

Dental Practice Manager Apprenticeship Standard

Knowledge	The Practice Manager will have knowledge of:	NCFE Level 4 Certificate in Leadership and Management (603/0987/8)
Human Resources	<p>Policies, procedures and processes for:</p> <ul style="list-style-type: none"> recruitment, selection, contracts 	<p>Unit 04 Operational and human resource planning and management 2.3 the management of human resources</p> <p>Unit 07 Budget management 2.1 the different types of cost incurred in business 2.2 the use of cost data when planning and controlling resources 2.3 methods and techniques used to calculate business costs</p> <p>Unit 09 Staff recruitment and selection 1.1 how current legislation impacts upon staff recruitment and selection 1.2 how current legislation can be embedded within staff recruitment and selection policies and processes 2.1 analysing staff resources to meet current and future business needs 2.2 requirements for a business case for additional staffing resources 2.3 the content of a job description and person specification 3.1 the stages within a selection process and how they can be used effectively to meet the needs of the business 3.2 methods to reach a selection decision</p> <p>Unit 13 Understand the legal context of business</p>

		<p>1.1 the mandatory regulations and legislation which different types of business must adhere to</p> <p>1.2 the roles and responsibilities of regulators in business operation</p> <p>2.1 different types of contract</p> <p>4.1 the sources, institutions and enforcement systems for individual employment rights</p> <p>4.2 the features of types of worker and employment contracts for service</p> <p>4.3 the implications of contracts of service and contracts for service</p> <p>4.4 the implications and features of different types of worker and employment status</p> <p>4.5 legal health and safety requirements within the workplace/relating to employees</p>
	<ul style="list-style-type: none"> personal/professional development planning (induction and training) 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations</p> <p>1.1 the principles of effective communication in the workplace</p> <p>1.3 the impact of ineffective communications on working relationships and performance standards</p> <p>4.1 the importance of staff wellbeing and how this can be measured</p> <p>4.2 different methods of recognising achievement in the work environment</p> <p>4.3 different methods of developing a learning and innovation culture in an organisation</p> <p>4.4 the value of a learning and innovation culture to organisational performance and how the success of this can be measured</p> <p>Unit 02 Managing personal and professional development</p> <p>1.1 the influence of developments in management on the need for professional development</p> <p>1.2 the importance of own values, career and personal goals</p> <p>1.3 the impact of changes in the work environment</p>

		<p>1.4 the benefits of planning own professional development</p> <p>2.1 how to develop and implement an effective personal and professional development plan</p> <p>2.2 the effectiveness of different development activities in improving personal performance</p> <p>2.3 how to monitor personal development and progression against objectives</p> <p>2.4 the value of constructive feedback in implementing and monitoring the development plan</p>
	<ul style="list-style-type: none"> • performance management (supervision and appraisal) 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations</p> <p>1.1 the principles of effective communication in the workplace</p> <p>1.3 the impact of ineffective communications on working relationships and performance standards</p> <p>2.1 the principles of conflict management and conflict resolution</p> <p>2.2 the sources and stages of conflict in the workplace</p> <p>2.3 the techniques that may be used to manage and resolve conflict in the workplace</p> <p>Unit 03 Principles of management and leadership in organisations</p> <p>1.4 relationships between leadership and how styles promote organisational vision, values and goals</p> <p>3.1 the principles and practices of performance management and how this is implemented within organisations</p> <p>3.2 the impact of effective communication in managing the performance of individuals</p> <p>3.3 the value of mentoring and coaching in managing the performance of individuals</p> <p>Unit 08 Understanding organisational structure, culture and values</p> <p>2.3 the features of high-performance organisational cultures</p>

