

**SPEECH FOR STANLEY M. BERGMAN
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“FIVE QUOTES THAT CHANGED MY LIFE”

Thank you for that kind introduction, Dean Friedrichsen. Thank you as well to the distinguished Western University of Health Sciences College of Dental Medicine faculty and administration for the privilege of joining you at this very important event. And my sincere congratulations go out to today's 2018 graduates and your families. It is a privilege to share a few thoughts with you as you begin what I am sure will be long and successful professional careers.

This is one of the first graduating classes of millennials here at the Dental College, which reminds me of a millennial associate of mine. She accompanied me to an event where I spoke last after a long evening of speakers. I saw that the crowd was restless and condensed my five-minute speech into about 35 seconds. After the event, my associate told me it was the best speech I had ever given. I asked what she liked best about it, and she said, “It was only 35 seconds long.” So, keeping my associate's advice in mind – I would like to very briefly share a short story with you and then share with you five quotes – plus one that I constantly think about – which have helped me shape my life.

I would like to start by telling you a story about the first business lesson I learned in my life. I was six years old. I contracted jaundice and whooping cough, was frail, and was kept out of school for a year. One of my father's friends who imported portable transistor radios felt sorry for me, and he let me carry one of his radios around at my father's bowling games. At the game, another bowler asked me where he could buy a radio like that. My father's friend told me that if I could sell the portable radio to the bowler, I would be paid a commission. As a six-year-old, I did not know what it meant to be paid a commission, but I connected the buyer to the seller and received a check. I did not understand what a check was, but I learned quickly. This set me down a life-long entrepreneurial road and taught me a simple but critical lesson: showing up is important. I could easily sell the radio, but I had to show up – I had to be there with the radio.

The first quote is from someone you may have never heard of – Jay Schein – the son of our company's founders, and the man who saw potential in me 39 years ago, when I was only 29 years old and Jay asked me to join Henry Schein. Jay was fond of saying, “This is what we are all about. A concern for people and a concern for results.” This is the foundation upon which we have built Henry Schein, and if you peel the onion a bit, you will see that successful dentists, either consciously or subconsciously, also adopt this philosophy of being concerned for others and being concerned for results.

At the most basic level, people become dentists to help their patients. To help your patients when they are in pain. To help your patients greet the world with an engaging and confident smile. To help your patients maintain good oral health to avoid health problems in the future. There is now a significant body of scientific evidence that points to the close link between oral health and overall health. Surgeon General C. Everett Koop was right back in 2000 when he said, “You can't be healthy without oral health.” Along this line, inter-professional exchange between dental professionals and other health care professionals is critical. Your “concern for people” will strengthen that awareness

5/31/2018 10:50:46 AM

and collaboration as you forge strong relationships with your patients and professional colleagues across the health care spectrum. That is the gift you will give your patients as you demonstrate your “concern for people.”

A “concern for people” is at the heart of leadership and is epitomized by the summer camp counselor. When I was 16 years old, I helped organize summer camps for a youth movement in Port Elizabeth, South Africa. This experience taught me to treat people how you want to be treated, to always look for the good in people, and to be optimistic. A key lesson is that a summer camp counselor should engage everyone. Even today as a CEO, I still strive to apply the lessons I learned as a camp counselor: there is a role for each individual, every person can make a difference, and engage everyone in the mission. This is a true “concern for people.”

then there is “a concern for results.” No doubt as a dentist, regardless of the dental setting in which you choose to work, you want the very best clinical results for your patients, while having sound financial rewards for your work. You now have the professional training to measure your results from a clinical outcomes point of view.

My second quote to share today comes from Jim Breslawski, the President of Henry Schein, and my business partner for over four decades. Over that time, Jim has reminded our team countless times, “We can do anything, but we can’t do everything.” What Jim means is that we must set priorities. The discipline of focus has been one of the most difficult for me to accept throughout my career, but I have found it to be most important and valuable. There is huge potential all around us, and I have always had problems letting go of urgent opportunities vs. the most important. As a dentist, in whatever path you choose you also will see opportunities all around you. But for all of us, our resources are finite. Our time, the number of team members on our staff, our budget – these are all limited, so we will have to make hard choices and set priorities. But as you set priorities for your career, review those priorities regularly, and adjust them as needed. Also, making good decisions is rarely black or white. Most solutions occur in the gray, and it is important to be comfortable working through ambiguity. Oh, by the way, another close colleague and friend always reminds us that it is critical to always have a “plan A” and a “plan B.” Without a plan you will never get through. But remember what Mike Tyson said: “Everyone has a plan until they get punched in the mouth.”

My third quote comes from Steve Jobs when he introduced the iPhone in 2007, and said: “Every once in a while, a revolutionary product comes along that changes everything.” Apple connected the cell phone to the computer, and this connection gave birth to interoperability, transforming our world. In the 39 years since I joined the dental community, I have seen the profession transformed by technology.

