

FALL ISSUE 2025

INFLUENCE

ÉLEVÉ

FOR DENTAL

**LEAD
PEOPLE FIRST;
PROFIT WILL
FOLLOW**

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**ALL-ON-@&!*#:
SIMPLY
COMPLICATED**

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**RAD SLEEP:
THE HOLY GRAIL
OF WELLNESS**

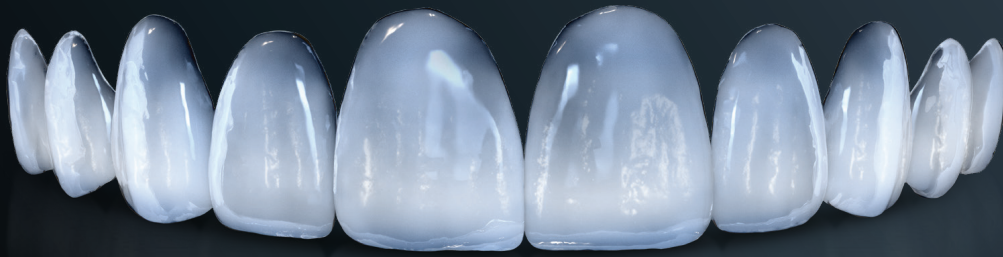
Dr. Dar Radfar

Diplomate, American Sleep
& Breathing Academy

*Inside
the World
of Elite
Dental
Practices*

**BEYOND
BURNOUT**
Thriving
at the
Top

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INFLUENCE

ÉLEVÉ

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We're honored to spotlight those who not only rise, but lift others as they do.

Interested in contributing? Submit your story idea or editorial inquiry to influentialdentalus@gmail.com

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ABOUT INFLUENCE ÉLEVÉ MAGAZINE

FOR DENTAL PROFESSIONALS



**Redefining
Influence.
Empowering
Leaders.
Celebrating
Those Who
Elevate Others.**



INFLUENCE élevé is the premier magazine celebrating the most influential dental professionals and companies who are not only rising to new heights but lifting the entire industry with them.

Focused on leadership, innovation, mindset, and purposeful impact, INFLUENCE élevé spotlights those shaping the future of dentistry through collaboration, contribution, and the elevation of others. Through inspiring stories, thought leadership, and strategic insights, the magazine honors those who redefine success – not only by what they achieve, but by how they empower others to step fully into their potential.

At its core, INFLUENCE élevé *for Dental Professionals* is a movement – where legacy, leadership, mindset,

and elevation meet to ignite growth, fulfillment, and lasting influence across the dental profession and beyond.

INFLUENCE élevé is where legacy, leadership, and elevation meet.

When we lift others with intention, we don't just raise individuals—we elevate entire industries. Highlighting others, honoring mindset, and sharing what matters turns potential into legacy.



Where Mindset Meets Mastery – and Influence Becomes Impact.

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for Dental Professionals

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FOR DENTAL PROFESSIONALS

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SECRETS OF THE MOST INFLUENTIAL DENTAL PROFESSIONALS

O'Connor & Keeter Leverage Influence in Dental

Tips for Elite Practices

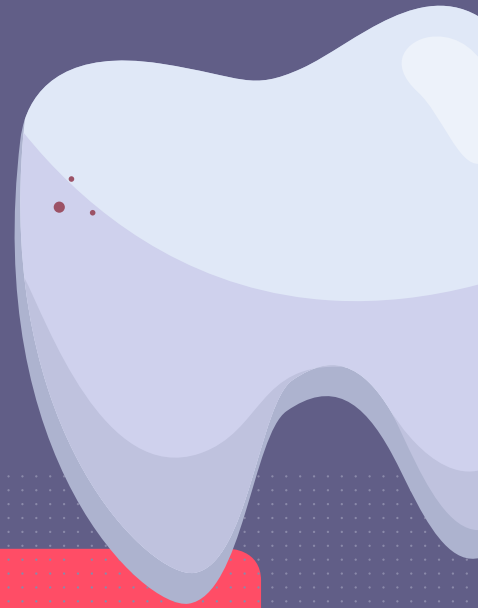
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10 Proven Secrets to Building Committed, High-Performing Dental Teams



1

BUILD A BELIEF CULTURE

Make sure every team member feels seen and believed in. Ritualize encouragement—call out wins in the morning huddle.

STAND SHOULDER-TO-SHOULDER

When someone struggles (patient, skill, stress), no criticism—step in together. Practice “I’ve got your back” drills.

3

OWN IT, TOGETHER

No blame. If something slips, the team owns the fix. Collective ownership builds trust and commitment.

TRAIN EMOTIONAL AWARENESS

Teach the team to spot stress and self-doubt early. Intervene before small signals become big problems.

5

GIVE SAFE, HONEST FEEDBACK

Role-play direct + supportive feedback. The aim: lift performance without tearing people down.

REWARD THE STRETCH ZONE

Celebrate attempts to grow—not just perfection. Acknowledge new skills and leadership steps.

7

ALIGN ON A SHARED MISSION

Reconnect daily tasks to a bigger why. Review the mission regularly and link it to patient impact.

NORMALIZE VULNERABILITY

Make “I need help” and “I’m learning” safe to say. Psychological safety unlocks potential.

9

ANCHOR IN GRATITUDE

End each week with peer shout-outs. Recognition cements bonds—especially during stressful weeks.

ADOPT “NO ONE LEFT BEHIND”

Tie individual success to team success. Commit to raising everyone’s clinical, communication, and leadership skills.

2

4

6

8

10

BURNOUT IS BORING

WHY ELITE TEAMS PLAY INSTEAD OF GRIND

Here's the truth no one tells you: Elite dentists and teams don't reach the top by grinding harder—they have **more fun**. Burnout is the opposite of fun. It steals your joy, your energy, and eventually your edge.

If you want to become—and stay—elite, burnout prevention isn't optional. It's strategy.



5 Reasons to Kick Burnout to the Curb

1. **Patients feel it.** Joy is contagious. So is exhaustion. Guess which builds loyalty?
2. **Teams thrive.** Burned-out leaders create burned-out teams. Thriving leaders create unstoppable cultures.
3. **Creativity unlocks.** Innovation happens when you're playful, present, and free—not flooded with stress.
4. **Longevity wins.** Dentistry is a marathon. The best finish strong because they **pace**, not because they grind.
5. **Life gets juicy.** What's the point of success if you're too drained to enjoy family, adventures, and life beyond the operatory?

Burnout Prevention: The Elite Way

- **Pause on purpose.** Even a 3-minute laugh break is medicine.
- **Share the load.** Elite teams don't wear capes—they lean on each other.
- **Play the long game.** Schedule joy like you schedule patients. (Yes, actually book the vacation.)

Kicker: Elite teams don't aim to survive dentistry. They aim to **love** it. Burnout is boring. Play is powerful. Choose wisely.



Don't **Overdo** It.

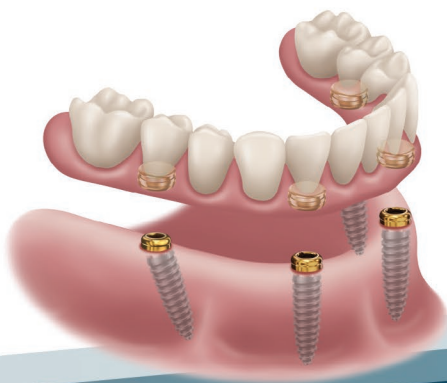


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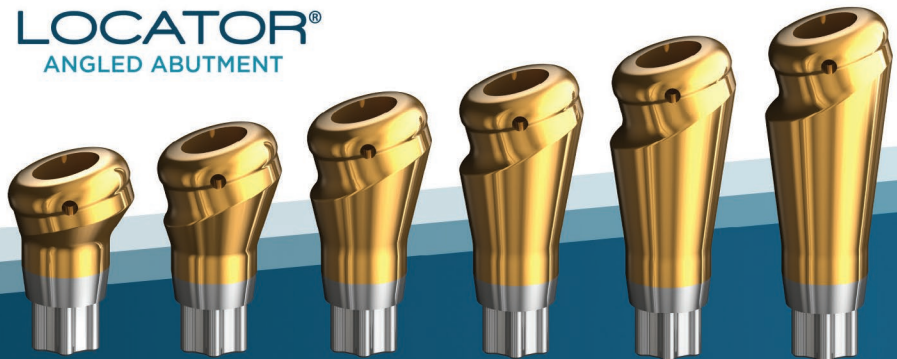
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DENTISTRY THAT SAVES LIVES: HOW DR. RAD IS REDEFINING HEALTH, SLEEP, AND THE FUTURE OF CARE

DR. RAD: A DENTIST'S MISSION TO TRANSFORM SLEEP, HEALTH, AND DENTISTRY

"I thought I was dead," Dr. Rad stated emotionally, after he fell asleep in 2009 and crashed his car into a tree.