		<p>3.1 organisational values 3.2 the benefits of shared values 3.3 models of organisational behaviour 3.4 the impact culture and values can have on team and individual behaviour</p>
	<ul style="list-style-type: none"> • equality, diversity, grievance, discipline, whistleblowing 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations 2.1 the principles of conflict management and conflict resolution 2.2 the sources and stages of conflict in the workplace 2.3 the techniques that may be used to manage and resolve conflict in the workplace 3.1 the impact of equality legislation and diversity on productive working relationships 3.2 techniques for promoting equality and diversity in the work environment</p> <p>Unit 13 Understand the legal context of business 4.6 legal requirements for equality and diversity within the workplace/relating to employees 4.7 the implications for an organisation of wrongful dismissal, unfair dismissal and redundancy 4.8 the impact of human rights legislation on the employment relationship</p>
	<ul style="list-style-type: none"> • rota management and absence management 	<p>Unit 04 Operational and human resource planning and management 1.1 operational planning and its relationship to strategic planning 1.2 the process of developing an operational plan 1.4 interdependencies in work activities and how these impact on operational planning and implementation 2.3 the management of human resources</p> <p>Unit 07 Budget management 2.1 the different types of cost incurred in business 2.2 the use of cost data when planning and controlling resources</p>

		<p>2.3 methods and techniques used to calculate business costs</p> <p>Unit 08 Understanding organisational structure, culture and values</p> <p>1.1 formal organisational structures</p> <p>1.2 informal organisational structures</p>
<p>Patient Care</p>	<p>Clinical frameworks, guidelines and processes for:</p> <ul style="list-style-type: none"> • establishing high quality patient care/customer service standards 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations</p> <p>1.1 the principles of effective communication in the workplace</p> <p>3.2 techniques for promoting equality and diversity in the work environment</p> <p>Unit 07 Budget management</p> <p>1.3 internal and external sources of information and how these are used to determine cost, price and demand</p> <p>2.1 the different types of cost incurred in business</p> <p>2.2 the use of cost data when planning and controlling resources</p> <p>2.3 methods and techniques used to calculate business costs</p> <p>Unit 08 Understanding organisational structure, culture and values</p> <p>2.1 the different types of organisational culture</p> <p>2.2 the factors influencing the development of organisational culture</p> <p>2.3 the features of high-performance organisational cultures</p> <p>2.4 analytical tools and how they are used to align organisational culture to strategy</p> <p>Unit 11 Stakeholder engagement and management</p> <p>3.1 strategies that may be used to meet the needs and interests of different stakeholders</p> <p>3.2 ways of developing and maintaining collaborative</p>

		<p>relationships with different stakeholders 3.3 ways to monitor the effectiveness of stakeholder relationships</p> <p>Unit 12 Principles of innovation and change management 1.1 innovation and competitive advantage in an organisation 1.2 internal and external factors that influence organisational change 2.1 the management styles needed to promote an innovative culture in an organisation 2.2 organisational culture that supports innovation 2.3 sources of innovation and ways innovation can be encouraged 3.1 the factors that might enable and hinder change 3.2 current theory and models relating to change and how they can support effective change management</p> <p>Unit 15 Principles of quality management 1.1 the concept, purpose and scope of quality management 1.2 components of quality management 1.3 different approaches to quality management 1.4 the role of administrative systems in quality management 2.1 the potential benefits to an organisation of effective quality management</p>
	<ul style="list-style-type: none"> managing the patient journey 	<p>Unit 08 Understanding organisational structure, culture and values 3.1 organisational values 3.2 the benefits of shared values 3.3 models of organisational behaviour 3.4 the impact culture and values can have on team and individual behaviour</p> <p>Unit 15 Principles of quality management 2.2 the relationship between quality management and</p>

		<p>customer satisfaction 2.3 the impact of quality management on continuous improvement 3.1 the purpose of user and non-user surveys 3.2 the relationship between quality controls and customer complaints 3.3 the risks attached to the self-assessment of the quality of business performance 3.4 the benefits of involving others in the management of quality</p>
	<ul style="list-style-type: none"> managing patient records and databases (updates, recalls, governance) 	<p>Unit 04 Operational and human resource planning and management 2.1 the management of physical resources 2.2 the need for physical resources, the potential impacts these can have on the environment and how the impact can be minimised</p> <p>Unit 05 Business performance measurement and improvement 3.1 the functions of a management information system 3.2 how management information systems can be used to improve the performance of an organisation</p> <p>Unit 13 Understand the legal context of business 1.1 the mandatory regulations and legislation which different types of business must adhere to</p>
<p>Clinical</p>	<ul style="list-style-type: none"> understanding and knowledge of all roles within dental team 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations 1.1 the principles of effective communication in the workplace 1.3 the impact of ineffective communications on working relationships and performance standards</p> <p>Unit 04 Operational and human resource planning and management</p>