Just consider these technology tools that dental practitioners have incorporated over those nearly four decades: In-office CAD-CAM chair side dental crown and bridge milling (your dental school has become a leader in teaching digital dentistry); high-speed handpieces; dental lasers; digital imaging that can be viewed immediately in the operatory; cone-beam imaging technology; integrated practice management systems encompassing electronic charting and electronic dental records; instant electronic links between a dentist, auxiliary staff, patients and dental labs; Internet connectivity; a website; Linked In; Facebook; electronic billing, claims and recall cards. And yes, 39 years ago, tweeting was done by birds and now it’s creating fake news. These are essential tools to modern dentistry. You have used these tools here during your dental education. And none of them existed 39 years ago.

5/31/2018 10:50:46 AM

It is an astonishing fact to realize that the dental technology advancements that we have seen over the past 39 years will pale in comparison to what we will see in the years to come. As Professor Klaus Schwab, founder and chairman of the World Economic Forum, wrote in his book, "The Fourth Industrial Revolution," new ideas have changed our world through a series of industrial revolutions. The 1ST Industrial Revolution was mechanized power in the 18th century. The 2ND Industrial Revolution was mass production and communication in the 19th-20th century. The 3RD Industrial Revolution was computerization and digitalization over the last 50 years, increasing access to technology each year. The 4TH Industrial Revolution was ignited when Steve Jobs when unveiled the iPhone. We now live in an age of interoperability, marked by the fusion of technologies. The 4th Industrial Revolution is a fundamental change in the way we live, work, and relate to one another. It is unlike anything mankind has experienced before. There are huge opportunities and challenges for the millennial graduation class.

My fourth quote is one I hold close to my heart, and it comes from one of the most recognizable athletes of the 20th century – Muhammad Ali. He said, "Service to others is the rent you pay for your room here on Earth." As you leave this wonderful university and enter the dental profession, please look for ways to give back to society. Look for ways to help expand access to oral health care in underserved communities, both locally and around the world. This is the mission of Henry Schein Cares, our company's global corporate social responsibility program. After graduation, the opportunities for you as a dentist to give back are wide-ranging: Donate your time at a local community health center clinic; contribute a portion of your teeth whitening fees for a week to a charity; volunteer to go on a dental outreach mission to Asia, Africa, the Caribbean or South America; participate in the ADA's Give Kids A Smile day each year, as we do at Henry Schein. Without exception, the dentists who have given back have told me that the experience has enriched them as dental professionals. And remember that Henry Schein Cares stands ready to support your volunteer missions to underserved communities. At Henry Schein, we fully subscribe to the notion of "doing well by doing good." Remember, Benjamin Franklin wrote about this idea over two centuries ago with the idea of "enlightened self-interest."

My fifth quote comes from a remarkable world leader who, although never elected to public office, influenced generations through her words and the example of her actions – Eleanor Roosevelt. Mrs. Roosevelt said, "Do one thing every day that scares you." Now, I don't think she was necessarily talking about skydiving or swimming with sharks. She was talking about the same thing that the late South African President Nelson Mandela – a personal hero of mine – offered as a life lesson several years later when he said, "Courage is not the absence of fear, it is learning to overcome it." It's okay to be a little afraid – living a little on the edge. We need to continually push beyond the boundaries of our comfort zone. That can be scary to do, but beyond our boundaries is where true growth lies. The truth is that all of us are afraid at times in our career. This is only natural as we strive to expand our skills and our experiences. So, overcome your fear. Be willing to make mistakes – everyone does. The truth is that we all learn from our mistakes. I have always found that courage inspires those around us to reach beyond themselves as well, and bring out the best in those around you. Your courage will reassure your patients, staff and colleagues. And so, your courage will drive your career to heights that you may not have thought possible.

So here is the plus one quote that has motivated me for decades. Senator Robert Kennedy asked the most important question we can ask in life when he reflected: "Some people see things as they are and ask, 'Why?' I dream things that never were and ask, 'Why not?'" Now, Senator Kennedy met the poet Robert Frost at the inauguration of President John Kennedy in 1961 where Robert Frost spoke, and the Senator and poet shared a similar view of life. Robert Frost's similar thought has

5/31/2018 10:50:46 AM

always inspired me: "Two roads diverged in a wood and I took the one less traveled by, and that has made all the difference."

These two quotes have helped drive Henry Schein's success for decades as we have continually recreated our company to better serve our customers around the world. They hold equal importance for any dental graduate as you begin your career. When faced with opportunities during your career, do your homework and develop a plan. But if you believe in your vision, take the risk. You will discover, as I have, that "Why not?" is the most important question that you can ask yourself throughout your career, and I have found that the less traveled road is often the best path.

You are about to enter a unique and interesting time in your career – a time full of new possibilities and promise. You have already achieved so much with this milestone that we recognize here today. And by building on the foundation you have laid here at Western University of Health Sciences, any professional goal is achievable. Maintain your concern for people and results; set and regularly reevaluate priorities; embrace new technology; give back to others in society; learn to overcome fear and demonstrate courage; and continually ask "Why not?" This question will position you to not only reach your goals, but also exceed them. Remember what President Nelson Mandela said: "It always seems impossible until it's done." And without a doubt, your best years are yet to come! Thank you, and once again congratulations on this tremendous achievement.