For more than two decades, Dr. Dar Radfar – widely known as Dr. Rad – has been a trusted dentist in Southern California. Over the years, his practice has grown beyond traditional dentistry into a unique blend of oral health, sleep apnea treatment, and entrepreneurial innovation. Today, Dr. Rad is not only serving patients but also shaping the future of dentistry through Rad Health Inc. and his comprehensive Rad Coaching Program, empowering both patients and dentists to address sleep apnea, TMD, and overall health in new ways. He is on a mission so that "others don't fall asleep at the wheel," like he did.

A PERSONAL JOURNEY THAT SPARKED A MISSION

Like many groundbreaking innovations, Dr. Rad's journey into sleep medicine began with a deeply personal experience. In 2009, Dr. Rad fell asleep at the wheel and was involved in a serious car accident. The cause? **Undiagnosed sleep apnea.**

Shaken but determined, he became what he calls "**patient zero**" in his own office. After undergoing a home sleep study, he was diagnosed with obstructive sleep apnea. His doctors prescribed CPAP therapy, the gold standard at the time, but he quickly realized the device was too uncomfortable for him to tolerate.

Instead of giving up, Dr. Rad turned to his dental training. He fabricated a custom oral appliance for himself – a solution that not only changed his life but inspired a professional transformation. What began as a personal necessity soon became his mission: to help patients breathe easier, sleep better, and live longer through dental solutions.

OVER 3,500 PATIENTS TRANSFORMED

Since his own diagnosis, Dr. Rad has treated more than 3,500 patients for sleep apnea, snoring, and related

disorders. His focus extends beyond oral health to what he calls "**total health dentistry.**" Patients often seek him out for dental care but leave with solutions that improve their sleep, energy, relationships, and quality of life.

One of the most powerful outcomes of this work has been preventing what Dr. Rad calls "**sleep divorce.**" This term describes couples who can no longer share a bed due to disruptive snoring. By treating snoring and sleep apnea with oral appliance therapy, Dr. Rad has helped countless couples reclaim their sleep, intimacy, and connection.

TRAINING THE NEXT GENERATION OF DENTISTS

Dr. Rad realized early on that he couldn't fulfill this mission alone. To truly make an impact, other dentists would need to be equipped to offer the same life-changing treatments.

This insight led him to create the **Rad Coaching Program**, a structured curriculum that has already trained over 3,000 dentists across the country. The program simplifies the process of incorporating sleep apnea and snoring treatment into a dental practice by removing common barriers that prevent dentists from getting started.



All a dentist needs to do is get trained, screen their patients, make the oral appliances, and change lives. We've solved the rest.





If we can train dentists to see beyond the tooth and into the airway, the jaw, and the whole body, we won't just be fixing smiles. We'll be saving lives



WHAT MAKES RAD COACHING UNIQUE IS ITS TURNKEY APPROACH:

- **No expensive equipment required.** Dentists don't need to invest in costly home sleep testing systems or advanced technology.
- **Medical billing handled.** Rad Health provides pathways to manage the complexity of billing for sleep services.
- **Comprehensive training.** Dentists, hygienists, assistants, and front-office staff receive tailored training to ensure seamless integration.
- **Streamlined protocols.** Clear, repeatable steps guide practices from screening to appliance delivery.

As Dr. Rad explains it: "All a dentist needs to do is get trained, screen their patients, make the oral appliances, and change lives. We've solved the rest."

FROM CHAIRSIDE TO CONSUMER HEALTH: RAD HEALTH INC.

Dr. Rad's passion for wellness also extends beyond the dental chair. Recognizing that many patients struggle with issues like poor sleep, jaw pain, and oral hygiene outside the clinic, he founded **Rad Health Inc.**

This company introduces a line of natural supplements and oral care products designed to support patients' overall well-being. Among its flagship offerings are:

- **Rad Zzz:** A natural sleep supplement formulated to promote restful, restorative sleep.

- **Rad Jaw:** A supplement designed to reduce inflammation, support joint health, and alleviate TMD-related discomfort.
- **Rad Sonic:** An affordable, high-performance sonic toothbrush engineered to compete with premium brands while being accessible to patients.
- **Rad Water Flosser:** A convenient and effective tool to improve interdental cleaning and gum health.
- **Rad Tongue Copper Scraper:** A simple yet powerful tool to enhance oral hygiene, reduce bacteria, and improve breath.
- **Rad Fresh:** A spray to clean night guards, sports guards, clear aligners, retainers and sleep appliances. It's being used in the NFL currently by 8 teams to keep those players sports guards clean!

By offering these products, Dr. Rad bridges the gap between professional dental care and at-home wellness, ensuring patients have access to tools that reinforce the benefits of their clinical treatments.

THE DENTIST WHO BECAME A MOVEMENT

Dr. Rad's work represents more than just individual innovation; it's part of a broader movement to redefine dentistry's role in healthcare. Historically, dentists have been siloed within oral care, but Dr. Rad emphasizes that the mouth is inseparably linked to systemic health. Sleep apnea, for example, is not just a nighttime nuisance — it is tied to cardiovascular disease, diabetes, depression,



cancer, and decreased life expectancy.

By empowering dentists to screen and treat these conditions, he positions the profession as a frontline defender of patients' overall health. "Dentistry has the power to save lives," he often says.

Impact and Recognition

Dr. Rad's story resonates because it is both personal and practical. He isn't simply advocating for new treatments; he has lived through the challenges himself. His dual role as both patient and provider gives him a rare credibility that inspires confidence among colleagues and patients alike.

Over 23 years of practice, he has become a recognized voice at conferences, dental associations, and continuing education programs nationwide. Whether speaking to a room full of dentists or mentoring one-on-one through his VIP coaching tier, Dr. Rad brings passion, clarity, and a system-based approach that makes complex topics approachable.

A VISION FOR THE FUTURE

Looking ahead, Dr. Rad envisions a world where **sleep apnea treatment is a standard of care in every dental office**. He believes this will not only save millions of lives but also elevate the profession by expanding its role in systemic health.

His strategy is clear:

- 1. Educate dentists.** Continue scaling the Rad Coaching Program to train more providers worldwide.
- 2. Empower patients.** Provide accessible products and supplements through Rad Health Inc.
- 3. Shift the narrative.** Position dentistry as an essential player in the prevention and management of chronic health conditions.

"If we can train dentists to see beyond the tooth and into the airway, the jaw, and the whole body, we won't just be fixing smiles. We'll be saving lives," Dr. Rad emphasizes.



If you would like more information about Dr. Rad, please visit www.DrRad.net



IMPLANT DENTISTRY 2030

By Dr. Gavin Ewing

Whether you have been placing implants for decades or are just getting into the game, we can all feel the hyperdrive pace at which implant dentistry is developing. Better implant designs, CBCTs, new restorative materials, full digital workflows, 3D printing, and the continued growth of All-on-X are fundamentally changing the way we care for patients.

