

Performance Appraisal Form for Doctor _____

In the following sections, circle the number for the rating definition that best describes the doctor's performance.

Quality Of Clinical Work

1. Makes frequent errors; frequently produces clinical work that must be redone.
2. Produces clinical work that is passable, although quality needs improvement.
3. Quality of clinical work is good. Makes few mistakes.
4. Clinical work is very functional and aesthetic. It makes me proud to work for this dentist.
5. Clinical work has a high degree of functionality and aesthetics on all work produced. I can enthusiastically recommend my dentist.

Comments: _____

Quantity Of Work

1. Very slow. Seldom completes treatment in required appointment time.
2. Requires constant prompting from team in order to complete treatment within appointment time.
3. On time record is satisfactory. Most patients are seen on time.
4. Very good time manager. Stays on schedule on all appointments.
5. Superior time manager. Frequently completes appointments ahead of schedule and has time to see emergency patients without making others late.

Comments: _____

Patient Relations

1. Frequently rude or blunt.
2. Only talks to patient about the doctor's own interest.
3. Talks to the patient too long, making the whole team run late.
4. Consistently very good with patients and seldom runs behind. Leaves patients with a good feeling towards the office.
5. Extremely skilled in dealing with people. Goes out of the way to be helpful and courteous, but never runs behind.

Comments: _____

Ability To Present Cases

1. Consistently talks over the patient's head and fails to prioritize needed treatment.
2. Consistently talks over the patient's head but attempts to prioritize needed treatment.
3. Explains case in laymen's terms, but fails to prioritize needed treatment.
4. Explains case in laymen's terms, generally prioritizes needed treatment and sometimes emphasizes the most important next step.
5. Clearly explains case in laymen's terms, always prioritizes needed treatment and clearly identifies the most important next step.

Comments: _____

Ability To Motivate Case Acceptance

1. Fails to create any sense of urgency for needed treatment.
2. Creates an inappropriately strong sense of urgency for needed treatment by emphasizing unlikely consequences of refusing or postponing treatment. Patients feel pushed into treatment.
3. Attempts to create an appropriate sense of urgency but fails to explain consequences of refusing or postponing treatment. Patients do not understand why treatment is needed now.
4. Attempts to create an appropriate sense of urgency and explains the likely consequences of refusing or postponing treatment to most patients. Patients understand reason for urgency.
5. Effectively creates an appropriate sense of urgency and explains the likely consequences of refusing or postponing treatment to all patients. Patients are motivated to book treatment.

Comments: _____

Ability To Train Team Members

1. No training is provided. Team members must sink or swim.
2. Minimum training is provided, but instructions are unclear. Feedback is negative or never offered.
3. Minimum training is provided and instructions are clear. Minimum constructive feedback is offered.
4. Adequate training is provided and instructions are clear, however feedback is negative or never offered.
5. Adequate training is provided, instructions are clear and feedback is constructive.

Comments: _____

Team Relations

1. Poor attitude. Unfriendly and uncooperative in contacts with team members.
2. Usually cooperative. May occasionally have problems in this area.
3. Works well with team. Gives constructive directions and takes direction from team as well. Cooperative.
4. Alert to needs of team members and is willing to provide assistance. Doctor is quick to respond in a constructive manner.
5. Goes out of the way to be cooperative, gives constructive directions and provides assistance. Works exceptionally well with team.

Comments: _____

Ability To Show Appreciation

1. Never expresses appreciation of team or individuals.
2. Expresses appreciation to the same favored individuals, while ignoring the contributions of others.
3. Offers words of appreciation after the team has begged for them. They come across as too little, too late.
4. Occasionally remembers to offer appreciation in a timely fashion.
5. Offering appreciation is a top priority with our dentist. He/She looks for opportunities to give us encouragement.