		<p>1.1 operational planning and its relationship to strategic planning</p> <p>1.2 the process of developing an operational plan</p> <p>1.3 risk analysis and risk management</p> <p>1.4 interdependencies in work activities and how these impact on operational planning and implementation</p> <p>Unit 08 Understanding organisational structure, culture and values</p> <p>1.1 formal organisational structures</p> <p>1.2 informal organisational structures</p> <p>3.1 organisational values</p> <p>3.2 the benefits of shared values</p> <p>3.3 models of organisational behaviour</p> <p>3.4 the impact culture and values can have on team and individual behaviour</p>
	<ul style="list-style-type: none"> • broad understanding of dental diseases 	No mapping identified
	<ul style="list-style-type: none"> • understanding and executing of clinical audits 	<p>Unit 05 Business performance measurement and improvement</p> <p>2.2 the benefits and limitations of Total Quality Management</p> <p>2.3 measurement frameworks</p> <p>3.1 the functions of a management information system</p> <p>3.2 how management information systems can be used to improve the performance of an organisation</p>
	<ul style="list-style-type: none"> • understanding of dental terminology 	No mapping identified
Marketing	<p>The market within which the practice operates with regard to:</p> <ul style="list-style-type: none"> • size, share, competitor profile 	<p>Unit 10 Principles of business strategic planning and development</p> <p>2.1 techniques to conduct a strategic analysis of the business environment</p> <p>2.2 strategic analysis techniques</p> <p>Unit 12 Principles of innovation and change management</p> <p>1.1 innovation and competitive advantage in an organisation</p>

	<ul style="list-style-type: none"> effective strategies for attracting and retaining patients 	<p>Unit 05 Business performance measurement and improvement</p> <p>1.1 features and benefits of business performance measurements used by organisations</p> <p>1.2 the relationship between corporate strategy and performance measurement systems</p> <p>1.3 financial and non-financial performance measures</p> <p>1.4 leading and lagging performance measures</p> <p>1.5 key performance indicators and performance measures</p> <p>3.1 the functions of a management information system</p> <p>3.2 how management information systems can be used to improve the performance of an organisation</p> <p>Unit 08 Understanding organisational structure, culture and values</p> <p>2.1 the different types of organisational culture</p> <p>2.2 the factors influencing the development of organisational culture</p> <p>2.3 the features of high-performance organisational cultures</p> <p>2.4 analytical tools and how they are used to align organisational culture to strategy</p> <p>Unit 10 Principles of business strategic planning and development</p> <p>1.1 the relationship between 'strategy' and 'tactics'</p> <p>1.2 strategic planning as a tool for developing and implementing strategy</p> <p>1.3 stakeholder involvement in developing organisational strategy</p> <p>3.1 using product portfolio analysis in the development of a product strategy</p> <p>3.2 different growth strategies in strategy development</p> <p>Unit 11 Stakeholder engagement and management</p> <p>1.1 primary and secondary stakeholders</p>
--	--------------------------------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

		<p>1.2 the expectations and the potential conflicts of interest of different stakeholders</p> <p>2.1 the ways in which stakeholder engagement adds value to an organisation</p> <p>2.2 stages in the stakeholder engagement process</p> <p>2.3 how to identify relevant stakeholders and the suitability of different methods of engaging with stakeholders</p> <p>3.1 strategies that may be used to meet the needs and interests of different stakeholders</p> <p>3.2 ways of developing and maintaining collaborative relationships with different stakeholders</p> <p>3.3 ways to monitor the effectiveness of stakeholder relationships</p> <p>Unit 12 Principles of innovation and change management</p> <p>1.2 internal and external factors that influence organisational change</p> <p>2.1 the management styles needed to promote an innovative culture in an organisation</p> <p>2.2 organisational culture that supports innovation</p> <p>2.3 sources of innovation and ways innovation can be encouraged</p> <p>3.1 the factors that might enable and hinder change</p> <p>3.2 current theory and models relating to change and how they can support effective change management</p>
	<ul style="list-style-type: none"> • how to represent the practice in the local community 	<p>Unit 06 Corporate social responsibility and sustainability</p> <p>1.1 corporate social responsibility and sustainability</p> <p>1.2 legal and regulatory requirements</p> <p>1.3 corporate responsibility and sustainability management</p> <p>2.1 corporate social responsibility and sustainability requirements</p> <p>2.2 impact of stakeholders on corporate social responsibility and sustainability</p>