Patients are now going home with locked-in healing teeth instead of healing dentures. Treatment times are being drastically shortened. Esthetic outcomes once thought impossible are becoming routine. It is an exciting time in implant dentistry — but what's next? Where is implant dentistry going, and how can we continue to better serve our patients?

In the next 5 to 10 years, I believe full-arch implant dentistry will evolve toward offering a higher percentage of patients FP1, tooth-like reconstructions, instead of FP3 locked-in dentures. Patients want restorations that are as natural and painless as possible, and modern technologies have made these procedures predictable. Being able to offer this solution has become the ultimate differentiator in highly competitive markets like California.

Crafting an emergence profile digitally and reproducing it with a 3D printer now allows us to guide healing with a level of accuracy that was once inconceivable. We can close surgeries with teeth in place, reducing morbidity and improving esthetic outcomes. Current printable resins provide peace of mind that thinner FP1-style provisionals



The future of implant dentistry lies in giving patients teeth, not dentures — with digital design, robotics, and socket shield, we are changing the game on what's possible.”

will not break. With these advances, fewer patients are likely to accept having half their jawbone reduced in order to receive a locked-in denture with a large food trap.

Yet all of this has already happened. So, what's next? What will be the next evolution in providing better care for our patients and smoother surgeries?

One of the most exciting developments in modern implant dentistry is **Partial Extraction Therapy (PET), also known as socket shield**. The unpredictable nature of alveolar resorption after extraction has long been a challenge for implant dentistry. Where will the gums heal? How do we communicate the correct emergence profile to the lab? Will the patient need a painful soft tissue graft to achieve a natural-looking tooth?

Socket shield eliminates these uncertainties by maintaining blood flow to the alveolar bone and gingival flap through not only the periosteum but also the periodontal ligament. This keeps the gingival tissues in the same position before and after surgery. The results can feel almost magical.

Now, take this surgical technique and combine it with digital design. Suddenly, we can aspire to greater heights of esthetic success and predictability. Add in surgical robotics like YOMI and apply this approach across six implants in a full-arch surgery – quickly and precisely – and we are truly changing the game.

The future of implant dentistry lies in giving patients teeth, not dentures. By embracing new technologies and techniques, we can reduce morbidity, improve esthetics, and meet the demand for more natural, comfortable, and predictable outcomes.

What's your implant practice going to look like in 2030?



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**AT THE HELM OF ONE
OF THE WORLD'S
LARGEST DSOS:**

**Dr. Farzeela
Rupani's
Mission to Transform
Dentistry**



Dr. Farzeela Rupani has never fit neatly into one box. She is at once a practicing dentist, a strategist, a mentor, and now, one of the most influential leaders in European dentistry. Her path from the operatory to the boardroom is not just impressive—it's reshaping how dentistry is practiced, led, and imagined.

With more than 20 years of clinical experience in the UK's NHS and private sectors, Dr. Rupani has treated thousands of patients with a focus on restorative dentistry, aligners, facial aesthetics, and implant care. But her leadership credentials are equally formidable. After earning dual degrees in Medical Sciences with Management and International Health Management from Imperial



Known for her forward-thinking mindset, Dr. Rupani has championed AI diagnostics, digital workflows, robotics, and personalized clinician reporting—always in service of better outcomes and stronger teams.



College London Business School, alongside her dental training at King's College London, she stepped confidently into roles that spanned consulting, regulation, academia, and corporate leadership.

Her career has included teaching at Guy's Hospital, consulting for KPMG, nine years of dento-legal work at the General Dental Council, and leading clinical operations for DD Group. Each stage sharpened her ability to bridge clinical authenticity with business vision.

Transforming Colosseum Dental Group

Today, as Chief Medical Officer of Colosseum Dental Group (CDG), she leads the clinical strategy of one of Europe's largest dental organizations—11 countries, 630+ clinics, 50 labs, and over six million annual patient visits. Under her leadership, CDG has undergone a cultural and financial transformation.

- Dentist turnover reduced from 60% to 11% in just three years.
- The UK division shifted from negative EBITDA to strong profitability.
- Colosseum earned recognition as one of the UK's top 10 *Great Places to Work* for learning, wellbeing, and women in leadership.

Her formula: empower clinicians to thrive, support them with advanced training, and balance performance metrics with a patient-first culture.

INNOVATING WITH PURPOSE

Known for her forward-thinking mindset, Dr. Rupani has championed AI diagnostics, digital workflows, robotics, and personalized clinician reporting—always in service of better outcomes and stronger teams. She has also led outreach for underserved populations, spearheaded overseas recruitment to strengthen rural capacity,



and made access to care more equitable through patient-friendly programs.

Her vision is bold yet grounded: a profession where dentistry operates not just as oral healthcare, but as a cornerstone of systemic health and overall wellbeing.

A LEADER WORTH WATCHING

Beyond her executive role, Dr. Rupani sits on the Faculty Board for the College of General Dentistry, the Advisory Board for Women in DSO, and the Global Advisory Board for RipeGlobal. She continues to mentor, speak internationally, and champion diversity and development in dentistry.

And now, there's something more to celebrate: **Dr. Rupani will be the cover feature of the Winter issue of *INFLUENCE élevé*.** Her story is one of resilience, innovation, and transformation—an inspiring example of how dentistry's future will be led by those who can unite strategy with heart, and growth with purpose.

About Dr. Farzeela Rupani

Dr. Farzeela Rupani, BSc, BDS, MSc, CGDent, Associate Fellow, is the Chief Medical Officer of Colosseum Dental Group—one of the world's largest DSOs, spanning 11 countries, 630+ clinics, and 6 million annual patient visits. With over 20 years of clinical experience in the UK (NHS and private practice), she blends hands-on dentistry with executive leadership. Dr. Rupani has held roles at KPMG, the General Dental Council, and DD Group, and she currently serves on the Faculty Board of the College of General Dentistry, the Advisory Board for Women in DSO, and the Global Advisory Board for RipeGlobal. She is widely recognized for her vision, cultural transformation leadership, and commitment to elevating dentistry worldwide.



KIM TOOVEY

FROM
GOLDEN
ARCHES
TO GLOBAL
HEALTHCARE
OPERATIONS
LEADER

EARLY FOUNDATIONS IN FRANCHISING

For many leaders, the path to global influence begins in unexpected places. For **Kim Toovey**, that path started under the unmistakable golden arches. Beginning his career in the fast paced world of McDonald's, Kim was immersed from a young age in the operational discipline, people-first culture, and relentless focus on consistency that define the global franchise giant.

These formative years were more than just an introduction to business they were a masterclass in **scalable systems, community engagement, and the art of balancing profit with people**. Observing and learning from some of the most influential franchise power brokers, Kim developed a keen understanding that true success lies in the ability to **align human potential with organizational goals**.

TWO DECADES OF RESTAURANT AND FRANCHISE DEVELOPMENT

Building on those foundations, Kim went on to spend the next 20 years in the restaurant and franchise industry. His career journey spanned company ownership, franchise development, and executive management each stage deepening his knowledge of how to grow businesses sustainably while nurturing teams.

Over the course of these two decades, Kim operated teams ranging from **20 to over 500 employees**, honing his ability to create cultures that balance accountability with empowerment. He became known not only for operational excellence but also for his ability to **translate strategy into execution**, scaling businesses while maintaining their soul.

For Kim, success in franchising was never just about numbers on a balance sheet. It was about building communities customers, employees, and franchisees that could thrive together. This belief in the power of people and culture has carried forward into every chapter of his career.

A BOLD SHIFT INTO HEALTHCARE

Six years ago, Kim took a bold step outside of restaurants and franchising, entering the world of healthcare. To many, this might have seemed like a leap into unfamiliar territory. But for Kim, it was a natural extension of his operational philosophy.

Healthcare, like franchising, requires a balance of **precision systems and human connection**. It's a field where outcomes matter deeply whether measured in patient health or professional development and where scaling impact demands both operational rigor and empathetic leadership.



From the golden arches to global healthcare operations, Kim Toovey's story is a testament to the power of adaptability, vision, and unwavering commitment to people.

