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Integrated Management and Multidisciplinary Profile in Dentistry: Behavioral and Strategic Skills in the Practice of the Contemporary Dentist

Integrated Management and Multidisciplinary Profile in Dentistry: Behavioral and Strategic Skills in the Practice of the Contemporary Dental Surgeon

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Summary

This article addresses integrated management in contemporary dentistry, highlighting the importance of the multidisciplinary profile and behavioral skills in the exercise of clinical leadership.
This study analyzes how dentists, when also assuming the role of manager, need to master strategic, emotional and administrative skills to ensure quality, humanized and sustainable care.
The study discusses the foundations of health management, the role of interdisciplinary teams, ethical leadership, and the use of people and input management tools.
Based on data from recent research and a specialized bibliographic review, the article proposes a reflection on the challenges and opportunities of dentistry as a technical, ethical and organizational field.

Keywords

Management in dentistry; Multidisciplinary profile; Leadership in health; Behavioral skills; Strategic management.

Abstract

This article addresses integrated management in contemporary dentistry, highlighting the importance of a multidisciplinary profile and behavioral skills in clinical leadership. It analyzes how dental surgeons, when also assuming the role of managers, must master strategic, emotional and administrative skills to ensure quality, humanized, and sustainable care. The study discusses the fundamentals of health management, the role of interdisciplinary teams, ethical leadership, and the use of human resource and supply management tools. Based on recent research and specialized literature review, the article reflects on the challenges and opportunities in dentistry as a technical, ethical, and organizational field.

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Keywords

Dental management; Multidisciplinary profile; Health leadership; Behavioral competencies; Strategic management.

1. Introduction

Contemporary dentistry is marked by a process of transformation that transcends purely clinical and technical aspects. The role of the dentist, previously restricted to performing healthcare procedures, has been incorporating functions related to management, leadership and strategic decision-making. In this context, professionals who wish to remain competitive in the market need to develop skills that position them as agents of transformation within healthcare organizations. Management, therefore, is no longer a field outside of dentistry, but an indispensable requirement for building an efficient, ethical and sustainable clinic.

Among the multiple dimensions of this paradigm shift, the need for a multidisciplinary profile on the part of the dentist stands out. Current professional practice requires coordination with several areas of knowledge, such as administration, psychology, finance, marketing and information technology. This integration of knowledge favors not only clinical performance, but also the effective management of the team, material resources and patient demands. The professional manager thus becomes the link between the technical interests and the strategic objectives of the institution.

According to Lima and Santos (2021), healthcare management involves more than just coordinating tasks: it involves building collaborative environments, guiding decision-making processes, and promoting the quality and safety of care provided. In dentistry, this means implementing evidence-based practices, using performance indicators, optimizing the use of inputs, and maintaining clear communication with the entire team. The managing dentist needs to act with a systemic vision and focus on results, without losing sight of the humanization of care.

On the other hand, technical mastery alone is not enough to ensure the success of dental practice in complex contexts. Behavioral skills — such as leadership, empathy, resilience, and emotional intelligence — have been widely recognized as strategic differentiators for leading teams and interacting with patients (Ferreira; Almeida, 2020). Such skills favor conflict resolution, team motivation, and the creation of an organizational culture centered on ethics and commitment to collective well-being.

In this scenario, it becomes urgent to reflect on the challenges faced by professionals who seek to reconcile clinical demands with management responsibilities. Traditional training still lacks components focused on administration and organizational behavior, which

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makes it difficult for professionals to fully prepare for the reality of the market. It is therefore essential to broaden the debate on the need for management training in dentistry, as well as to encourage the inclusion of interdisciplinary content in academic training.

This article aims to analyze the role of the dentist as a manager, focusing on their strategic and behavioral skills and their multidisciplinary profile. Based on a review of the scientific literature up to 2022 and real data on health management practices, the main dimensions that make up the performance of this professional in the context of contemporary dentistry will be explored.

