

# inspero



## Issue 2 of 2021!

Our biggest issue yet!  
This is a good one packed with  
Usable content to make you think  
And inspire you to your most  
Authentic self.

Something brand new in this issue is  
Our “poster” page. This is meant to be  
A page you can print and hang for  
Motivation or as a reminder about how you  
Want to show up every day.

As always, we love feedback and want to hear  
from you. What would you like us to focus on in  
future issues?  
What is challenging you right now?

Please reach out through our website or email me  
directly ([Jason@Insperoteam.com](mailto:Jason@Insperoteam.com)) to provide feedback.

References for this issue:  
“Emotional Agility” by Susan David, PhD  
Wikipedia  
The Good Life Project  
PositivePsychology.com  
ADA Morning Huddle

## In this issue:

QOTD: Dr. Susan David  
E-motion Explored: Optimistic  
Leadership Series Part 2  
Poster page – NEW  
Coaches Corner – Dr. Don Taylor  
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Check Us Out!

The emotion of Optimism comes from a root of Joyful and Hopeful.

Doesn't that sound lovely? But wait, are you a little tired of hearing, "be positive" or "be optimistic" when something bad happens? There is a slippery slope of forced optimism or "forced positivity" as Susan David says in the quote below.

When looking to utilize this concept of Optimism there is, as always, importance in recognizing how it feels when we experience it naturally.

There is also value in exercising caution in the overuse or forced use of the idea.

Instead, utilizing a pragmatic optimism has a benefit of balancing realistic pessimism with hopeful optimism. This requires being logically honest about the situation and then choosing a hopeful course of action.

It may be useful to use the ABCDE model found in Cognitive Behavioral Therapy:

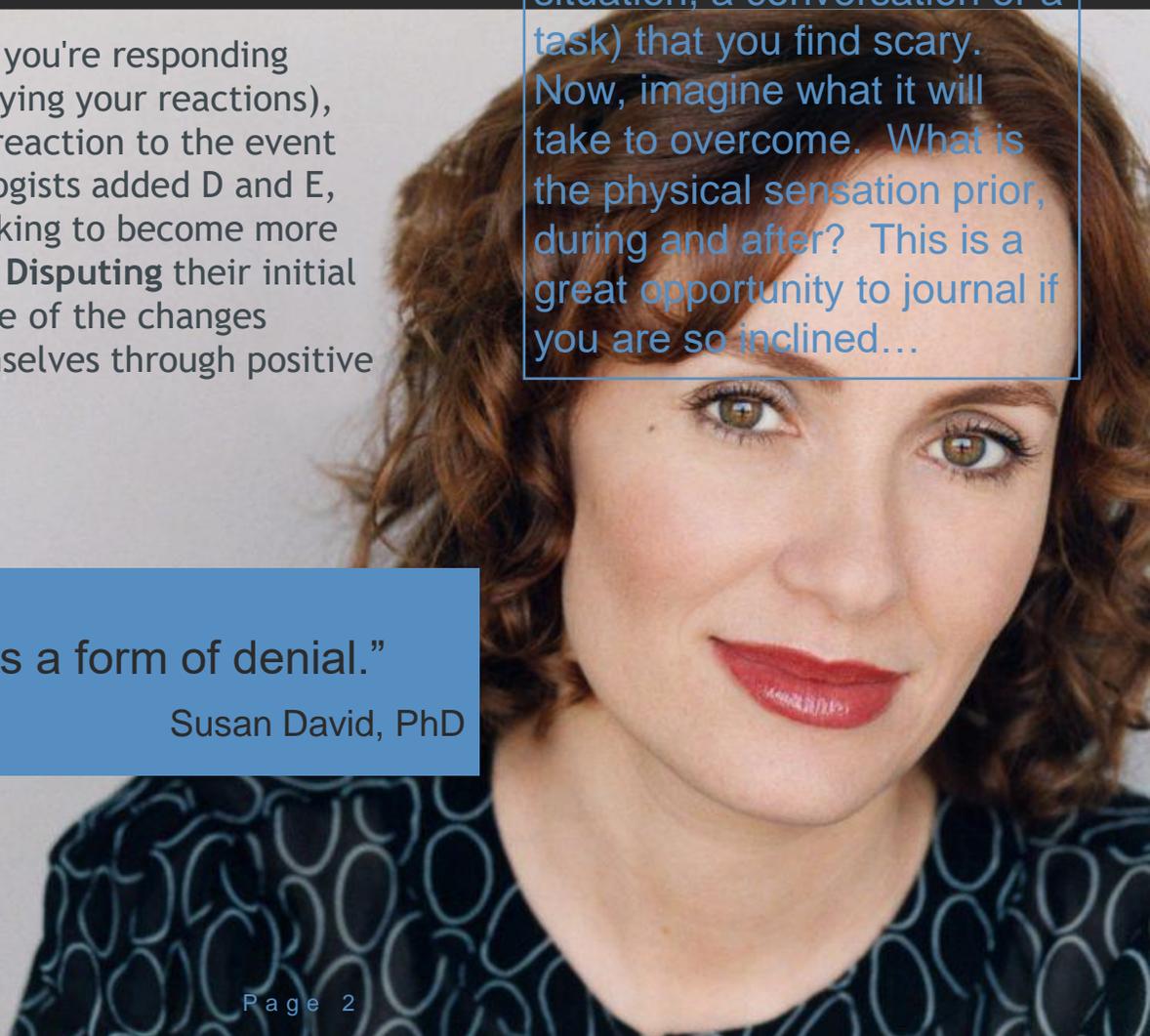
**Adversity** (the challenge you're responding to), **Belief** (what's underlying your reactions), and **Consequence** (your reaction to the event and the fallout). Psychologists added D and E, suggesting that those looking to become more optimistic could practice **Disputing** their initial reactions and being aware of the changes in **Energy** to rewire themselves through positive reinforcement.

