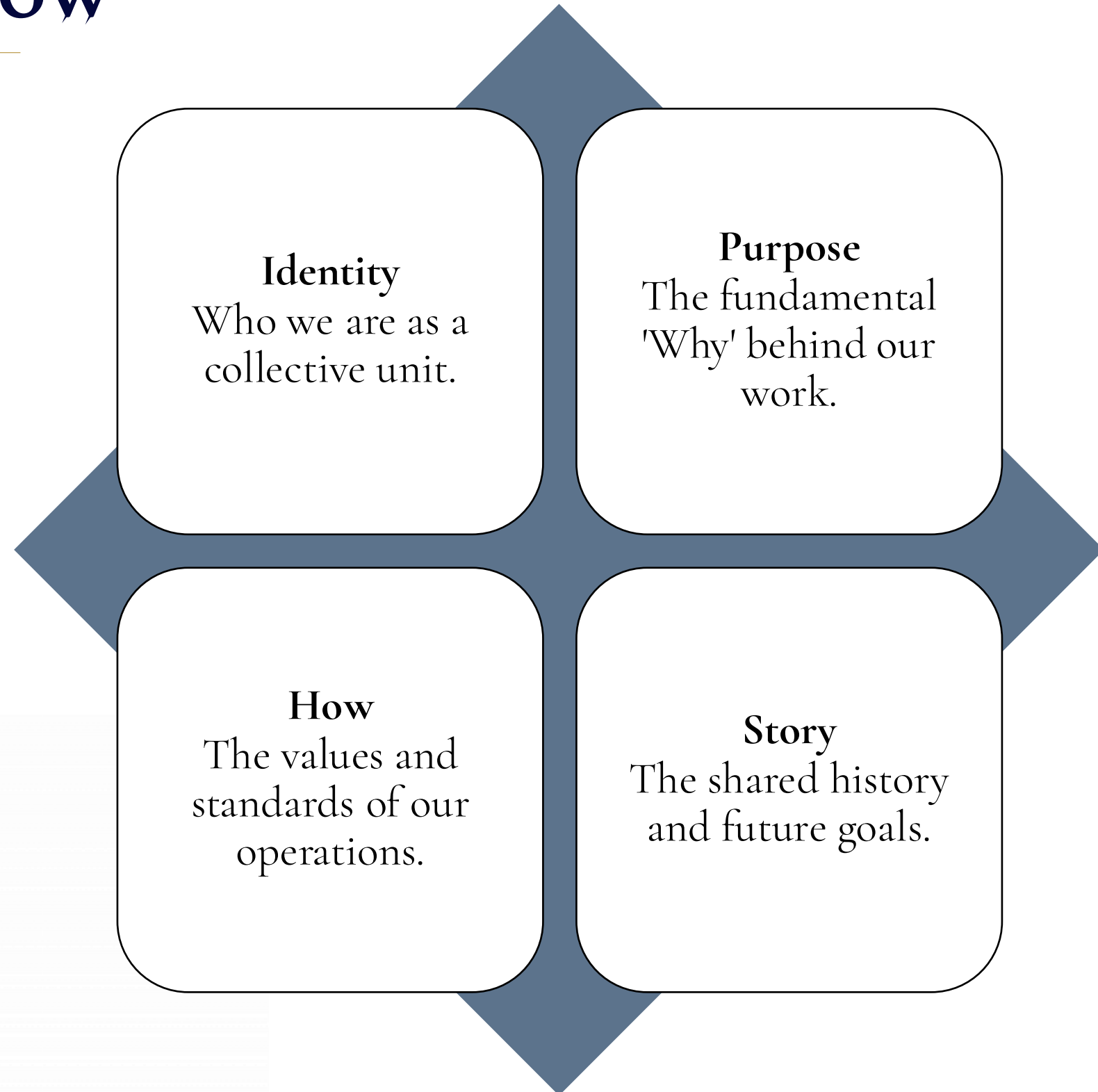
Where are we going?  
(The Journey)



CLARITY

# What Your Team Must Know

---



Four essentials for every engaged employee.

# Every Great Story Elements

---

Using storytelling principles to engage your team.