Comments: _____

Willingness To Support The Team Bonus System

1. Uncommitted and unsupportive of producing at bonus levels.
2. Gives lip service to the bonus system, but allows untouchable team members to restrict bonus opportunities.
3. Committed to making the bonus system work, but inconsistent in personal support, i.e. underdiagnoses, schedules time out of the office at the last minute or fails to attend morning huddles.
4. Committed to making the bonus system work for now, but unwilling to hire team members (including hygienists and doctors) who can help take this practice to the next level.
5. Committed to making the bonus system work by consistently improving personal performance, encouraging team improvements and facilitating clinical and business processes that influence the team's success in reaching their goal. Always looking for ways to expand the practice production to ensure continued raises in the bonus.

Comments: _____

Willingness To Lead

1. Avoids leadership role and is disengaged from the team.
2. Dictates every decision and discourages input from the team.
3. Easily swayed by uncommitted team members and ends up doing all of the work himself/herself.
4. Attempts to lead the team and invite their input; however when an issue incites a confrontation he/she avoids it and never resolves it.
5. Inspires the team to follow their lead and actively solicits the team's input. Appropriately delegates work. Resolves confrontations in a way that respects human dignity and keeps the practice on course to reach its goals.

Comments: _____

Attendance & Punctuality

1. Undependable.
2. Often late or absent.
3. Average.
4. Seldom late or absent.
5. Very dependable.

Comments: _____

Ability To Accept Change For Practice Improvement

1. Flatly refuses to listen to all suggestions for improving the practice.
2. Accepts every change that blows on the wind.
3. Listens to recommendations, but always finds a reason why new ideas will not work.
4. Afraid of change generally, but listens to ideas and tries some of them.
5. Recognizes a need for change and can identify appropriate options for your unique practice. Embraces and implements change in an appropriate time frame.

Comments: _____

Ability To Follow Through On Change

1. Once changes are accepted, nothing ever gets done.
2. Goals are set, but plans for accomplishment are not made.
3. Goals are set, plans are made, but target dates are not set.
4. Goals are set, plans are made, target dates are set, but evaluations of results are not done.
5. Goals are set, plans are made, target dates are set and results are evaluated for effectiveness.

Comments: _____

Ability To Ensure Practice Growth

1. Drives patients away from the practice.
2. Drives employees away from the practice.
3. Content with practice and income level. Wants to maintain status quo.
4. Sees the need for practice growth and open to suggestions for it.
5. Actively seeks ways to grow the practice in order to annually increase personal, team and practice income.

Comments: _____

Business Results

1. Often fails to finish business projects that they start.
2. Stays busy doing activities, but seldom delivers results
3. Consistently delivers results, but doesn't care how they get them.
4. Focuses their efforts on delivering results, not just staying busy.
5. Consistently delivers results in a way that inspires trust.

Comments: _____

Intent

1. Doesn't think about concerns of the practice outside of the challenges in the his/her own job area.
2. Operates from a belief in scarcity. Doctor believes there is a limited amount of opportunities and credit, so he/she actively competes for his/her share.
3. Operates in a way that makes people question if he/she has the best interest of others in mind.
4. Operates in a way that clearly demonstrates he/she has the best interest of others in mind.
5. Operates from a belief in abundance. He/She believes there are enough opportunities and credit for everyone to share. He/she seeks win/win solutions for everyone.

Comments: _____

Integrity

1. Never acknowledges he/she is wrong. Justifies misrepresenting people and situations.
2. Spins the truth to get the results they want.
3. Sometimes there is not a match between what he/she says and does because he/she lacks the courage to stand up for what he/she believes.
4. Clear on his/her values and stands up for them.
5. Thoroughly honest in all interactions. Admits mistakes, and consistently honors commitments that he/she makes to himself/herself and others.

Comments: _____

Constructive Feedback

List three essential things that the doctor is doing well:

- 1. _____
- 2. _____
- 3. _____

List three essential things in need of improvement:

- 1. _____
- 2. _____
- 3. _____