



THRIVING THROUGH EXPANSION

Building a Culture of Collaboration and Achievement



Incorporated in 1997, Heartland Dental was founded on the pioneering concept of providing high-quality, non-clinical administrative support for dentists. Heartland Dental is driven by its mission – “To support doctors and their teams as they deliver the highest quality dental care and experiences to the communities they serve while providing exceptional careers and creating value for our stakeholders.”



“The impact that Bell Leadership has had on Heartland Dental is immeasurable. Our supported doctors, our team members, and our businesses are better because of our relationship with Bell.”

PAT BAUER
CEO, Heartland Dental



THE CHALLENGES OF EXPONENTIAL GROWTH

In the early 2000s, Dr. Rick Workman, founder and Executive Chairman, turned to Bell Leadership as a trusted partner to help Heartland Dental navigate key challenges the organization was facing as a result of rapid growth:

- **Staying True to Their Culture**
Geographical dispersion presented hurdles to maintaining a consistent company culture and core values.
- **Embracing Change**
Heartland Dental needed to develop the systems and skills necessary to embrace a growth strategy, which inevitably meant change.
- **Developing Key Leadership Skills**
As Heartland Dental expanded, it needed to enhance the skills of senior leaders to grow with the business. A proactive approach to leadership development was paramount.

BELL LEADERSHIP SOLUTIONS

Heartland Dental's remarkable growth trajectory was and continues to be supported by its prioritization of its people and their development, underscored by the company's implementation of Bell Leadership principles. Working with a diverse leadership landscape, Heartland Dental leverages the full range of Bell Leadership's solutions to address the unique challenges faced by leaders at all levels of the organization.

BELL LEADERSHIP MASTERY SEMINARS

Heartland Dental utilizes Bell Leadership Mastery Seminars to strategically develop the skills and personal effectiveness of leaders at critical points. The Achievers™ program assists individual leaders in cultivating the self-awareness and emotional intelligence required to build the high-performing team culture essential to reaching the organization's ambitious goals.

Individual leaders also benefit from additional seminars in the Bell Leadership Mastery Series™, enabling them to develop critical skills in communication, leading others, change, hiring, and time-management.



200 +

Participants completed a Bell Leadership Mastery Series Program

CUSTOM EXECUTIVE TRAINING PROGRAMS

Training programs tailored to the specific needs of functional teams and leadership levels have been a staple of the Bell Leadership and Heartland Dental partnership. Targeted training and custom-designed programming bolsters capabilities and enables Heartland Dental leaders to master key skills for leading an organization, strategic planning, managing change, building high-performing teams, and communicating effectively.

Particularly successful was a multi-year, custom roundtable experience designed for vice-presidents that allowed for a deep dive into critical issues and challenges in a collaborative learning environment.

50 +

Customized Bell Leadership Programs



THE ACHIEVER MODEL OF LEADERSHIP™

THE LEADER'S ROUNDTABLE AND EXECUTIVE COACHING

Many of the organization's top leaders, including the Senior Leadership Team, are alumni of The Leader's Roundtable, a unique Bell Leadership solution. This year-long program for high-level executives cultivates a shared understanding of the role of a leader and provides the opportunity for leaders to gain valuable perspectives from leaders in other industries.

One-to-one Executive Coaching is also employed for senior leaders, resulting in targeted skill improvement and overall leadership effectiveness.



25 +

Executive Graduates of The Leader's Roundtable

LICENSED PROGRAMS

Key to Heartland Dental's ability to cascade knowledge and skills throughout the organization has been its investment in Bell Licensed Programs.

Select Heartland Dental team members became Licensed Facilitators, able to deliver Achievers, Achievers II, and Advanced Communication programs to their fellow colleagues.

The process to become a Licensed Facilitator is rigorous and includes an unparalleled level of Bell Leadership support, ensuring consistent and effective delivery of key content to a much broader audience.