## Something to be won or lost

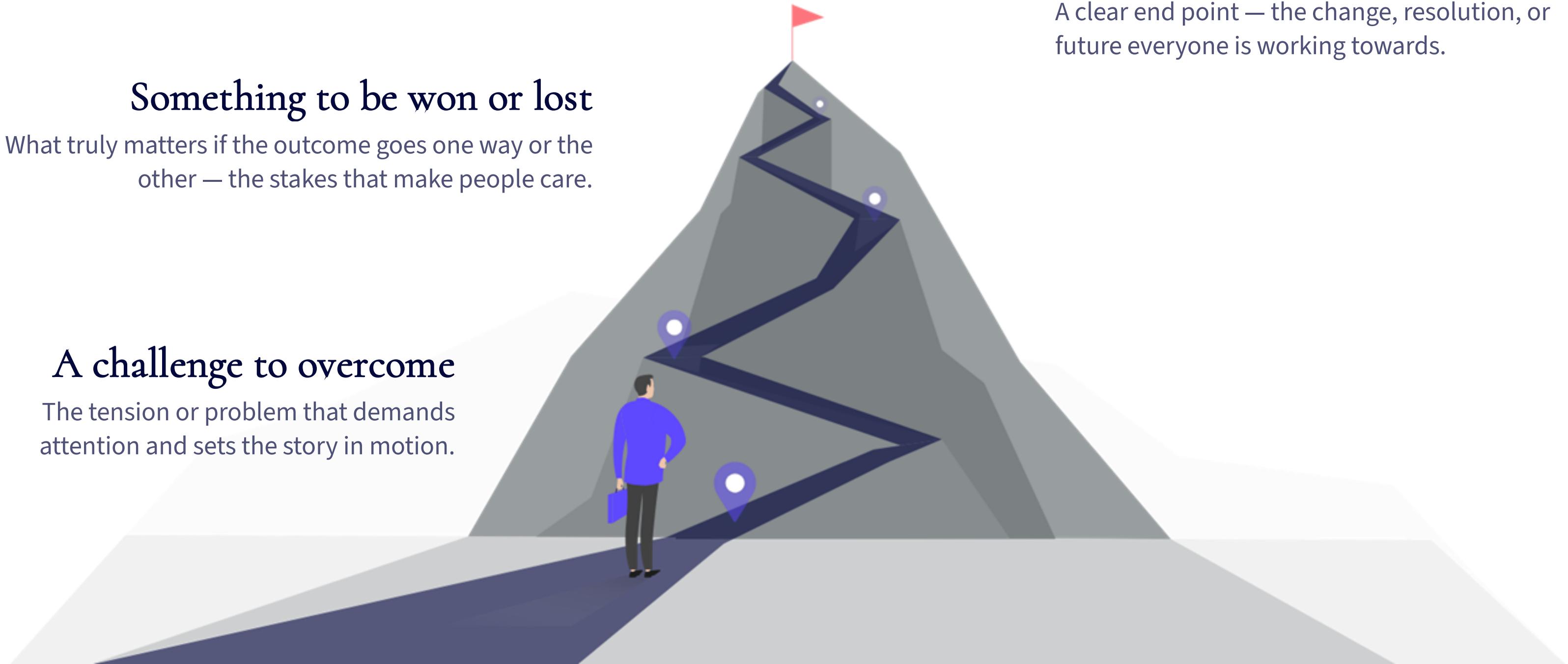
What truly matters if the outcome goes one way or the other — the stakes that make people care.

## A challenge to overcome

The tension or problem that demands attention and sets the story in motion.

## A destination to reach

A clear end point — the change, resolution, or future everyone is working towards.



LEADERSHIP

## Your daily habits matter

Your daily habits matter more than your business plan.



Culture eats  
strategy for  
breakfast



Peter Drucker

Management Expert

LEADERSHIP

## What Trust Really Is

Trust doesn't come from titles, rules or policies.  
Trust exists when people feel safe to be honest.



Trust means  
people can be  
themselves

“Trust is the feeling that you can be honest without fear.”

# High Challenge

# High Support

People grow fastest when expectations are high and support is real.

High Challenge



Low Challenge



Low Support

High Support

INSIGHT

# Control vs. Growth

The fundamental choice for dental practice owners.



You can choose control or choose growth — but not both.