Drawing on his background, Kim quickly demonstrated that the principles of successful franchising **consistency, accountability, mentorship, and community** could be powerfully applied to healthcare.

LEADING GLOBAL OPERATIONS AT RIPEGLOBAL

Today, as **Global Chief Operating Officer at RipeGlobal**, Kim leads operations across **35 countries**, supporting a thriving community of **over 700 students and 85 educators**. Managing a global educational ecosystem of this scale is no small feat. It requires not only strategic vision but also the ability to empower teams across multiple cultures, time zones, and professional disciplines.

Kim's leadership approach is rooted in a **team-first mentality**: everything RipeGlobal does is designed to enrich doctors' clinical skills while creating a sense of belonging and support. The end goal is always patient centered better trained, more confident clinicians deliver better outcomes for their patients.

By applying his franchise honed skills to healthcare education, Kim has helped RipeGlobal scale a model that blends **technical training, mindset development, and community accountability**. This approach reflects his long-held belief that the best results emerge when systems are paired with human support.

A PHILOSOPHY OF SUPPORTIVE ACCOUNTABILITY

One of the hallmarks of Kim's leadership is his emphasis on **supportive accountability**. Throughout his career, whether leading a restaurant team or a global network of healthcare professionals, he has championed the idea that individuals thrive when they are **both supported and challenged**.

At RipeGlobal, this philosophy is evident in the way educators and

mentors engage with students. Doctors are not only taught clinical skills they are encouraged to set personal goals, challenge their own assumptions, and grow within a safe, trusted community.

Kim has often said that true leadership is about creating environments where people can **be brave, ask questions, and challenge each other's approaches**. It's this culture of openness and continuous improvement that he has worked to instill across every team he has led.

INFLUENCE AND IMPACT

Kim Toovey's influence as an operations executive lies in his ability to **bridge worlds** from franchising to healthcare, from local teams to global

healthcare insight, and people-centered leadership positions him as a key force shaping the future of dental education and clinical training worldwide.

LOOKING AHEAD

For Kim, the journey is far from over. With RipeGlobal's rapid growth and the healthcare industry's increasing demand for innovative training solutions, the challenges ahead are both significant and exciting.

Yet, if his career to date is any indication, Kim will continue to navigate these challenges with the same philosophy that has defined his leadership from the start: **people, community, and profit in harmony**.



From the golden arches to global healthcare operations, Kim Toovey's story is a testament to the power of adaptability, vision, and unwavering commitment to people.

organizations. His career demonstrates that while industries may differ, the core principles of effective leadership remain the same:

- **Invest in people first**
- **Create systems that scale without losing humanity**
- **Balance accountability with empathy**
- **Keep the ultimate end-user in healthcare, the patient at the center of every decision**

As RipeGlobal continues to expand its global footprint, Kim's blend of franchising acumen,



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"Dr Al-Faraje's willingness to share his knowledge and skills is truly appreciated, and I can't thank him enough for creating such an invaluable platform for clinicians like me to learn from. His guidance has been invaluable."

Sanjay Mali

Devonport, Tasmania, Australia



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- All-on-4® prostheses design, biomechanics, and occlusion
- Management of possible All-on-4® complications
- Fabrication of provisional and definitive prosthetic options
- Hygiene requirements and protocols for long-term success



Academic Director

Dr. Louie Al-Faraje



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FROM PROTOTYPES TO PREPLESS VENEERS:

HOW DIGITAL DENTISTRY IS OPENING NEW DOORS

By Dr. Nicholas J. Ciardiello



For those who want to dive deeper into these techniques, Dr. Nick Ciardiello shares CE courses and resources through Limitless On Demand at limitlessce.com.

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ON DEMAND

A 3D Motivational Mockup Made with OnX Tough 2 bleach.



When I started integrating 3D printing into my practice, my goal wasn't just to add another tool. It was to unlock new ways to engage patients, elevate treatment, and reimagine what dentistry could be. Today, with technologies like the Sprinray Pro 55s, SprintRay Pro2 and Midas 3D printers, I've found a workflow that brings both inspiration and precision to my daily practice. These printers have allowed me to capture more patients and provide more cosmetic dentistry at an affordable rate.

One of my favorite uses of 3D printing has been motivational mock-ups. With the Pro2, I can quickly create highly accurate, lifelike models that let patients see and hold their future smile before we even begin treatment. For many patients, this is the moment everything changes. Patients are able to visualize the result, feel what's possible, and get genuinely excited about their dental journey. The "yes" becomes easier when the vision is tangible.

But it doesn't stop at visualization. With the Midas Digital Press, we've taken the next step forward: printing prepless veneers. For years, this type of minimally invasive

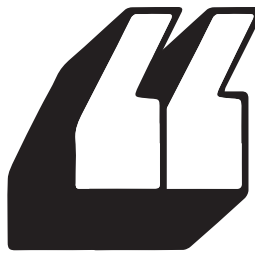
solution has been considered a dream scenario, great for preserving tooth structure but often complex and costly in execution. Now, with the precision and reliability of the Midas, we can deliver these veneers chairside with accuracy and speed. It's a breakthrough not only in clinical workflow, but in patient experience.

These innovations have also become the foundation for my work with *Limitless On Demand* (online CE courses for dentists). I teach dentists how to utilize this work flow to make cosmetic dentistry more predictable. Dentistry is at its best when knowledge is shared, when clinicians learn from one another and push boundaries together. Through Limitless, I'm passionate about showing other doctors how motivational mock-ups and prepress veneers can transform not only their patients' smiles but also their practices. It's about raising the bar for the profession and creating a community where ideas and inspiration flow freely.

If I could leave colleagues with a few takeaways from my journey so far, they would be these:

1. **Show patients their future.** A 3D printed mock-up isn't just a model, it's a powerful tool to build trust and motivation.
2. **Think minimally invasive.** With the right technology, solutions like prepress veneers are no longer out of reach. Patients deserve outcomes that prioritize conservation as well as aesthetics.
3. **Share the knowledge.** Innovation becomes stronger when it's multiplied. Whether through formal education or informal mentorship, helping others adopt these tools benefits the entire industry.

Dentistry is in an exciting era of change. Technology like 3D printing allows us to go beyond what was once thought possible—elevating patient care, empowering teams, and inspiring the next generation of clinicians. For me, that's what it's all about: turning limitless ideas into reality.



A 3D printed mock-up isn't just a model—it's a powerful tool to build trust and motivation.



BEFORE

Preop of patient with existing no prep composite veneers #5-12. Edge to edge bite on #23-26



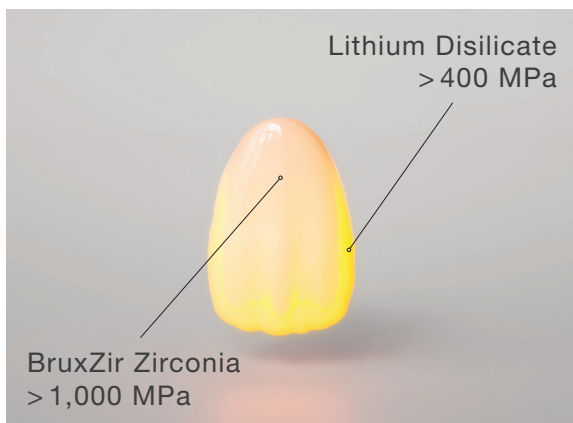
AFTER

Combination of no prep and minimal prep veneers 5-12 and 23-26. No more edge to edge bite. Note: Patient wanted to keep the same shape/size of her original teeth.