		<p>2.3 how corporate social responsibility and sustainability requirements are incorporated into future developments 2.4 impact of corporate social responsibility and sustainability on business performance 3.1 the strategic requirement for a corporate social responsibility and sustainability strategy 3.2 the benefits of a corporate social responsibility and sustainability strategy 4.1 how ethical approaches to leadership and management are managed at a strategic level 4.2 the impact ethical approaches can have on an organisation</p> <p>Unit 08 Understanding organisational structure, culture and values 3.1 organisational values 3.2 the benefits of shared values 3.3 models of organisational behaviour 3.4 the impact culture and values can have on team and individual behaviour</p>
Risk Management	<p>Legal and ethical requirements set out by external regulators with particular reference to:</p> <ul style="list-style-type: none"> • General Health and Safety (eg facilities, fire) 	<p>Unit 04 Operational and human resource planning and management 3.1 health and safety legislation</p> <p>Unit 13 Understand the legal context of business 1.1 the mandatory regulations and legislation which different types of business must adhere to 1.2 the roles and responsibilities of regulators in business operation 1.3 legislation relating to intellectual property</p>
	<ul style="list-style-type: none"> • Healthcare Safety (eg Infection Control, Waste, Radiation, Medical Emergencies) 	<p>Unit 04 Operational and human resource planning and management 3.2 risk assessments</p> <p>Unit 13 Understand the legal context of business 4.5 legal health and safety requirements within the workplace/relating to employees</p>

	<ul style="list-style-type: none"> Information Governance (eg confidentiality, information security, data protection, access to records) 	<p>Unit 04 Operational and human resource planning and management 3.2 risk assessments</p> <p>Unit 05 Business performance measurement and improvement 3.1 the functions of a management information system 3.2 how management information systems can be used to improve the performance of an organisation</p> <p>Unit 07 Budget management 1.3 internal and external sources of information and how these are used to determine cost, price and demand 2.2 the use of cost data when planning and controlling resources</p> <p>Unit 13 Understand the legal context of business 2.1 the corporate governance of a business 2.2 the roles and responsibilities of an organisation's governing body 2.3 the financial reporting requirements of an organisation</p>
Quality Assurance	<p>A Registered Manager's responsibilities to:</p> <ul style="list-style-type: none"> Establish internal standards (policies & procedures) for high quality care 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations 1.1 the principles of effective communication in the workplace 1.3 the impact of ineffective communications on working relationships and performance standards</p> <p>Unit 03 Principles of management and leadership in organisations 1.3 responsibility and accountability in leadership</p> <p>Unit 04 Operational and human resource planning and management 1.1 operational planning and its relationship to strategic planning 1.2 the process of developing an operational plan</p>

		<p>1.3 risk analysis and risk management 1.4 interdependencies in work activities and how these impact on operational planning and implementation</p> <p>Unit 08 Understanding organisational structure, culture and values 3.1 organisational values 3.2 the benefits of shared values 3.3 models of organisational behaviour 3.4 the impact culture and values can have on team and individual behaviour</p> <p>Unit 12 Principles of innovation and change management 2.1 the management styles needed to promote an innovative culture in an organisation 2.2 organisational culture that supports innovation 2.3 sources of innovation and ways innovation can be encouraged</p> <p>Unit 15 Principles of quality management 1.1 the concept, purpose and scope of quality management 1.2 components of quality management 1.3 different approaches to quality management 1.4 the role of administrative systems in quality management</p>
	<ul style="list-style-type: none"> • Train the team to meet internal and external standards 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations 4.3 different methods of developing a learning and innovation culture in an organisation 4.4 the value of a learning and innovation culture to organisational performance and how the success of this can be measured</p> <p>Unit 03 Principles of management and leadership in organisations 2.3 delegation and empowerment and how this is used to</p>