Craig Groeschel

A U D I T

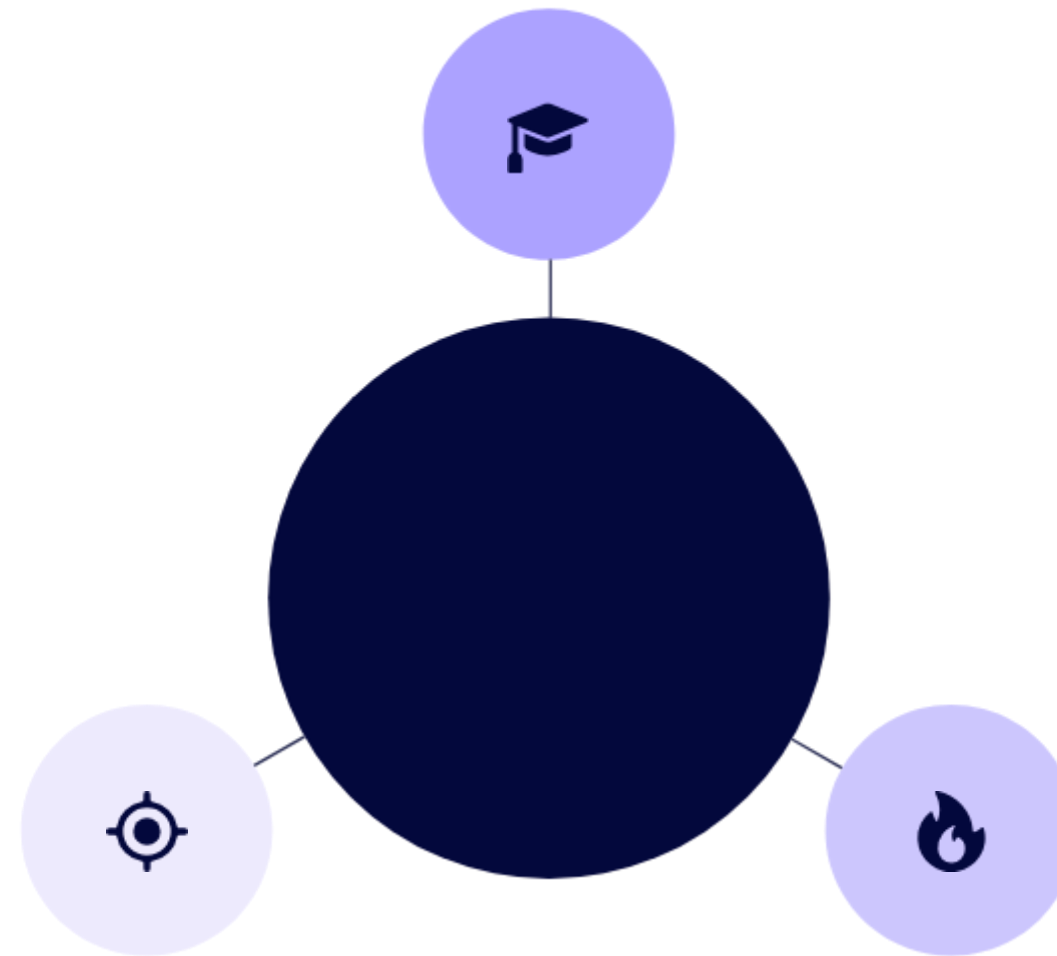
# Why Delegation Often Fails

Identifying the barriers to effective empowerment.

## Knowledge or Skills Gap

Addressing skill and knowledge deficits.

**Awareness**  
Defining the clear roles and expectations.



**Low Motivation**  
Boosting the drive for more responsibility.

LEADERSHIP

# Leaders vs. Followers

Moving from task-based to authority-based leadership.



If you delegate tasks, you create followers. To create leaders, delegate authority.