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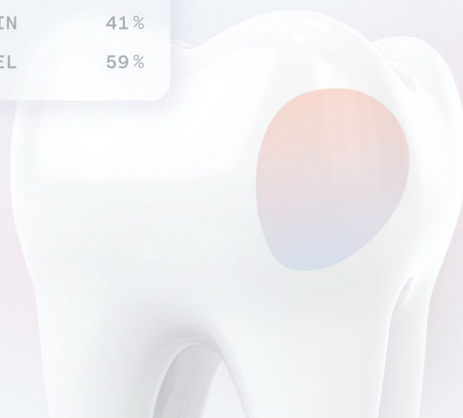
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Caries

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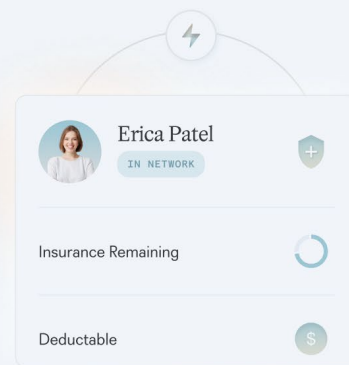
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LEAD PEOPLE FIRST; PROFIT WILL FOLLOW

Sreenivas Koka DDS MS PhD MBA MAS FACD FCGDent (UK)
Bo Yu DDS PhD
Elizabeth Carr MAADH MDH DHA FACD (Hon)



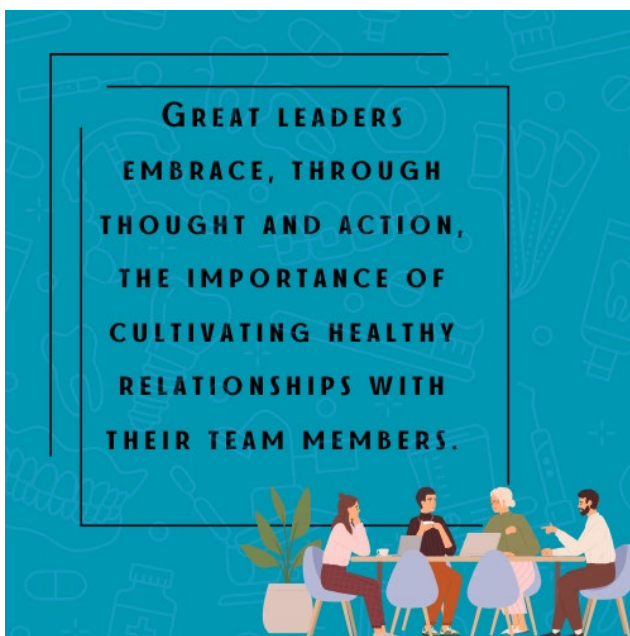
Your expertise as a dentist has brought you a long way and now you face a difficult situation. Going forward, what makes you and your practice successful is all about how effectively you lead your team; not about how nice your latest crown prep is. From now on, you will no longer be judged by your own work but by the collective efforts of a group of people that you are supposed to lead. It is really hard to be successful in any business taking on the burden of trying to do everything – that is a hard and scary place to be. We have been there and we know from our own experiences how daunting it can be, and we want to help you.

Isn't it crazy that you had to go to dental school first to practice dentistry but you are now asked to practice leadership with no training or education whatsoever. It's easy to wonder if you can muddle by because things are going OK, even if they are not as good as you know they could be and should be. However, all around you are dentists who are more successful than you because they have invested in learning about how to create and perpetuate the right environment for outstanding patient care, superb team spirit, and off-the-charts profitability. They seem to have better and happier employees, better patients, newer equipment, and make more money all while having less turnover and less stress. If you want to console yourself that this is because they are luckier, think again. Yes, it's because they are better leaders; but the good news is that there is nothing those good leaders do that you cannot learn to do as well. In fact, by learning about the key hallmarks of high-performing teams, you can make a huge difference to your practice.

Great leaders embrace, through thought and action, the importance

of cultivating healthy relationships with their team members. Recent data from Gallup reinforces that team members' relationship with their supervisor is a critical component of their effort and productivity. Unfortunately, many dentists do not take the time to learn how to create a great team and to keep it great. The worlds of management and leadership science have all the information you need to first become a competent leader, and then a great leader. With competence, comes confidence. Confidence is important because when you present yourself in front of your team without confidence, everyone knows, and no one follows. The loneliness of leadership is daunting and it can cause tremendous anxiety that spills over into your life at home with your loved ones and friends. However, by understanding some important considerations, you can release yourself from this stress and be much happier. We recommend five key understandings for you to consider.

1. Understand that to be an effective leader you must build your own capabilities first. Whether it is through books, podcasts, mentors, online classes/certificate programs, or an MBA degree, immerse yourself in learning about leadership capabilities. By learning the fundamentals

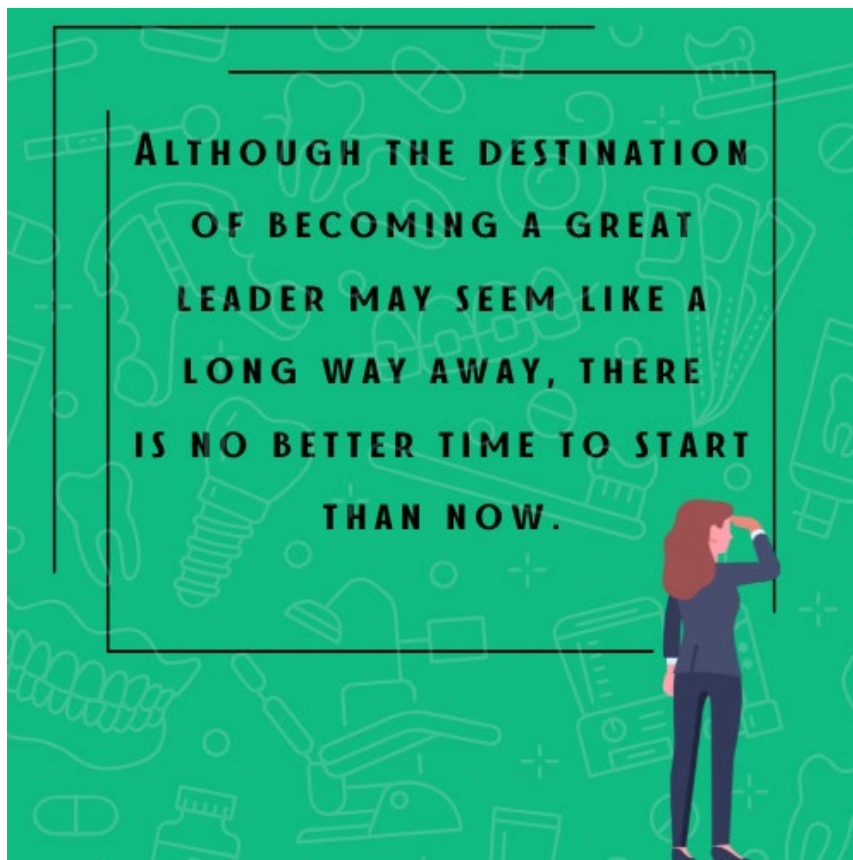


of leadership, you will become a more competent leader. Your confidence will grow as you start to showcase your vision, strategic thinking, humility and start to communicate effectively. All of these capabilities can be learned.

2. Understand that great teams are not about great systems or great processes but about great people and great culture. Too often, the technical side of dentists wants to solve a human problem with a technical solution - it's not going to work, it never does. Make no mistake, leadership is about feelings and relationships. It can be messy and uncomfortable just as it can be joyous and exhilarating. It is in the cauldron of feelings and relationships that the best leaders do their best work. You have to get into this cauldron if you want to be a great leader.
3. Understand that you will not provide great patient care if your team is not great. And if you cannot provide great patient care, you will not be as successful as you could be. Therefore, learning how to create a great culture in which every member of the team is engaged, in turn, leads to more productive employees, employees who go the extra mile, employees who do more with less resources, less turnover (which is a huge expense for a business), happier patients which leads to more referrals, and a low stress work environment where everyone gets along and you are not playing referee between squabbling team members. This type of environment exists in small and large businesses – in the best and most successful businesses. You too can create this environment by following sound fundamental leadership practices.
4. Understand that human-centered leadership is not soft leadership. In fact, human-centered leadership is built on the principles of respectful accountability where all team members must be focused on the mission and not on themselves; and appropriate transparency where all team members hear the same information in a way that is non-threatening. Again, there are leadership practices that can be learned to foster accountability and



The journey of a thousand miles begins with a single step



transparency that strengthen a leader. See your team reach new heights when you master respectful accountability and appropriate transparency.