		<p>achieve the aims of the organisation 2.4 the impact of organisational structure, culture and climate on managerial effectiveness 3.1 the principles and practices of performance management and how this is implemented within organisations 3.2 the impact of effective communication in managing the performance of individuals 3.3 the value of mentoring and coaching in managing the performance of individuals</p> <p>Unit 04 Operational and human resource planning and management 2.3 the management of human resources</p> <p>Unit 07 Budget management 2.1 the different types of cost incurred in business</p> <p>Unit 09 Staff recruitment and selection 2.1 analysing staff resources to meet current and future business needs 2.3 the content of a job description and person specification</p> <p>Unit 12 Principles of innovation and change management 2..2 organisational culture that supports innovation 2.3 sources of innovation and ways innovation can be encouraged 3.1 the factors that might enable and hinder change 3.2 current theory and models relating to change and how they can support effective change management</p> <p>Unit 15 Principles of quality management 2.1 the potential benefits to an organisation of effective quality management 3.4 the benefits of involving others in the management of quality</p>
	<ul style="list-style-type: none"> Implement monitoring systems for continuous 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations</p>

	<p>improvement eg. complaints handling, learning from feedback, incidents, complaints</p>	<p>1.2 the importance of constructive feedback in building effective working relationships 2.1 the principles of conflict management and conflict resolution 2.2 the sources and stages of conflict in the workplace 2.3 the techniques that may be used to manage and resolve conflict in the workplace</p> <p>Unit 04 Operational and human resource planning and management 3.1 health and safety legislation 3.2 risk assessments</p> <p>Unit 05 Business performance measurement and improvement 2.2 the benefits and limitations of Total Quality Management 2.3 measurement frameworks 3.1 the functions of a management information system 3.2 how management information systems can be used to improve the performance of an organisation</p> <p>Unit 15 Principles of quality management 2.2 the relationship between quality management and customer satisfaction 2.3 the impact of quality management on continuous improvement 3.1 the purpose of user and non-user surveys 3.2 the relationship between quality controls and customer complaints</p>
<p>Finance</p>	<p>How to collect, use, interpret and report relevant financial data to:</p> <ul style="list-style-type: none"> • establish budgetary & production targets 	<p>Unit 04 Operational and human resource planning and management 1.1 operational planning and its relationship to strategic planning 1.2 the process of developing an operational plan 1.4 interdependencies in work activities and how these impact on operational planning and implementation 3.2 risk assessments</p>

		<p>Unit 07 Budget management 1.1 the importance of budgets 1.2 functions of organisations and responsibility centres 1.3 internal and external sources of information and how these are used to determine cost, price and demand 1.4 budget management strategies 2.1 the different types of cost incurred in business 2.2 the use of cost data when planning and controlling resources 2.3 methods and techniques used to calculate business costs</p> <p>Unit 13 Understand the legal context of business 2.3 the financial reporting requirements of an organisation</p>
	<ul style="list-style-type: none"> manage claims and monitor compliance with claim requirements 	<p>Unit 05 Business performance measurement and improvement 3.1 the functions of a management information system 3.2 how management information systems can be used to improve the performance of an organisation</p>
	<ul style="list-style-type: none"> meet the expectations of organisational stakeholders 	<p>Unit 01 Principles of building respectful and productive working relationships in organisations 1.1 the principles of effective communication in the workplace 1.2 the importance of constructive feedback in building effective working relationships 1.3 the impact of ineffective communications on working relationships and performance standards</p> <p>Unit 08 Understanding organisational structure, culture and values 3.1 organisational values 3.2 the benefits of shared values 3.3 models of organisational behaviour 3.4 the impact culture and values can have on team and individual behaviour</p>

Dental Industry	Requirements for: <ul style="list-style-type: none"> • service delivery and remuneration under the National Health Service 	Unit 13 Understand the legal context of business 2.3 the financial reporting requirements of an organisation
	<ul style="list-style-type: none"> • service delivery and remuneration for private delivery of dental care 	Unit 13 Understand the legal context of business 2.3 the financial reporting requirements of an organisation
	<ul style="list-style-type: none"> • local / national changes in dental service delivery 	Unit 12 Principles of innovation and change management 1.2 internal and external factors that influence organisational change 3.1 the factors that might enable and hinder change 3.2 current theory and models relating to change and how they can support effective change management