Craig Groeschel

Author and Speaker

# Competence & Confidence Framework

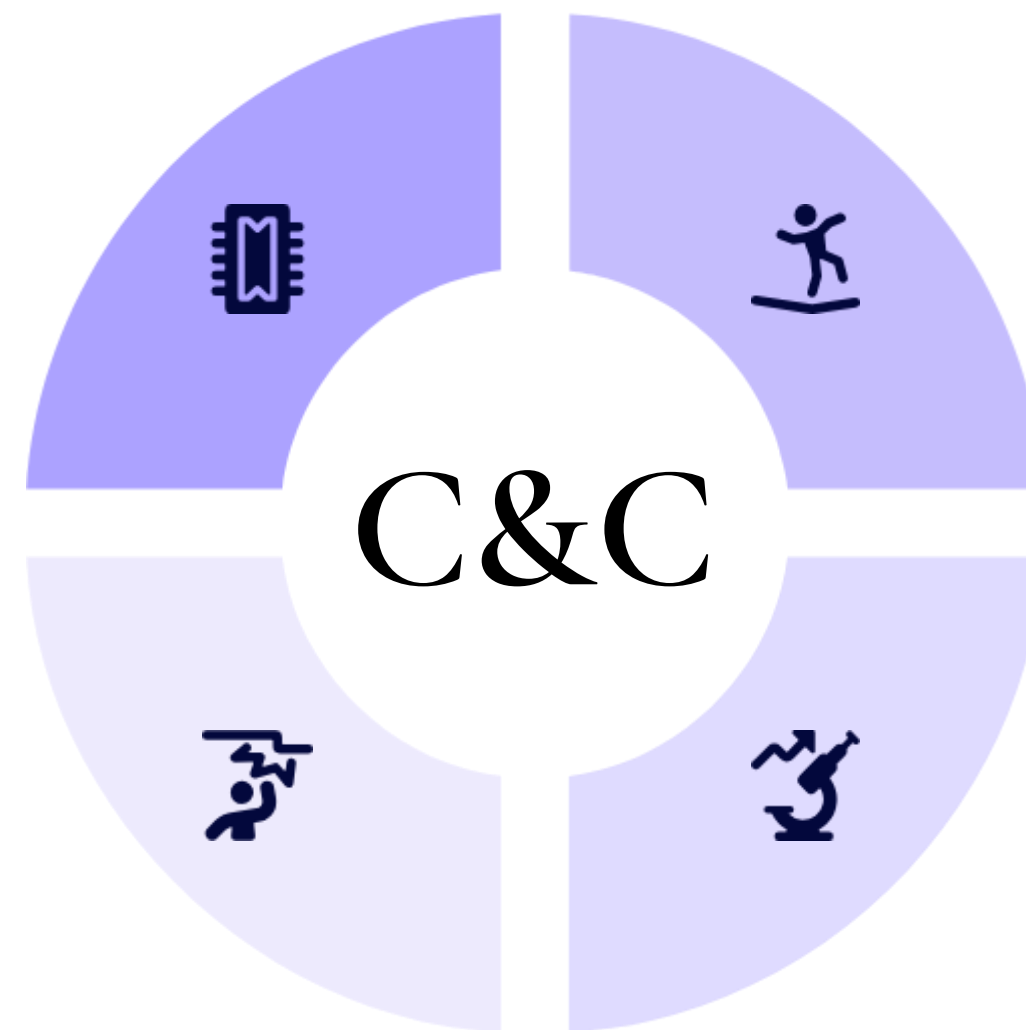
Matching your leadership style to the individual.

## S<sub>3</sub> - The Contributor

Competence is strong, but confidence or consistency may vary. The leader shifts to support and collaboration — listening, encouraging ownership, and helping them step fully into their capability.

## S<sub>4</sub> - The Leader

Highly capable and trusted to deliver. The leader delegates fully, giving authority and autonomy while remaining available for strategic support when needed.



## S<sub>2</sub> – The Developer

Skills are developing but confidence can still wobble. The leader coaches, explains the “why”, and offers encouragement while continuing to guide decisions and reinforce good habits.

## S<sub>1</sub> - The Learner

New to the role or task. They need clear direction, structure, and frequent guidance. The leader provides step-by-step support while helping them build the foundations of competence.

# The Task Machine

---

An automated task engine streamlines work, boosts consistency, and frees teams to focus on higher-value problems



TACTICS

# Creating a Task Machine

---

Five keys to successful task delegation.

01

Task Frequency:  
How often does  
this need to  
happen?

02

Success Criteria:  
What does 'good'  
look like?

03

Ownership: Who  
is ultimately  
responsible?

04

Deadlines: When  
must it be  
completed?

05

System: What is  
the process for  
doing it?

OVERSIGHT

# Monitor Without Micromanaging

---

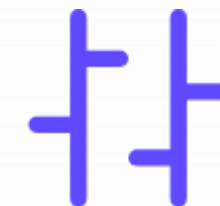
Keeping oversight while maintaining team autonomy.



Regular Check-ins: Short, supportive touchpoints.



Shared Tools: Visual boards or software to see progress.



Clear Reporting: They tell you how it's going, not vice versa.

# Action Plan: Delegation

A step-by-step approach to letting go this week.



## Scan the Week

Identify one task you shouldn't be doing.

## Choose the Person

Match the task to their competence level.

## Frame as Opportunity

Explain how this helps them grow.

## Step Back

Trust them to execute while you provide support.

