

MENTORS



Some of the best advice I have given to this profession over the past 40 years did not originate from me. It was sourced from the people who mentored me — and I suspect the same is true for you.

We all have a few mentors who have impacted our lives.

School teachers, professors, business leaders, Aunts and Uncles to name a few.

Mentors come to us from paths we often never planned to walk.

Dr. Roger Ellis was one of my greatest mentors.

He met my father Roy in 1956 after graduating from UofT dentistry. Roy helped Roger to establish his first practice in Preston, Ontario - now Cambridge.

Roger had a diversified career in private practice, public health, and teaching at the University of Alberta and as the Registrar of the RCDSO.

His final 20 years of contribution to the dental profession were spent with ROI Corporation.

After he joined the firm, Roy wanted to keep an arm's length from his best friend and assigned Roger to me as his supervisor.

I was nervous!

Managing a man of such wisdom and experience was a task I had not been trained for.

Roger made it easy. He was humble, gracious, and dedicated to the profession.

He and I rarely disagreed, but when we did, Roger was always the victor.

His broad knowledge of the professions outweighed my youthful business acumen.



roicorp.com

Three lessons he taught me that are priceless:

- 1) **Humility.** I was his supervisor on paper. In practice I was the student, and the sooner I admitted that the faster I learned.
- 2) **Judgment over acumen.** I had business training. He had 40 years of watching how decisions landed in people's lives. Judgment wins.
- 3) **The long view.** Roger never optimized for the transaction in front of him. He optimized the dentist's best interests.

He taught me to be guided by what was right for the dentist.

Roger said that we should always put the dentist at the top of the hierarchy and good advice and actions will follow.

He was right.

That one sentence has governed every appraisal, every listing, and every piece of counsel this firm has given since. It is also a test you can apply to the people around your own practice: if your accountant, lawyer, banker, consultant, or broker is not putting you at the top of the hierarchy, you have the wrong advisor.

Roger passed shortly after my dad passed.

Two great men who have left an immeasurable footprint on my career and by association, the advice that I have imparted on this great profession for over 40 years.

Thank you, Roger.

Are you the mentor now?

There is a detail in this story that matters more than I realized at the time. Roger's wisdom reached me because my father deliberately arranged it. He assigned his best friend to collaborate with his own son. That was not sentiment; it was succession.

Most of you have someone in that seat right now: an associate, a new graduate, a hygienist with ambition, a son, or a daughter, even someone who you haven't met yet.

Lastly, **who was your Roger?**

Reply to this email and tell me about the mentor who shaped your career. I would like to share a few of your stories on a future issue.

Click [HERE](#) for a FREE copy of the 11th (and final) edition of my book, QUANTITIES ARE LOW, ACT FAST!

If you appreciate my blunt, straightforward style, [please subscribe](#).

If it's not for you, you can [unsubscribe here](#).

TEXT me @ [\(416\) 520-7420](#)

Working with i-Dentists™ since 1984 (*actually, a little bit longer than that!*)

**SUMMER HOURS: Tuesday, Wednesday & Thursday
8:00 am to noon EST**

Written by:



Timothy A. Brown,
Broker of Record



roicorp.com