



3M™ ESPE™ RELYX™ VENEER CEMENT

A simple system that's easy to use. RelyX Veneer cement features:

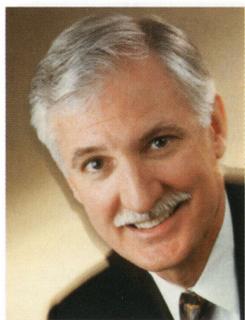
- Try-in pastes that offer excellent color match to final cured cement
- A customer-preferred delivery and shading system¹
- Light cure only system which provides excellent color stability
- An ideal viscosity making it easy to dispense, apply and seat veneers

*Easy to use.
Easy to choose.*

For additional information, call 1-800-634-2249 or visit our Web site: www.3MESPE.com

¹ During product evaluation, 70 percent of dentists rated the system as better or much better than their current veneer cement system.

From the President



Some Thoughts on Practice Management

As we focus on issues of practice management, we often look to the best practices of small businesses and large corporations for ideas that can be adapted. And certainly, there are a plethora of business texts that claim to have the answer to the best marketing procedures, the best sales principles, or the best manufacturing processes. This is all well and good, but before understanding processes, it is necessary to understand vision and value. As author Jim Collins said in his book, *Built to Last*, "A visionary company articulates a core ideology... built on core values (which are) essential and enduring tenets, not to be compromised for financial gain or short-term expediency." In looking at the most enduring and successful companies, such as General Electric and American Express, we can see that their strengths have never been compromised, despite occasional financial and market challenges. It is their core values—established when the company was founded and adhered to unwaveringly—that distinguish visionary companies.

With his new book, *Good to Great*, Collins essentially has created a "prequel" to *Built to Last*. Core values and ideology are critical, but specific leadership quali-

ties are what differentiate the merely good from the truly great. Collins states that, first, one needs to "get the right people on the bus (and) the wrong people off of the bus" before even considering vision and strategy. Second, one must establish a goal and a strong faith in that goal in the face of the great challenges one will face along the way (or as Collins calls it, "the brutal facts"). And last, one must transcend competency and explore new and innovative ways of keeping the business and the people involved in it fresh and vitalized.

Our 18th Annual Scientific Session, "From Solo to Symphony," will take place May 7-12, 2002, in Honolulu. During this conference, we want to explore the ways of moving beyond the "solo" to create a "symphony" by establishing relationships with doctors in allied fields, all in the name of better patient care and personal professional challenge. We can make this process even more meaningful by exploring what drives our practices and ourselves, or by understanding what core values we have established for our personal lives and our professional lives. More importantly, we might ask how well we have adhered to our core values. And as we continue to focus on practice management, take a look around your own practice. How apparent are your values in the operation of the office, in the people who help the office run smoothly, and in the challenge and the excitement that the staff feels as they approach their responsibilities? One can talk sales and marketing incessantly, but it is the values we create and the methods by which we manage and lead that will distinguish the good practices from the great practices. *AC*

Arthur Chal, D.D.S.