5. Understand that just as we get better at dentistry the more repetitions we have, the same is true of leadership. You will not be perfect right away because leadership is a capability that needs repetition to learn and to build “leadership muscle memory”. You will need to be patient with yourself and your team will be patient with you as long as they see you sincerely trying to be better. Although the destination of becoming a great leader may seem like a long way away, there is no better time to start than now.

Summary

Great business outcomes can only happen when there is great patient care; great patient care can only happen when there is a great team. As Lao Tzu stated “The journey of a thousand miles begins with a single step”. Said another way, there are no shortcuts to greatness. By investing in learning how to be a great leader and then practicing what you have learned, your life will have more impact, and you will become the best possible version of yourself.

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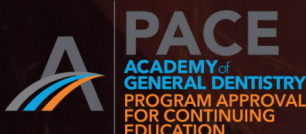


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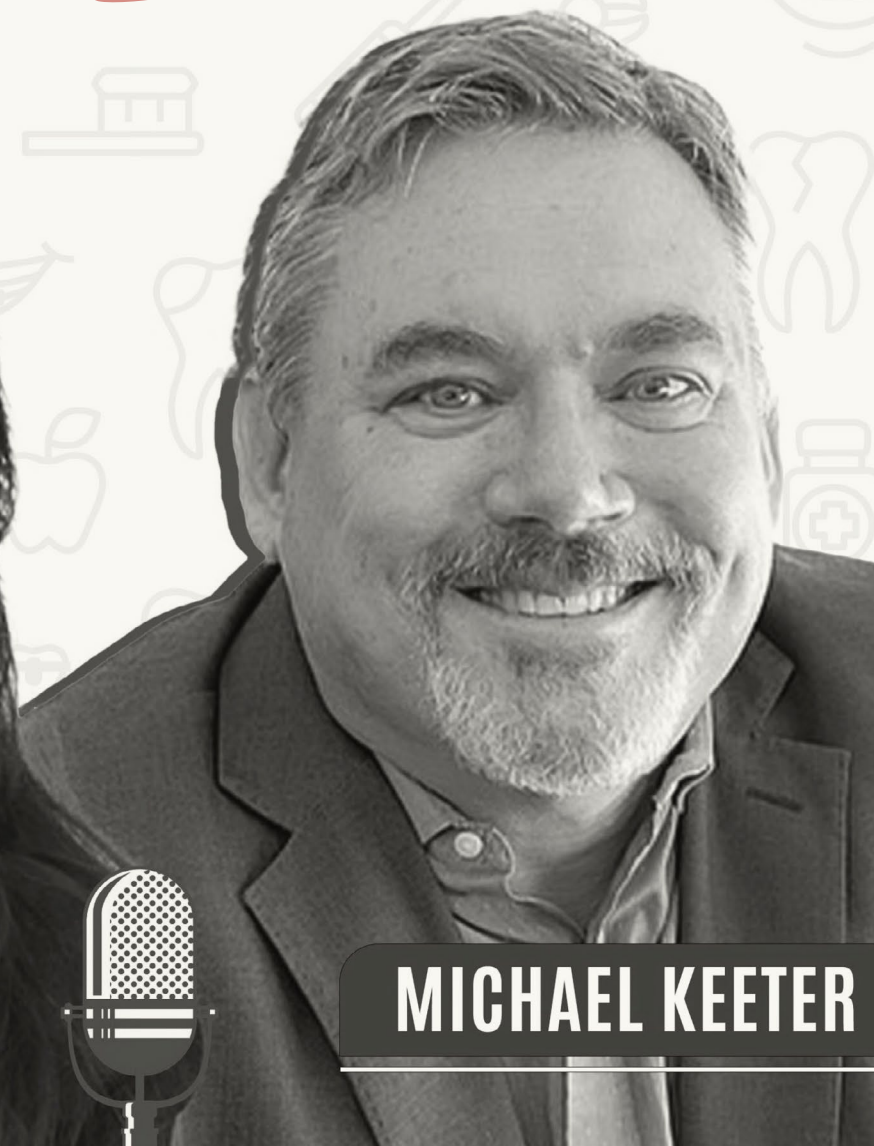
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JULIEANNE O'CONNOR



MICHAEL KEETER



REWIRING THE MIND

HOW NEO POSITIVITY TURNS THOUGHTS INTO REALITY

Negative thoughts are loud. Doubt can be relentless. And stress, whether from the pressure of business, the demands of dentistry, or the weight of everyday life, has a way of wearing people down before they even realize it is happening.

Neo Positivity knows this truth better than most. As a police officer in Camden, New Jersey, once ranked among the most dangerous cities in America, he lived every day surrounded by fear, chaos, and uncertainty. “When you’re patrolling streets like that, you can’t afford to lose your focus,” he recalls. “But the anxiety is constant. I knew if I didn’t learn how to control my mind, it was going to control me.”



That realization sparked what would become his life’s work: a simple yet powerful philosophy he calls *Thoughts Become Things*. At its heart, it is about training the brain, reprogramming the subconscious “algorithms” that quietly dictate how we think, feel, and act. The more Neo practiced, the more undeniable the results became.

Within eight months of learning these techniques, he was able to retire from law enforcement at just 28 years old. Seventeen years later, he has not only mastered these methods but has taught them worldwide, helping athletes, executives, and entire industries experience change that lasts. In fact, when he brought his framework into the dental field, where suicide and depression rates had remained the highest among professions for over a decade, those numbers dropped significantly in just three years.

“Your brain is like a muscle,” Neo explains. “If you don’t work it with the right exercises, it is going to default to negativity, fear, and old programming. But with the right training, you can literally reshape the way you experience the world.”

A BLUEPRINT FOR THE MIND

Neo’s upcoming book, *Your ATM*, expands on the practices he has

lived, tested, and refined for nearly two decades. The title is a nod to the Automatic Thought Mechanisms running inside the brain, mental loops that often keep people stuck in cycles of doubt or self-sabotage. The book’s purpose is simple: to give readers a clear, science-backed system for reprogramming those loops into something that actually works.

Instead of vague “think positive” advice, Neo blends neuroscience, psychology, and manifestation into a structured roadmap. Readers learn how neural pathways are formed, how to spot the patterns shaping their reality, and most importantly, how to change them. Each chapter walks through practical steps:

Cracking Your Brain’s

Code explores how subconscious programming develops through environment and repetition.

The Manifestation

Myth demystifies the Law of Attraction, showing where science meets spirituality.

Building Unshakable

Confidence breaks down imposter syndrome and replaces it with a framework for self-certainty.

ATM Rituals gives readers a daily system of practices such as

visualization, gratitude, and journaling that rewires the brain over time.

By the end, readers do not just understand why thoughts become things. They leave with a daily blueprint to live it.

CONFIDENCE IN THE CHAOS

For Neo, mindset work is not about escaping life's challenges. It is about facing them differently. "You can't stop stress from knocking on your door," he says. "But you can train your mind not to let it move in."

He often compares the process to a tennis match. When you send a dream or big goal out to the universe, the ball almost always comes back, this time carried by doubts, fears, and limiting beliefs. The trick, Neo teaches, is to stay in the game. Hit the ball back with focus, with positivity, with belief. Do that often enough and the brain learns a new rhythm. Confidence rises. Clarity sharpens. And life begins to shift in real, measurable ways.

THE BIGGER PICTURE

Today, Neo is an international keynote speaker, a mindset coach,

and the voice behind a growing movement dedicated to teaching people how to think better, feel better, and live bigger. He has been featured on over 200 podcasts, spoken at industry-leading conferences, and even helped athletes capture Super Bowl rings, not through plays on the field but by rewiring the mindset of champions.

