ADVISORY BOARD FOR ADVANCED PRACTICES

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From assessment to action: a 30-day leadership reset

For dental and medical practice owners

Start with one decision, not a complete overhaul

For dental and medical practice owners, a leadership assessment is most useful when it leads to a specific change in daily work. A score can point to an area worth reviewing; it cannot diagnose your practice or replace professional advice. Treat the result as a starting point for a conversation, not a label for yourself or your manager.

This month, choose one management habit that affects the team regularly: how expectations are set, how questions are escalated, or how unfinished work is followed up. A manageable focus makes it easier to see what changed and what still needs attention.

Week 1 · Choose the priority together

Review your assessment feedback and select one area to explore. Ask your manager for a recent example, then compare it with your own experience. Keep the discussion about observable work rather than personality.

For example, instead of saying that accountability is weak, describe a recurring task that does not have a clear owner or completion check. Write down what is happening now, who is involved and what a workable outcome would look like. Keep patient information out of notes used for general leadership development.

Action: Write one priority, one observable example and one desired outcome.

Week 2 · Make the expectation clear

Agree on one small working standard. Name the person responsible, the point at which they should ask for help, and how completion will be confirmed. Check that the person has the time, training and authority to carry out the task.

A useful discussion prompt is: What can you decide on your own, and what needs to come back to me? Clarifying that boundary may be more helpful than asking the team to communicate better in general.

Action: Agree on the owner, escalation boundary and completion check.

Week 3 · Practice the follow-up

Hold a short check-in with the manager. Ask what worked, what interrupted the process and whether the expectation was realistic. Do not assume every missed step reflects poor motivation. Competing priorities, unclear handoffs or missing information may be involved.

Use the check-in to adjust the process, not to build a list of complaints. If the issue involves employment law, clinical judgment, privacy, tax or regulatory obligations, seek advice from an appropriately qualified professional.

Action: Ask what worked, what got in the way and what needs to change.

Week 4 · Review what actually changed

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Return to the example you wrote down in week one. Is there now a clear owner? Are questions reaching the right person? Can the team describe what completion means? Use those observations to decide whether to continue, revise or stop the new habit.

Improvement does not require a claim about revenue or a promise of a higher score. It starts with clearer expectations and a repeatable way to review work. Choose the next priority only after this one has had a fair trial.

Action: Decide whether to continue, revise or stop the new habit.

Next step

Take the free 12-question Management Competency Evaluation, then choose one development priority to discuss with your manager. The full evaluation asks for your name and email before you begin and provides scored results by email. Take the assessment.

Reflection

What is one recurring decision your manager could handle more confidently if the expectation and escalation boundary were clearer?

Educational guidance only — not legal, tax or board advice. This article is not a clinical protocol or a substitute for individualized professional advice.

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