E-motion explored: *Optimistic*

Part of learning about these emotions is also about becoming familiar with how they feel. What is the physical sensation associated with it? Try it...imagine something (a situation, a conversation or a task) that you find scary. Now, imagine what it will take to overcome. What is the physical sensation prior, during and after? This is a great opportunity to journal if you are so inclined...

"Forced Positivity is a form of denial."

Susan David, PhD



**Leadership is unique** to the individual and their situation. That is why we have decided to start the

## Leadership Styles Series:

With this issue of the e-newsletter as the first, we will use the next five issues to cover the Emotional Intelligence-based Leadership Styles based off the work of Goleman, Boyatzis, and Mckee. I am going to call this “Intentional Leadership” because, once you know the styles, you will have the opportunity to choose how to use them in life and your practice.

# Intentional Leadership

In their book “Primal Leadership,” Goleman, Boyatzis and McKee outline six leadership styles with a foundation in Emotional Intelligence. Our emotions affect our ability to think and lead so improving our ability to recognize our emotions and what triggers them will allow us to lead more effectively. Through better understanding of ourselves and others we can utilize the six leadership styles (they all have a place in the complete leader) to maximize performance, influence culture and set a trajectory for success.

The Six Leadership Styles are:

**Visionary**

**Coaching**

**Affiliative**

**Democratic**

**Pace-Setting**

**Commanding**

## PaceSetting Leadership Style

Recap:

**Style in a phrase:** “Do as I do, now!”

**Underlying E.I. Competencies:** Achievement & Initiative

**Builds Resonance by:** Meeting challenging & exciting goals.

**When Appropriate:** To get high-quality results from a motivated & competent team.

**Overall impact on climate:** Often highly negative because of poor execution & overuse.

PaceSetting is quite common in dentistry but should be used sparingly when leading a team. This style tends to push people too much without enough feedback and interaction. Too much of a focus on goal outcomes can create dissonance.

There is a place for this style though. Holding high standards of excellence is much of what we do clinically. If you have the right team (self-motivated, highly competent) then utilizing this style sometimes can be a good motivation for them to perform.

The concepts of Continuous Improvement, Kaizen and High-Performance Coaching may be beneficial to bring to your team with the framework of this style.

To fully utilize this style, you will need an understanding of the E.I. Competencies of Achievement and Influence. Often missing in the overuse of this style is Empathy.





“We have to dare to be ourselves, however frightening or strange that self may prove to be.”

-Mary Sarton

“Pandemic drove many Americans to put off Dental Exams” –ADA Morning Huddle Email  
Research from The Harris Poll found that 78% of respondents have postponed at least one medical service in the past three months, with dental checkups and cleaning named the most commonly skipped type of health care,

according to TIME. The poll of 1,093 people found that those who most frequently put off medical services held college degrees or higher, earned more than \$100,000 or purchased their insurance through a public marketplace. Nearly one-third said they have skipped regular oral health care.

Yesterday, as I was reading the ADA Morning Huddle email, I came across this interesting reference. It reminded me of a belief that we, as a Team, held in our practice. That belief was simple-people come to us seeking a Trusting Relationship.

