

## How the Director Style\* HELPS or HINDERS your Success

(Helpful attributes are in GREEN...Hindering attributes are in RED)

\* Its Main Value to your practice is to: **Focus on and Complete Tasks**

### How director style thinking makes you react—the Director Style's Attributes:

Its *task-oriented* (tasks are more important than people) **Purpose** is *to get results*

Its **Symbiotic Emotion** is: **Anger** (whose purpose is *to alert us to confrontation/attack*)

Its fast-paced **Sensory Attribute** is: Visual; quickly I think in pictures about the interaction of things

Its **Motivations** are:

- ☹ **Self-directed**: I reject other's beliefs if different from mine
- ☹ **Self-concerned**: only my needs are important
- 😊 **Decisive**: I make decisions and get results

Its **Attitudes** are: **aggressive, arrogant, controlling, critical, demanding, distant, dominating, faultfinding, independent, persistent, pioneering, temperamental**

**Important!** The director style is **opposite** to the **Relator** style, whose motivations are:

- 😊 **Others-directed**: I embrace other's beliefs
- 😊 **Others-concerned**: others needs are crucial
- ☹ **Indecisive**: I leave decision-making to others

The relator style's opposite Attitudes are: **amiable, compassionate, considerate, empathetic, patient, sympathetic, tolerant**

Thus, when strong in the director style and weak in the relator style you are doubly strong in the director style and doubly weak in the relator style, because they can't balance each other out.

**Warning! Strong-Director/Weak-Relator patterns do not do well in a people-service practice and should not be hired.**

**The Doctor's use of the Director Style:** The doctor's job is to manage and promote the practice and treatment.

The director style **HELPS** the doctor to do that job by:

- **Making decisions to get things done**
- **Being persistent and pioneering about what the he/she wants to accomplish**
- **Being a respected leader of his/her team**

The director style **HINDERS** the doctor from doing that job by:

- **Making decisions too quickly that have negative consequences**

- This is resolved by listening to others before making a decision since jumping to conclusions requires cleaning up that mistake and making a better decision after knowing more details about the situation.
- **Using anger to get things done**
  - This is resolved by realizing that angry people are rarely listened to and rarely get what they want
- **Ignoring the opinions and the needs of others**
  - This is resolved by realizing that listening to the needs and opinions of others will make things move along faster
- **Being aggressive, arrogant, controlling, critical, demanding, distant, dominating, faultfinding and temperamental**
  - This is resolved by realizing that the only control you get over others is by helping them to get what *they* need

**Bottom Line:** It is best for the doctor to be *moderate* (not strong or weak) in the director style. It also helps if the doctor is *not* weak in the opposite relator style.

**The TC's use of the Director Style:** The TC's job is to get patients started in treatment.

The director style **HELPS** the TC to do that job by:

- "Close the sale" at the end of the exam to get them started in treatment ASAP
- Go after will-call-back patients and get them started
- Control OBS-Recall patients and eventually get them started

The director style **HINDERS** the TC from doing that job by:

- **NOT creating rapport with patients (have them trust her), but instead creating remorse (making them look elsewhere)**
  - This is resolved if the TC is not distressed, which allows her to use her relator style to establish rapport
- **Being "cold" and dismissing instead of warm and friendly; putting off patients and family**
  - This is resolved by having the TC be more focused on the patient/family's needs than on getting the exam over with
- **Being too "pushy" when trying to get them started**
  - This is resolved by slowing down and listening to the patient/family's needs

**Bottom Line:** It is best for the TC to be *moderately weak* (not too weak or strong) in the director style. It also helps if the TC is *moderately strong* in the opposite relator style.

**The Receptionist's use of the Director Style:** The receptionist's job is to control the daily schedule.

The director style **HELPS** the Receptionist to do that job by:

- Controlling the schedule and *not* give into demanding patients who only care about themselves
- Going after patients with cancelled and missed appointments and get them back on schedule
- Getting her tasks completed on time

The director style **HINDERS** the Receptionist from doing that job by:

- **NOT creating rapport (have them trust her) when answering the phone or giving out appointments**
  - This is resolved by having her pause, take deep breaths and smile before she answers the phone

- Being “cold” and dismissing instead of warm and friendly; putting off patients and family
  - This is resolved if the receptionist is not distressed, which allows her to use her relator style to establish rapport
- Being too pushy when giving them their appointments
  - This is resolved by offering two options and by making them believe that those are the only options

**Bottom Line:** It is best for the Receptionist to be *moderately weak* (not too weak or strong) in the director style. It is also important that the Receptionist be *strong* in the opposite relator style.

**The Bookkeeper’s use of the Director Style:** The bookkeeper’s job is to control the practice’s finances.

The director style **HELPS** the Bookkeeper to do that job by:

- Being persistent about going after past due accounts to get them resolved
- Getting her financial work done on time

The director style **HINDERS** the Bookkeeper from doing that job by:

- Being “cold”, insensitive and dismissing instead of warm and friendly when interacting with patients and families
  - This is resolved if she is not distressed, which allows her to use her relator style to warm up to
- Not establishing rapport and making the family distrust her when paying on their account
  - This is resolved if she is not distressed, which allows her to use her relator style to establish rapport (trust).

**Bottom Line:** It is best for the Bookkeeper to be *moderate* (not weak or strong) in the director style. It is also important that the Bookkeeper also be *moderate* in the opposite relator style.

**The Dental Assistants’ use of the Director Style:** The DA’s job is to assist the doctor in the patient’s treatment.

The director style **HELPS** the DA to do that job by:

- Getting their patient treatment procedures done and stay on schedule
- Not being indecisive about how to proceed
- Finishing their daily non-patient procedures on time

The director style **HINDERS** the DA from doing that job by:

- Being insensitive by ignoring the patient’s needs and opinions
  - This is resolved if she is not distressed, which allows her to use her relator style to address the patient’s needs
- Being cold and dismissing (obnoxious)
  - This is resolved if she is not distressed, which allows her to use another style
- Not establishing patient rapport (trust), invalidating her patient’s cooperation training
  - This is resolved if she is not distressed, which allows her to use another style

**Bottom Line:** It is best for the Dental Assistants to be *moderately weak* (not weak or strong) in the director style. It is also important that the Dental Assistant be *strong* in the opposite relator style.