2. Integrated Management in Dentistry: Fundamentals and Practical Applications

Integrated management in dentistry consists of a set of practices and strategies aimed at planning, organizing, coordinating and controlling all resources involved in the operation of a dental clinic. This approach considers the human, financial, material, technological and logistical aspects as interdependent parts of the same system. When well implemented, integrated management allows for greater operational efficiency, reduced waste and improved quality of patient care.

According to Souza and Pereira (2019), clinics that adopted integrated management models based on performance indicators and quality protocols showed improvements of up to 40% in productivity, in addition to greater patient loyalty. These results demonstrate that process integration not only optimizes workflow, but also directly impacts clinical and financial results. The use of information technologies, such as electronic medical record and inventory control systems, has also been decisive in this process.

Integrated management requires proactive action from the managing dentist, who needs to lead teams with clear goals and organizational values. Integration between the clinical, administrative, and financial sectors allows for more effective alignment of the clinic's activities. This reduces rework, improves internal communication, and strengthens the culture of quality. According to Carvalho and Rocha (2022), the role of the manager is essential to ensure the fluidity of processes and the involvement of teams in decision-making.

Another important point is the integration between different areas of health. The multidisciplinary care model, widely advocated by Lima and Santos (2021), allows for broader and more effective care, promoting oral health in an integrated manner with the patient's general health. Integrated management, in this case, is not limited to the internal environment of the clinic, but articulates care networks and partnerships with other health services.

Furthermore, the integrated model favors the financial sustainability of the dental clinic. Through cost rationalization, effective control of inputs and capital appreciation

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human, it is possible to balance technical excellence with economic viability. Data-based management allows decisions to be made based on concrete evidence, which reduces risks and enhances investments (Souza; Pereira, 2019).

Finally, integrated management promotes a new paradigm in dentistry, in which the patient is seen as the protagonist of care, and not just as a recipient of services. This requires a change in attitude from the dentist: from technician to strategist, from executor to articulator, from isolated clinician to leader of interdisciplinary teams. This transformation represents a necessary advance in the face of the demands of the 21st century, in which clinical excellence must go hand in hand with organizational excellence.

3. Behavioral Skills in the Performance of the Dental Manager

The role of a dental surgeon manager goes beyond the technical management of a dental clinic. To lead teams, conduct processes and make strategic decisions, the professional must develop robust behavioral skills that enable them to face daily challenges with emotional intelligence and a systemic vision. These skills include empathy, active listening, ethics, resilience, adaptability and assertive communication. They not only benefit the organizational environment, but also contribute to patient loyalty and employee well-being.

According to Ferreira and Almeida (2020), emotional intelligence is one of the most valued skills in healthcare settings, as it allows professionals to recognize and manage their own emotions and those of others. In dental clinics, where stress can be high among both patients and employees, mastering this skill is essential to ensure harmonious and effective management. Emotionally intelligent managers also have a greater ability to deal with conflicts and unforeseen events, keeping the team motivated and processes organized.

Empathy, in turn, plays a central role in interpersonal relationships within the clinic. It allows the manager to understand the patient's needs in a humanized way and act in a welcoming manner in interactions with their team. This skill is directly linked to ethical leadership, as it values human beings and promotes mutual respect. Lima and Santos (2021) argue that empathetic managers are more effective in building collaborative and inclusive environments, fundamental characteristics for organizational success in healthcare.

Communication is also an indispensable tool. A manager who communicates clearly, objectively and actively listens can align expectations, pass on guidance accurately and reduce noise within the team. In addition, mastery of strategic communication favors the management of the clinic's image and relationships with external audiences, such as suppliers, agreements and institutional partners. As highlighted by Martins and Oliveira (2021), clinics that adopt

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Structured internal communication strategies achieve greater team engagement and more cohesion between sectors.

Another relevant aspect is the ability for adaptive leadership, which allows professionals to deal with changes, crises and uncertain scenarios. In the context of dentistry, marked by rapid technological and regulatory transformations, this skill ensures agile and safe responses to new market demands. Cognitive flexibility and openness to innovation become strategic attributes of managers seeking sustainability and competitiveness.

