

Foreword

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“None of us acting alone can achieve success.”

Nelson Mandela

“Management”

It seems important to us, in this period when everything in society and our professions is changing, to tackle a subject that has not been popular until now, but which is becoming unavoidable.

The purpose of this issue is to identify the many reasons that require us to move out of the management of our practices as “a good parent” and move toward a more professional management, the basics of which were not taught to us during our training.

Indeed, it is difficult today to run our practices alone; the ever-increasing number of obligations and burdens, as well as the goal of quality that is close to our hearts, means that we must surround ourselves with collaborators... and, from there it becomes necessary to learn how to lead!

Catherine Quenisset, former director of the *l’Institut supérieur du Management par la Qualité* [Higher Institute of Quality

Management], describes to us how the need for management has taken shape in companies to optimize the qualities of each individual with a common goal.

Béatrice Aknine gives us in detail all the obligations, which we orthodontists are subjected to in the context of our professional activity, and how a quality approach can help us clarify and organize our structure.

Vincent Lafon, strategy advisor, gives us the principles of “leadership” and the importance of defining an innovation strategy to move forward and how to exercise, structure, and obtain satisfaction and well-being.

Rodolphe Cochet discusses the great strength of our practices: staff management. He proposes a “total quality” approach incorporating team quality. To this end, he develops recruitment techniques based on data acquired in the social sciences and humanities and on appropriate media, supervised or not by professionals, according to the desires of practitioners.

Albert Boukhobza and Thierry Etchebarne share their experience as corporate executives by indicating the motivational, supportive, and developmental factors that build our

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teams over time, from recruitment to intergenerational collaboration.

Philip Race develops and illustrates for us the methods to improve the fluidity of patient flow within our structures to answer all requests and avoid the pitfall of the Wednesday afternoon standstill in front of the desk.

Nathalie Bigey gives us advice on the choice of contract when recruiting employees to avoid finding yourself in an uncomfortable and costly situation.

To go further, Frank Pourrat encourages us to direct our structures toward an eco-responsibility, which begins with simple acts such as selective sorting, but which can become a way of thinking and can encompass all our initiatives, both factual and organizational. As part of the innovation that drives us forward, a QR

code is attached to the article that opens a video to watch on YouTube.

To close this issue, Sylvie Castellani explains to us how the creation of a visual identity contributes to the cohesion of the practice, as well as the definition of a quality experience with our patients.

As always, you will find the press review by H el ene Guiral-Desno es at the end of the issue.

We hope that this issue will give you some insight into the implementation of the management, organization, and development of your practice, a vast and even infinite subject, in which exchange and sharing are the means to expand toward an increasingly qualitative practice.

Happy reading.