DISCUSSION

## Discussion: Retention Habits

Uncovering the everyday rituals of your practice.



What small habits tell your people they are valued?



Where might the old world view beliefs be creeping back in?

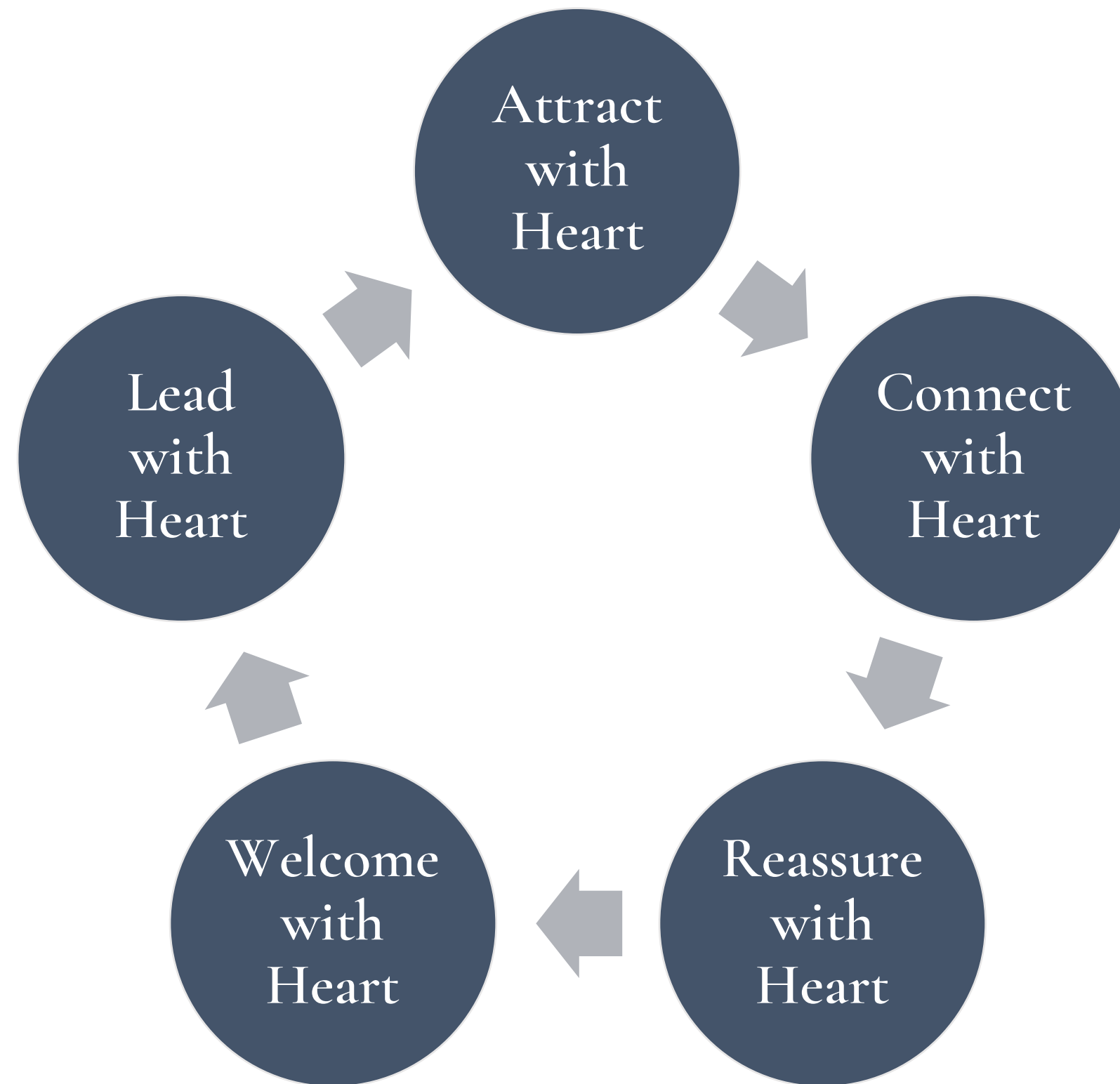


In your experience, why do people really leave?

# The Model in Full

---

The human-centered recruitment journey.



NEXT STEPS

# Your Next Step

## The Dental Team Performance Scorecard

Most teams don't struggle because people don't care.

They struggle because standards aren't clear.

This short document helps you see where that's happening.

3 minutes. Private. No judgement.