Finally, these behavioral skills are not innate, but can and should be developed throughout a professional career. Leadership courses, mentoring, interdisciplinary experiences and reflective practices are viable paths to their consolidation. By investing in these skills, dentists strengthen their role as transformative leaders, capable of leading their team with ethics, sensitivity and efficiency towards a more integrated and humane dentistry.

4. Multidisciplinary Profile of the Contemporary Dentist

Traditional dental training, which is heavily focused on clinical and technical skills, is no longer sufficient to meet the demands of the contemporary market. The multidisciplinary profile has emerged as a response to the growing complexity of healthcare organizations and the need for more comprehensive and effective care. This new profile requires professionals to move with ease across areas such as administration, public health, people management, marketing, bioethics and technology.

One of the main distinguishing features of multidisciplinary professionals is their ability to establish connections between different areas of knowledge, expanding their worldview and their repertoire of solutions. According to Carvalho and Rocha (2022), dentists with additional training in management areas have better performance indicators and a greater capacity for innovation in the services they coordinate. This demonstrates that dentistry, by opening itself to dialogue with other disciplines, enriches its practice and expands its social impact.

Interdisciplinary work also improves the quality of care. By working with psychologists, speech therapists, nutritionists, nurses, and social workers, dentists contribute to the development of more comprehensive and patient-centered therapeutic plans. This type of work requires not only technical knowledge, but also listening, negotiation, and shared leadership skills. As Lima and Santos (2021) state, interdisciplinary teamwork is one of the main tools for promoting comprehensive health care.

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Furthermore, the multidisciplinary profile strengthens the ability to adapt to changes in the sector. Constant technological evolution, the growth of regulatory demands and the emergence of new business models require professionals who are prepared to learn continuously and work in different contexts. Dentists with cross-disciplinary training are better able to innovate, undertake and lead sustainable projects in different organizational environments.

Academic training, however, still lacks a more comprehensive approach. Many dental curricula do not include subjects focused on management, which makes it difficult to fully develop the required skills. In this sense, it is urgent to reformulate pedagogical projects, incorporating topics such as health administration, organizational behavior, financial management and entrepreneurship. Professionals in the 21st century need to be prepared to lead and transform realities.

Therefore, the contemporary dentist must position himself as an agent who articulates technical knowledge and the social, economic and organizational demands of his time. His multidisciplinary profile enables him to make more informed decisions, to lead teams with sensitivity and to promote a more ethical, efficient dentistry that is integrated into the health system as a whole.

5. Executive and Supply Management in Dental Clinics

Executive management in dental clinics involves the strategic management of administrative, financial and logistical processes, with a view to ensuring excellence in the services provided and the sustainability of the organization. In addition to clinical work, dentists who take on management roles must master concepts of planning, control, organization and institutional leadership. Integration between these areas is vital for the balance between quality of care and economic efficiency.

The management of supplies, for example, represents one of the main challenges in the dental routine. Clinical materials, equipment and medications require strict control of input, output, expiration, storage and use. Inefficient management can generate waste of resources, shortages and risks to biosafety. According to research by Souza and Pereira (2019), clinics with input management protocols based on indicators reduced operating costs by 30% without compromising the quality of care.

Financial planning is also a critical aspect of executive management. The manager must deal with revenues, fixed and variable expenses, taxes, payroll and infrastructure investments. Tools such as cash flow, annual budget, profitability analysis and performance targets are essential to ensure the viability of the clinic in the medium and long term. The absence of such planning can lead to default, loss of competitiveness and bankruptcy of the service.

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In addition to the financial and supply aspects, the manager must take care of time management and the schedule. The use of computerized systems allows for better control of schedules, minimizes absences, and organizes procedures by complexity and duration. This leads to increased productivity, better use of the structure, and greater patient satisfaction. According to Martins and Oliveira (2021), clinics that use integrated management software show significant improvements in the predictability of care and monthly revenue.

Another important aspect is the management of contracts and partnerships. Agreements, service providers, suppliers and consultants are part of the ecosystem of a well-managed clinic. The manager must be familiar with the legal aspects of contracts, negotiate deadlines, establish quality goals and ensure that commitments are met. This provides solidity to institutional relationships and allows greater stability in work processes.