Skills	The Practice Manager will be able to:	NCFE Level 4 Certificate in Leadership and Management (603/0987/8)
Leadership Skills	Lead (in non-clinical matters) and motivate the practice team effectively by: <ul style="list-style-type: none"> <li data-bbox="465 248 1151 316">• Understanding the role and responsibilities of a manager 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 323 1099 384">• Communicating the organisation’s vision and strategy 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 392 1043 427">• Clarifying & supporting company policies 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 435 987 470">• Setting clear goals and expectations 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 478 1133 539">• Supporting individual personal and professional development 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 547 1099 608">• Providing mentoring & coaching for individual team members 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 616 1066 676">• Being able to seek feedback on workplace performance 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 684 775 719">• Leading by example <li data-bbox="465 727 1043 759">• Strategic thinking at a local/practice level 	Knowledge based qualification – no mapping identified
Management Skills	Organise efficient operational practice systems by: <ul style="list-style-type: none"> <li data-bbox="465 799 853 831">• setting SMART objectives 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 839 898 874">• planning and delegating work 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 882 1010 946">• allocating resources efficiently to meet deliverables and deadlines 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 954 1122 1018">• monitoring, evaluating and improving individual and team processes 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 1026 1010 1086">• developing advanced IT Skills to meet requirements in role (SOE/R4) 	Knowledge based qualification – no mapping identified
Communication Skills	Communicate effectively with internal/ external stakeholders (senior management, patients, team, dental reps, colleagues, third parties) when: <ul style="list-style-type: none"> <li data-bbox="465 1193 663 1225">• negotiating 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 1233 1111 1297">• presenting internal & external marketing plans and campaigns 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 1305 797 1340">• briefing the work team 	Knowledge based qualification – no mapping identified
	<ul style="list-style-type: none"> <li data-bbox="465 1348 864 1375">• Communicating the change 	Knowledge based qualification – no mapping identified

Behaviours / Attitude	The Practice Manager will have knowledge of:	NCFE Level 4 Certificate in Leadership and Management (603/0987/8)
Ethical	<ul style="list-style-type: none"> Integrity and moral leadership 	No mapping identified
	<ul style="list-style-type: none"> Commitment to the General Dental Council Standards for the Dental Team 	No mapping identified
Professional	<ul style="list-style-type: none"> An approach which is fair, equitable and credible 	No mapping identified
	<ul style="list-style-type: none"> Reliability with high standards 	No mapping identified
	<ul style="list-style-type: none"> A commitment to excellent customer service Effective time management and self-management Willingness to help others as required, eg on reception 	No mapping identified
Commercially astute	<ul style="list-style-type: none"> Ability to be business focused and patient/customer centric 	No mapping identified
	<ul style="list-style-type: none"> Capability for managing budget, practice development and growth 	No mapping identified
	<ul style="list-style-type: none"> Ability to improve data from local knowledge eg using practice profiles 	No mapping identified
Passionate	<ul style="list-style-type: none"> A caring approach toward patients and colleagues 	No mapping identified
	<ul style="list-style-type: none"> A commitment to striving for the best at all times 	No mapping identified
Responsible	<ul style="list-style-type: none"> Ownership and accountability for practice and leads team 	No mapping identified
	<ul style="list-style-type: none"> Informed decision-making to ensure safety and best practice at all times 	No mapping identified
Reflection and Self Awareness	<ul style="list-style-type: none"> Impact and influence when working with others 	Unit 03 Principles of management and leadership in organisations 1.4 relationships between leadership and how styles promote organisational vision, values and goals 2.1 the skills, attitudes, behaviours and practices of effective leaders 2.2 how models and styles of leadership are used effectively in organisations 2.4 the impact of organisational structure, culture and climate on managerial effectiveness
	<ul style="list-style-type: none"> An awareness of how to get the best from each individual 	Unit 01 Principles of building respectful and productive working relationships in organisations

		<p>4.1 the importance of staff wellbeing and how this can be measured</p> <p>4.2 different methods of recognising achievement in the work environment</p> <p>4.3 different methods of developing a learning and innovation culture in an organisation</p> <p>4.4 the value of a learning and innovation culture to organisational performance and how the success of this can be measured</p> <p>Unit 03 Principles of management and leadership in organisations</p> <p>2.3 delegation and empowerment and how this is used to achieve the aims of the organisation</p> <p>3.1 the principles and practices of performance management and how this is implemented within organisations</p> <p>3.2 the impact of effective communication in managing the performance of individuals</p> <p>3.3 the value of mentoring and coaching in managing the performance of individuals</p>
--	--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------