

› The Dentist as CRO Chief Reminding Officer of Your Practice

Leadership in a dental practice isn't just about clinical expertise or business acumen but communication. Repetition drives clarity and alignment. In an era where a positive work culture is everything, repeated communication acts as a catalyst. Yet, for many dentists, communication remains a misunderstood or underutilized tool. How often have you thought a quick mention in a team meeting was enough to convey your message? Or that a well-written email would suffice to rally your team around a new initiative? The truth is, that communication is not a one-and-done task. It's a continuous, inten-

tional process, and one of the most overlooked leadership roles is that of the **Chief Reminding Officer (CRO)**.

The role of a Chief Reminding Officer might seem abstract, but it's profoundly practical for dentists. In a dental practice, you're not just the clinical expert—you're also the cultural architect, the strategic visionary, and the motivator-in-chief. The CRO role ties all these aspects together by ensuring that your team hears, understands, and embraces your practice's purpose and priorities.



The Case for Repetition in Leadership

We've all heard the adage: *"If I've said it once, I've said it a thousand times!"* As exasperating as it sounds, it's a truism for leaders. Adults need to hear a message multiple times before it truly registers. Studies show that people typically need to encounter information **7 to 20 times** before fully absorbing it. This phenomenon is called the **Rule of Seven** in marketing, and it's just as relevant in leadership.

The Benefits: Why Repetition Works?

1

Repetition Builds Trust and Predictability

Consistency in communication fosters trust, which is the foundation of any successful team. By repeating your **vision, values, and priorities**, you create an environment of clarity and predictability, enabling your team to thrive.

2

It Strengthens Neural Connections

Cognitive science reveals that repetition strengthens neural connections, helping information move from short-term memory into long-term memory. This means your team won't internalize your vision, values, or priorities after a single discussion. **It takes sustained effort.**

3

It Amplifies the Influence

The Compounding Effect of Repetition doesn't just reinforce messages—it amplifies them. Over time, the messages you repeat become embedded in your team's culture. This creates a ripple effect: once your team begins to internalize and repeat these messages themselves, **they start to influence others.**

4

Repetition Builds Trust:

When leaders repeatedly emphasize values, they create a moral framework (they are **ALIGNED**) that guides behaviors and decision-making. This foundation is critical for **fostering trust** and strong relationships.

✓ ACTION ITEM CHALLENGE:

Ask your team members to all submit a video imitating you at work. Have the team vote on the best one. The winner gets a \$100 gift card. Share it in the BPA. The content of the videos should tell you a lot.

Why Do Leaders Resist Repetition?

Leaders may resist repeating key messages to their teams for a variety of reasons, even though consistent communication is crucial for building organizational health and trust. Here are some key reasons for this resistance, drawing on the insights of Patrick Lencioni and other experts:

- ▶ Fear of appearing inefficient or redundant
- ▶ Belief that repetition is condescending
- ▶ Discomfort with repetition
- ▶ Lack of clarity about what to communicate
- ▶ Lack of clarity about when to communicate

Q: How Do I Do It & What Should I Be Repeating?

A: Focus on 4 Disciplines & Repeating the Answers to 6 Questions



The 4 Disciplines & 6 Questions of the CRO

Patrick Lencioni outlines four disciplines for building a healthy organization. The Four Disciplines focus on how leaders effectively repeat and reinforce key messages, while the Six Questions define what leaders should consistently communicate to their teams.

ORGANIZATIONAL HEALTH



The 4 Disciplines

1 Build a Cohesive Leadership Team.

The leaders at the top of any organization must work together effectively as a team. Leadership alignment is essential to team health and success.

2 Create Clarity.

The leadership team must be aligned and have a shared understanding of the organization's goals, priorities, and values.

3 Over-Communicate Clarity.

Once the leadership team has established clarity, they must communicate it repeatedly to the rest of the organization. Leaders should view themselves as Chief Reminding Officers (CROs), constantly reinforcing key messages.

4 Reinforce Clarity.

Organizations should put systems in place to ensure that the agreed-upon clarity is consistently reinforced. This includes aligning hiring, firing, rewards, management, and decision-making processes with the organization's values and goals.

The 6 Critical Questions

1 Why does the organization exist? (What is its core purpose?)

2 How do we behave? (What are our core values?)

3 What do we do? (What is our core business or activity?)

4 How will we succeed? (What is our strategy?)

5 What is most important right now? (What is our top priority?)

6 Who must do what? (How will we divide responsibilities?)

Stories:

The CRO's Secret Weapon

Data shows that stories are 22 times more memorable than facts alone. As a CRO, you should use storytelling to bring your vision to life. For example, share patient success stories that reflect your practice's mission. These narratives not only inspire your team but also make abstract values tangible.

Chief Reminding Officer (CRO) Toolkit for Dentists and Practice Owners

Purpose: Help dental leaders consistently reinforce your practice's Vision, Core Purpose, Core Values, and quarterly priorities to build alignment and drive success.

Checklist & Implementation Guide

1. Interviewing

Checklist:

- ☐ Share Core Values with prospective hires during interviews.
- ☐ Ask value-driven questions to assess alignment (e.g., “Can you share an example of how you demonstrated [Core Value] in your previous role?”).
- ☐ Document the candidate’s alignment with Core Values for team review.

Pro Tip: Develop a Core Values presentation or one-pager to share with candidates during interviews.

2. Onboarding

Checklist:

- ☐ Introduce the Vision, Core Purpose, and Core Values during the first week.
- ☐ Provide a written or digital overview of the Vision, Core Purpose and Core Values.
- ☐ Share examples of how these guide daily practice operations.

Pro Tip: Use a welcome packet that includes the Vision, Core Purpose and Core Values, along with tangible examples of how they’re practiced.

3. Quarterly Planning Meetings

Checklist:

- ☐ Review the Vision, Core Purpose, and Core Values as the foundation of planning.
- ☐ Communicate how quarterly priorities support these key elements.
- ☐ Elicit feedback from the team on their understanding of these elements.

Pro Tip: Create a visual chart showing how each priority ties back to the Vision, Core Purpose and Core Values.

4. Weekly Team Meetings

Checklist:

- ☐ Recognize behaviors exemplifying Core Values in the practice.
- ☐ Provide updates on quarterly priorities and their progress.
- ☐ Discuss how progress aligns with long-term Vision.

Pro Tip: Dedicate a few minutes to storytelling—share a patient or team success story that reflects the practice’s Core Values.

5. Morning Huddles

Checklist:

- ☐ Set the tone by revisiting daily goals and connecting them to practice Vision.
- ☐ Share a quick win, such as positive patient feedback or a successful procedure.
- ☐ Encourage the team to focus on behaviors that reflect Core Values.

Pro Tip: Use a “Core Value of the Day” as a focus for team inspiration.

6. One-on-One Check-ins

Checklist:

- ☐ Ask team members for feedback on how the Vision, Core Purpose and Core Values.
- ☐ Discuss your perspective of how the team members align with the Vision Core Purpose and Core Values.
- ☐ Coach team members to develop individual priorities to support the Vision.

Pro Tip: Use the Right People/Right Seats scorecard to have record and measure.