Yet what sets him apart is not the accolades. It is his insistence that the same tools that changed his life are available to anyone willing to practice them.

"My life is my résumé," Neo says simply. "Everything I teach, I have lived. And if it can work for me, and for the people I have worked with, it can work for anyone."

His book *Your ATM* distills that journey into a step-by-step guide for anyone ready to reprogram their mind and reclaim their life. Because at the end of the day, Neo believes, the truth is simple: what you think consistently, you become.

And when you learn to control the algorithm of your thoughts, you gain the power to create the reality you have always wanted.



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of the "Thoughts Become Things Movement"

STEERING TOWARD EXCELLENCE:

MANAGEMENT PHILOSOPHIES FROM JIM GLIDEWELL AND STEPHENIE GODDARD

In the dynamic world of dentistry, where innovation, precision, and patient care converge, Glidewell stands as a beacon of progress. Founded by Jim Glidewell, CDT in 1970, the company has evolved from a one-man operation into a global leader in technology-driven clinical solutions. Its success is rooted in the visionary leadership of its founder and president, Jim Glidewell, and the transformative guidance of its CEO, Stephenie Goddard, who assumed the role in 2021. Their complementary management philosophies—grounded in innovation, education, and resilience—have shaped Glidewell's trajectory and offer valuable lessons for dental professionals navigating an ever-evolving industry.

JIM GLIDEWELL: THE ART OF SELF- DISRUPTION

Jim Glidewell's journey from dental technician to dental industry titan is a testament to his entrepreneurial spirit and forward-thinking management philosophies. His approach can be characterized by five key pillars: innovation, vertical integration, continuous improvement, education, and resilience.

INNOVATION FOR ACCESSIBILITY

At the heart of Mr. Glidewell's philosophy is a commitment to

making quality dentistry accessible to all. He recognized early on that cost and complexity often limit patients' access to dental care. This drove him to pioneer solutions like BruxZir® Zirconia, a durable, cost-effective material that revolutionized restorative dentistry. By focusing on innovations that balance quality and affordability, Mr. Glidewell ensures that dentists can offer cutting-edge solutions without prohibitive costs. His early adoption of CAD/CAM technology has led to incredible breakthroughs in automation, robotics, and artificial intelligence—all with the purpose of making dentistry better, faster, and more affordable for clinicians and their patients. For dental professionals, Mr. Glidewell's emphasis on accessibility serves as a reminder

to prioritize patient-centric solutions. Whether adopting new materials or technologies, dentists can draw inspiration from his approach by seeking innovations that enhance care without alienating patients due to cost.

VERTICAL INTEGRATION FOR EFFICIENCY

Mr. Glidewell's belief in controlling the entire production process has been a cornerstone of his business strategy. By vertically integrating research & development, manufacturing, hardware and software engineering, clinical validation, and numerous support operations, Glidewell can rapidly transform ideas into tangible products. This approach ensures quality control, minimizes reliance on external vendors, and reduces costs. The overall result is faster





innovation cycles, consistent product reliability, and one-stop service.

Dentists can apply this principle by optimizing their practice operations. Streamlining workflows—whether through in-house technologies or strategic partnerships—can enhance efficiency, reduce turnaround times, and improve patient outcomes. Glidewell’s model underscores the value of controlling critical aspects of your practice to maintain quality and agility.

CONTINUOUS IMPROVEMENT THROUGH REINVENTION

Mr. Glidewell’s philosophy of identifying and rooting out weaknesses leaves no room for complacency. Where public companies must prioritize near-term gains to appease shareholders, Glidewell focuses on long-term sustainability and customer benefit, reinvesting all profits into the business to fuel continuous growth. By relentlessly searching for the next improvement, and channeling resources into R&D, employee training, and infrastructure, Glidewell is able to quickly identify and embrace industry shifts, keeping ahead of the curve.



Over 55 years, Mr. Glidewell’s leadership has been tested by challenges, from economic downturns to a near-fatal brush with COVID-19.

For dental professionals, this philosophy highlights the importance of reinvesting in your practice—whether through advanced training, new equipment, or staff development. Continuous improvement ensures that practices remain competitive and capable of delivering exceptional care in a rapidly changing field.

EDUCATION AS A CATALYST FOR GROWTH

A passionate advocate for education, Glidewell has made knowledge-sharing a priority. With on-demand clinical education programs, longstanding publications like *Chairside®* magazine, free or low-cost live events like the Glidewell Symposium, and even an all-new Glidewell TV streaming television app, he helps dentists stay abreast of the latest techniques and technologies. His mentorship mindset extends to fostering a culture of learning within the company, encouraging employees

to innovate and grow their careers.

Dentists can emulate this by committing to lifelong learning and mentoring their teams. Attending workshops, pursuing certifications, or fostering a culture of curiosity in the practice can elevate clinical expertise and strengthen patient trust.

RESILIENCE AND STRATEGIC SUCCESSION

Over 55 years, Mr. Glidewell’s leadership has been tested by challenges, from economic downturns to a near-fatal brush with COVID-19. His ability to navigate these obstacles reflects a philosophy of resilience and adaptability. A key aspect of this was his strategic succession planning, culminating in the appointment of Stephenie Goddard as CEO. By choosing a leader whose vision aligns with and expands upon his own, Mr. Glidewell ensured the company’s continued growth while maintaining its core values.



For dental professionals, resilience means preparing for unexpected challenges—whether economic, technological, or regulatory. Building a strong team and planning for leadership transitions can safeguard a practice's longevity.

STEPHENIE GODDARD: A MARRIAGE OF PEOPLE AND TECHNOLOGY

When Stephenie Goddard became CEO in 2021, she brought a fresh perspective, blending a people-centric approach with a bold vision for digital transformation. Her management philosophies—centered on leadership development, innovation, customer focus, lifelong learning, and collaboration—have propelled the company into a new era while honoring its legacy.



PEOPLE-CENTRIC LEADERSHIP

Goddard's leadership is defined by her belief in the power of people. She has cultivated a family-like culture at Glidewell, emphasizing employee development and empowerment. Her creation of the Guiding Leaders program, which supports dentists in developing leadership and business skills, exemplifies her commitment to inclusivity, peer-to-peer networking, and stretching beyond our everyday comfort zones. By investing in her team, Goddard ensures that Glidewell remains a hub of talent and innovation.

For dental professionals, this philosophy underscores the importance of building a cohesive team. Investing in staff training, fostering a positive workplace culture, and empowering team members to take initiative can enhance practice performance and patient satisfaction.

DRIVING CHANGE THROUGH INNOVATION

Goddard has embraced disruptive technologies to position Glidewell at the forefront of digital dentistry. Her leadership has accelerated the integration of AI and advanced digital



systems—highlighted by the glidewell.io™ In-Office Solution, which enables clinicians to deliver lab-quality restorations chairside in as little as one appointment. By balancing clinical control with cutting-edge solutions, she ensures that Glidewell meets the needs of both traditional and tech-forward dentists.

Dentists can draw from Goddard's approach by embracing technology thoughtfully. Whether adopting intraoral scanners or exploring AI-driven diagnostics, staying open to innovation while maintaining core competencies can futureproof a practice.

CUSTOMER AND INDUSTRY FOCUS

Goddard's philosophy emphasizes deeply understanding customer needs. She engages with dentists to ensure Glidewell's solutions align with their challenges, from streamlining workflows to delivering cost-effective restorations. Her industry focus also involves anticipating trends,



Like Mr. Glidewell, Goddard is a staunch advocate for continuous learning. She has implemented leadership development programs and personally mentors employees, fostering a culture of growth.



such as the rise of digital dentistry, and positioning Glidewell as a partner in navigating these shifts.

For dental professionals, this translates to staying attuned to patient and industry needs. Regularly seeking feedback, attending industry events, and adapting to evolving patient expectations can strengthen a practice's relevance and reputation.