5000 +

Licensed Bell Leadership Program Participants Trained



THE IMPACT

Over the past two decades, Heartland Dental cultivated a thriving organizational culture that remained steadfast through rapid expansion. The organization's partnership with Bell Leadership and implementation of strategic Bell solutions at critical points has been a key factor to Heartland Dental's success, enabling the development of:

1. A Shared Leadership Language

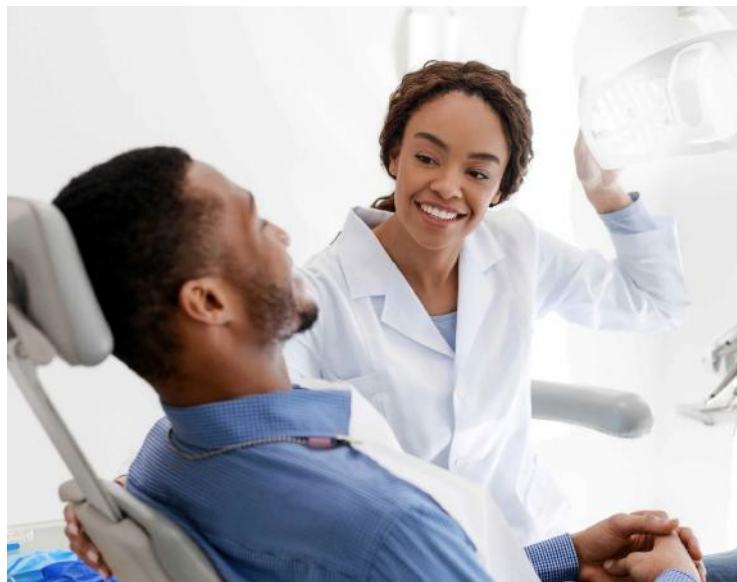
The Achiever Model of Leadership™ quickly became the foundation of Heartland Dental's approach to building leadership competency. By utilizing Bell's Achievers™ programs in Chapel Hill while also licensing trainers within Heartland Dental, the organization was able to cascade knowledge and adoption of the Model throughout a geographically diverse business. This created a shared leadership language—a common set of words, concepts, and leadership aspirations that team members use to communicate and hold each other accountable.

2. Critical Leadership Skills

Heartland Dental increased the fortitude of leaders by incorporating key concepts and frameworks from the Bell Leadership Mastery Series™ teachings. This enabled the creation of a bench of leaders well-versed in communication, teamwork, time management, selection, and goal setting. Critical to rapid expansion, leaders developed the skills to successfully navigate change and help their teams develop the resiliency to thrive in the midst of it.

3. A Scalable Goal Setting Framework

Heartland Dental was an early adopter of Bell's Achiever Goal Setting System™. The organization embraced this annual approach and, with Bell Leadership's guidance, was able to scale the system throughout a period of rapid growth. This annual process incorporates a thorough review of the external environment and renews goals to meet new challenges. The process allows for team members at all levels of the organization to provide valuable feedback and insights.



THE IMPACT (CONTINUED)

4. An Effective Hiring Strategy

Like any organization experiencing rapid growth, Heartland Dental faced challenges in hiring at the rate needed to keep up with increasing demands. They combined the shared leadership language developed through the Bell Achiever Model™ with specialized training for leaders on the skills needed to identify, hire, and promote the best matches for the organization. This helped Heartland Dental build a robust hiring strategy with lower rates of turnover in leadership roles than the industry average.

5. Deeper Employee Engagement

Perhaps the most meaningful impact of Heartland Dental's partnership with Bell Leadership is its contribution to employee engagement. Heartland Dental always recognized that its people power its business and has maintained a deep devotion to their development. Utilizing the full range of Bell Leadership solutions, they built a strong culture of continuous learning that emphasizes not only technical skills and competencies but personal and leadership skills as well. This commitment to their employees' growth has fostered a culture of continuous improvement that consistently drives high results.



HEARTLAND DENTAL TODAY

Heartland Dental now supports more than 3,000 doctors in over 1,700 offices across 39 states. They are the nation's leading Dental Support Organization with over 23,000 employees and a thriving company culture that embraces Bell Leadership principles and the Achiever Model of Leadership. Heartland Dental's trusted partnership with the Bell Leadership Institute has been a key enabler of the organization's continued growth and evolution.