As part of each monthly meeting, we examined a system or two through the prism of Trust - did it create trust or erode it? Was it High Trust or Low Trust? In fact, we had a system called the New Patient Retention Report to quantify exactly how we did with retaining/building Trust with the new patients that did choose our practice.

This monthly report was generated from a list of all the new patients in a given month 8 months back. You should think of this report as more of an audit. First, patients should be accounted for in the following areas of the practice:

**Active Treatment**

**Recare System**

**Specialty Care**

If they could not be located in one of those areas, they were deemed “lost”-at least until a little investigating was completed. This is where the magic happened because in the course of auditing each “lost” patient, we discovered things like simple system glitches as well as more complex issues where Trust was broken.

Talking through instances where Trust was not built/lost were framed around a concept coined by Jim Collins in his seminal book “Good To Great”, called “Autopsy Without Blame”. In his framework, courageous Leaders with a Growth Mindset see failure as an opportunity to improve and the idea Collins espoused was to work through that failure without judging the actions of any individual in order to get better. These were always the most meaningful & productive meetings we ever had.

Our metric was 90%-that is, 9 out of 10 new patients, for instance, in a given month could be accounted for in one of the above systems. When we began to use this system, we fell well short of this metric. But as we examined this on a monthly basis we improved!

New patient flow may have softened in this time of times. But with every turn in the road there is opportunity. Personally, I feel practices with courageous Leaders who see everything they do through the prism of Trust will flourish.

**Coaches Corner  
With  
Dr. Don Taylor**



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See us Live or Virtually:

Emotional Intelligence Live!

-May 2021 sold out  
-Austin, TX

Inspero Leadership Continuum Series  
for the Central Texas AGD  
-Starting in July 2021

Coming in the Fall/Winter:

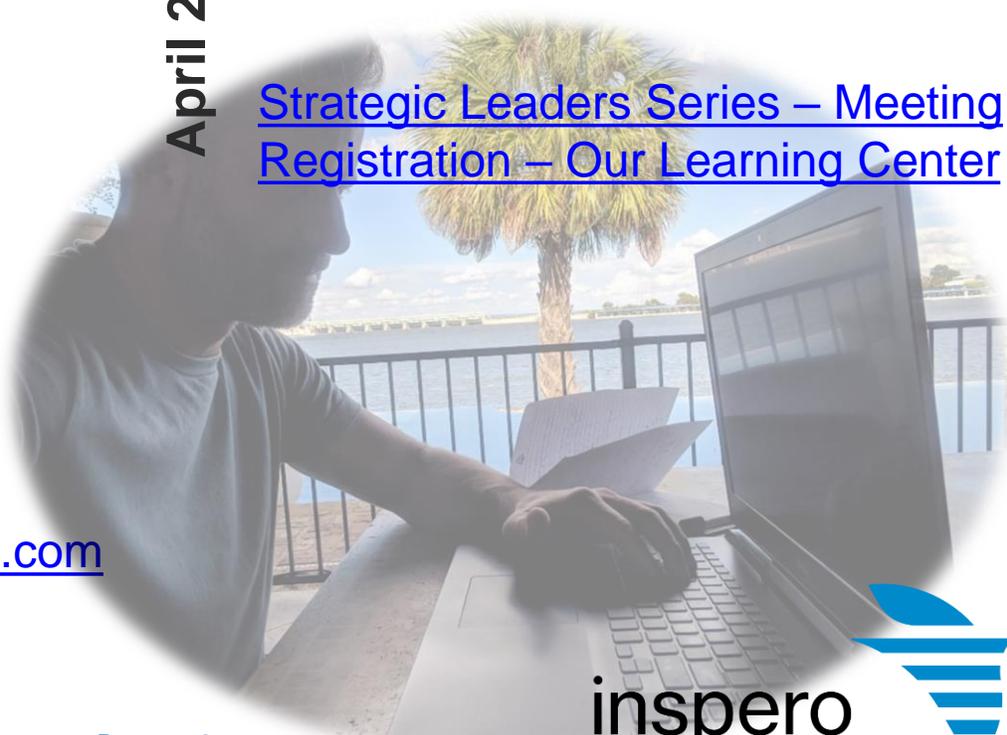
RLF&A Events:  
NPE – September 24-25  
ASP – October 21-23  
EI – November 11-13

See Ryan at the  
AADP Members Only Meeting  
in October for  
an interactive round  
table discussion

April 2021

Jason is participating in this series  
hosted by Custom Dental Solutions:

Strategic Leaders Series – Meeting  
Registration – Our Learning Center



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