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Rest Breaks

Rest break laws usually mandate at least a 10-minute break for every 4 hours of work. The employee must be relieved of work duties and paid for the rest break. Some states allow employees to leave the premises. Rest breaks cannot

be added to meal breaks and cannot be used to shorten the workday. Some states impose more restrictions than others. Noncompliance with these rules leads to penalties and fines.

Boartfield R, Twigg T: The truth about meal and rest breaks. *Dent Econ* 108:37, 2018

Reprints not available

SUCCESS STRATEGIES

Starting fresh



BACKGROUND

If last year wasn't your best in terms of production, income, team development, or any other way you measure success, now is the perfect time to plan for this year's success. You must recognize that the common denominator in all your failures—and all your successes—is *you*. You need to learn from failure to have a great source of growth potential. The process takes work, patience, and persistence as well as a strong desire to change how you're currently doing things. Some areas to focus on for growth this year were outlined, as well as some strategies for making this your best year yet.

SETTING GOALS

Any desired achievement begins with setting goals to get there. Most dentists are quite conservative when dealing with risk and set their goals based on what they know they can accomplish. These aren't goals; goals are ideal outcomes you would experience in an ideal world. They're supposed to stretch us and even feel unattainable at first.

Without having goals that demand more than you think you can do you won't grow. The office will be stagnant and will suffer from a loss of control, excuses, low energy, and absence of engagement and excitement in learning. Goals that are stretching shift the focus from problems to solutions and empower people to create amazing results. As a result, you and your team have the opportunity to win.

A short list of what to do when setting goals begins with “write it down.” Taking this step makes the goal real in a way it wasn't before. It becomes an entity to be pursued. In addition, the goal should be specific. When you write it down, specify benchmarks to be used so that progress can be measured. Add in numbers, dates, and deadlines.

Based on the goal, plans need to be made. These must be in place to move the practice forward in pursuit of the goals you've set—they go hand in hand. You also need to prepare to fail. Goals don't

keep you safe; they take you somewhere you've never been before. They require hard work and the willingness to make mistakes in pursuit of the desired end.

Staying accountable can be difficult if you keep your goals to yourself, so it's important to share them. Select a few people and let them know what your goals are. Try to select people you don't want to disappoint and you'll be more motivated to stay on course.

CREATING A 'YES' OFFICE

In a 'yes' office, you find ways to make things doable. When patients ask you for help, you find creative means to accomplish what they need. You may already consider yourself a 'yes' office, but you probably have situations when you say 'no.' For example, if a patient asks whether you accept certain insurance, you may answer 'no' and end the discussion. In a 'yes' office, the answer would be more like, “We accept a lot of insurance programs but we don't work with the one you've mentioned. However, we do have several financing options that patients have found helpful. Shall we look into one of them?” Cultivating a 'yes' mentality not only increases production and revenue but it also leads to any number of profitable business opportunities that would have remained unknown otherwise. You just need to be creative about how you can meet patients' needs rather than focusing on how you can't do so.

Clinical Significance

Challenging yourself to be great in the coming year is a way to invigorate both yourself and your dental team to be the very best they can be. Maybe last year wasn't so great, but this approach lets you leave last year behind and move forward with optimism and excitement for what the new year can bring.

COMMITTING TO EDUCATION

A wealth of resources is available to practice owners to help them reach their goals. All that is required is that you reach out and take advantage of them. It's not necessary to reinvent things or make them up from scratch. Someone out there has been in your shoes and has shared a blueprint for how to succeed.

It's important that the commitment to gaining insight and guidance for success be not just yours but also that of your team. You and your team are a cohesive unit and need to grow together if you want the practice to grow.

There must be a balance in this growth between clinical and business management aspects. Clinical training is important, but lots of dentists have great clinical training. What makes you unique will also be a result of how your business management efforts are faring. The practice needs to differentiate itself from the others in order to be a great success this year.

Geier J: Make 2019 your breakout year. *Dentaltown*, Dec 2018, pp 56-59

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VICTIMHOOD

Changing our perceptions



BACKGROUND

When we consider ourselves as victims, we begin a habit of choosing momentary sympathy for our situation over taking steps to overcome it. Victims choose to do nothing, which is the path of least resistance. It's possible to reject the role of victim and shift into a survivor or even a winner role. This involves changing our mindset and perception.

PERCEPTION ALTERS REALITY

Each individual experiences a different version of reality. We rely on our senses to interpret the world around us and make sense of it. Because the data can be overwhelming, our brains take mental shortcuts and select the information we see as relevant, then choose those parts of the input that fit our current set of beliefs. Because we tend to have a fragile worldview, new ideas threaten the structure we've built.

Even though each of us believes we're seeing the same version of reality as others, we also believe that our view is the right view. We need to recognize that our identities are tightly wrapped up in our interpretation of reality. This gives us the power to rewrite what we experience.

STEPS TO OVERCOME VICTIMHOOD

Three techniques can be used to incrementally shift our mindset from that of victim to that of winner.

Eliminate Negativity

If the problem is a staff member who self-identifies as a victim and focuses on negativity, the first step is to let that person go. People rarely change because it requires a high degree of self-awareness and willpower. The individual would have to perceive there is a problem and want to change. The best way to deal with a person who has selected victimhood is to remove him or her from your environment so that the negative outside force doesn't destroy you.

Embrace Suffering

Life isn't neat and predictable and we will all have random problems in our lives. This randomness is only important because of the response we make. We can feel sorry for ourselves or we can choose to frame a challenging situation as an opportunity for growth. Working under a moderate level of stress can actually make us tougher and more confident in our ability to handle similar problems in the future.

Although reframing a problem as an opportunity is self-deluding ourselves, it offers the opportunity to improve our degree of optimism, which is the desired effect. Self-delusion is limited, however, because growth only occurs at the edge of our comfort level—it doesn't help to be too far beyond that point.

Think Positively

When a negative thought occurs, we tend to believe it conveys reality. However, most of the problems that our head entertains never happen. Have you ever had a patient say he worried about the dental visit all week long, but it turned out it wasn't as bad as he had feared?