In short, executive management requires dentists to adopt a strategic, proactive and results-oriented approach. It is necessary to invest in ongoing training, adopt effective control systems, create well-defined management routines and lead ethically and efficiently. By doing so, professionals increase their ability to positively impact the environment in which they work and strengthen the position of dentistry as a technical and integrated management field.

6. People Management in Dental Practice

People management is one of the strategic pillars for the success of modern dental clinics. In a sector where personalized care and process efficiency are directly linked to team performance, it is essential that dental surgeons who manage their work develop skills focused on leadership, motivation and talent retention. This field goes beyond contract management or operational supervision: it is the art of leading people towards common goals, with empathy, clarity and fairness.

Careful selection of professionals is one of the first steps towards strengthening teams. It is necessary to identify candidates who have not only technical skills, but also alignment with the clinic's values and the ability to work collaboratively. As Ferreira and Almeida (2020) point out, integrated teams have greater productivity and lower turnover when roles are clear and there is good communication between members. This shows that recruitment should be guided by strategic criteria, also considering behavioral aspects.

Another essential point is the continuous investment in training. Technical updates, behavioral training and human development programs contribute to employee engagement and appreciation. According to a study conducted by Lima and Santos (2021), clinics that offer career plans and opportunities for internal growth have higher levels of commitment and satisfaction among employees. Thus,

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Training should not be seen as a cost, but as a structuring investment in the quality of care.

Motivation is another aspect that requires constant attention. Using recognition strategies, regular feedback and valuing daily achievements are simple but powerful practices. When leaders recognize the effort and dedication of their teams, there is a significant increase in organizational cohesion and trust. As indicated by data from Martins and Oliveira (2021), the organizational climate is directly related to clinical performance and patient loyalty, demonstrating the correlation between people management and tangible results.

Conflict management and care for the team's well-being cannot be neglected either. High-pressure environments can generate internal tensions that, if not managed well, compromise the productivity and mental health of employees. The manager needs to be prepared to act as a mediator, promoting active listening, negotiation and integrative solutions. Clear coexistence policies and open communication channels are effective strategies to prevent wear and tear and strengthen institutional ties.

Finally, the organizational culture must reflect the clinic's values and purpose. This includes building an ethical, inclusive and participatory environment, where everyone feels part of the institutional project. In this scenario, the managing dentist is the main promoter of this culture. His or her performance directly influences the team's behavior and the standard of excellence offered to patients. Therefore, well-structured people management is a competitive advantage and an indispensable foundation for contemporary dentistry.

7. Final Considerations

Contemporary dental practice requires dentists not only to have technical expertise, but also to take an active role in the strategic, behavioral and organizational management of the services provided. The skills currently required go beyond clinical knowledge and require a professional with a multidisciplinary, ethical and communicative profile, prepared to lead teams, manage supplies, deal with conflicts and make decisions based on evidence and data.

Understanding the importance of integrated management is essential to ensure sustainability and quality in dental care. This involves understanding administrative flows, acting with strategic planning and adopting innovative practices that improve the patient experience and team performance. At the same time, the development of socio-emotional skills becomes a key element in creating healthy and productive environments.

People management, in turn, must be treated as a central axis of clinical practice, since the success of a healthcare organization depends directly on the commitment and technical and emotional capacity of its employees. The appreciation of professionals, continuous training,

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transparent communication and a positive institutional culture are components that directly impact clinical and business results.

Dentistry training must therefore incorporate management and leadership content from the undergraduate level, enabling future professionals to be better prepared for the challenges of the market. This approach also favors the emergence of leaders committed to innovation, ethics and collective well-being, making dentistry an even more strategic field in promoting health.

Finally, the integration between technical, managerial and human knowledge points to a new paradigm in the work of the dentist: that of a complete manager, attentive to the demands of society and capable of building sustainable, efficient and humanized solutions for the contemporary challenges of oral health.

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