LIFELONG LEARNING AND MENTORSHIP

Like Mr. Glidewell, Goddard is a staunch advocate for continuous learning. She has implemented leadership development programs and personally mentors employees, fostering a culture of growth. Her commitment to education extends to the dental community, where she supports initiatives that enable dentists to expand their skills.

Dentists can adopt this by prioritizing ongoing education and mentoring younger colleagues. Sharing knowledge through study clubs or preceptorships not only elevates the profession but also builds a legacy of impact.

COLLABORATION AND EMPOWERMENT

Goddard's collaborative approach involves hiring brilliant minds and encouraging curiosity. She fosters a consultative environment where diverse perspectives drive innovation. By empowering her team to take ownership of projects, she ensures that Glidewell remains agile and responsive to industry demands.

For dental professionals, collaboration means building interdisciplinary teams and encouraging open communication. Encouraging staff to contribute ideas can lead to creative solutions and a more resilient practice.

LESSONS FOR DENTAL PROFESSIONALS

The management philosophies of Jim Glidewell and Stephenie Goddard offer a roadmap for success in dentistry. Mr. Glidewell's focus on innovation, efficiency, and education suggests a foundation for building a sustainable practice, while Goddard's emphasis on people, transformation, and collaboration equips dentists to thrive in a digital age. Together, their approaches highlight the importance of balancing tradition with progress, investing in teams, and staying adaptable.

For dental professionals, the takeaways are clear:

- *Innovate Thoughtfully:* Adopt technologies and materials that enhance patient care without compromising affordability.
- *Streamline Operations:* Optimize workflows to improve efficiency and quality, whether through in-house solutions or trusted partnerships.
- *Invest in Growth:* Prioritize continuous learning for yourself and your team to stay competitive.
- *Build Resilience:* Plan for challenges by fostering strong teams and preparing for leadership transitions.
- *Embrace Collaboration:* Create a culture where diverse perspectives drive innovation and problem-solving.

By integrating these principles, dental professionals can navigate the complexities of modern dentistry while delivering exceptional care. Glidewell's success under Jim Glidewell and Stephenie Goddard serves as an inspiring example of how visionary leadership can transform an industry—one practice, one patient, one smile at a time.



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BRIAN A. COLAO

Director, Dykema Dental Service Organizations Industry Group

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Sustainable Smiles & Lasting Literacy:

A Journey with CREA and the Roberto Clemente Clinic

Sibera Brannon, DDS, MICOI, MAAIP



Now, walking through CREA's grounds, you see clusters of students learning under the open sky, literacy lessons taking place in shaded spaces, and teachers leading discussions that inspire curiosity far beyond the pages of a book. The air carries the sounds of learning, laughter, and hope.

From a Single Room to a Beacon of Learning: My Journey with CREA

When I first stepped into CREA years ago, it wasn't the sprawling campus it is today. It was a humble building — small, but filled with an energy that came from a handful of teachers, eager students, and a vision bigger than the walls could hold. You could feel that something important was taking root.

I watched as CREA's mission — to empower children and young adults through literacy, education, and opportunity — began to take deeper root in the community. What started in one modest space has grown into a vibrant center of learning, with new outdoor classroom extensions that breathe life and movement into every school day.



For many visitors, accommodations at nearby Rancho Santana make it possible to combine meaningful engagement with a comfortable stay.

But CREA's impact doesn't stop at its own campus. The outreach program extends into surrounding communities, bringing literacy and education to places where resources are scarce but the desire to learn is strong. From village gatherings to community workshops, CREA is proving that education is a powerful bridge — one that connects people to opportunities they never thought possible.

I've had the privilege of contributing through Project NicaRisas, blending dental health education with CREA's literacy mission. Together, we've taught children that a healthy smile can be as empowering as a well-read mind. I've seen firsthand how these moments of learning spark something lasting — a confidence that carries into every area of life.

As a member of CREA's Advisory Committee, I've also seen how important it is for others to experience this work in person. We are exploring ways for interested supporters to visit not only CREA, but also our beautiful Pacific region of Nicaragua — with comfortable accommodations nearby at Rancho Santana. Seeing the impact up close changes the way you view education, community, and what's possible when we work together.

Bridging Education and Health

Just as CREA is building confidence through education, the Roberto Clemente Clinic is building dignity through healthcare. Together, they form a vision of empowerment across Nicaragua: literacy and health working hand in hand to create lasting opportunity.

Sustainable Smiles: Building a Lasting Dental Presence at the Roberto Clemente Clinic

My work with the Roberto Clemente Clinic began long before my involvement with CREA. In 2014, I was first introduced to this remarkable medical facility in Limon, Nicaragua — a place where compassionate care meets practical

action. Back then, my role was small, but my appreciation for the clinic's mission was immediate. Over the years, I've watched the clinic grow into a hub for healthcare, community outreach, and now — with our joint efforts — a center for sustainable dental care.

When CREA began its literacy mission in 2016, I saw an opportunity to connect the two organizations. Education and health are inseparable; the same young people learning in classrooms deserve access to quality dental care that supports their overall well-being.

Through Project NicaRisas, we are helping the clinic establish a permanent dental operatory — complete with a new chair, compressor, vacuum system, and the essential equipment to meet Nicaragua's licensing requirements. The vision is clear: to provide care two to three times a week through the skilled hands of local dentists like Dr. Eddy Delgado, and to handle more complex cases through trusted referrals in Rivas.

But our commitment goes beyond equipment and schedules. We are investing in mentorship — guiding

emerging Nicaraguan dentists in surgical techniques, prosthetic workflows, and patient-centered care. I've had the privilege of working alongside Dr. Delgado, Dr. Meyling Rojas, and Dr. Walmer Corrales, watching them grow in confidence and skill. This isn't just about today's patients — it's about building local expertise that will serve the community for decades.

The Roberto Clemente Clinic is more than a building; it's a promise. A promise that healthcare — including dental care — will be accessible, respectful, and sustainable. And just as I've invited people to visit CREA, I extend the same invitation here: come see the clinic, meet the team, and experience the beauty of Nicaragua's Pacific coast.

For many visitors, accommodations at nearby Rancho Santana make it possible to combine meaningful engagement with a comfortable stay. When you see the clinic in action — the patients smiling as they leave, the staff working with unwavering commitment — you understand why we do this. We're not just treating teeth; we're building health, dignity, and opportunity, one smile at a time.





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All-on-@&!*#: Simply Complicated

What is All-on-@&!*#? What does it truly mean?



The term refers to a full-arch prosthesis supported and fixed by as few as four dental implants. At its core, All-on-@&!*# was a simple, brilliant marketing concept derived from decades of hard-won discoveries in clinical implant research. And while sales and branding have shaped much of its recognition, the treatment itself, when performed correctly and comprehensively—has indeed raised the bar for clinical standards and patient satisfaction. Few would argue that graftless, same-day, immediate-load, fixed prostheses do not improve the lives of millions of patients who suffer from failing teeth and the emotional toll that ensues.

I have witnessed this transformation firsthand countless times. My journey with “All-on-@&!*#” began in 2003. Over the past 22 years, I have seen the concept evolve from what once felt like a risky, “cowboy” experiment into a predictable, well-documented procedure with clear physical and psychological benefits.

Yet, despite its genius, there are aspects of the term All-on-@&!*# that I have come to dislike. At times, it oversimplifies a complex restorative process. Marketers and naïve providers reduce it to the notion that any dentist who can place four screws in bone can easily master the entire procedure. This misconception places too much



emphasis on the simple surgical act of implant placement, while minimizing the far more critically complex prosthetic workflows and long-term restorative principles that truly determine success. Perhaps it was Carl Misch who famously said it best: *“This is a prosthetic procedure with a surgical component.”*

So why then do we see such a fixation on the surgical side in professional marketing and social media? Why do countless dentists flock to weekend courses to “drop in four screws,” often with limited understanding of occlusion, materials, or restorative workflows? Why do we continue to showcase radiographs—black and white images of titanium hardware—as if patients are inspired by seeing their future reflected in stark lines of metal? Patients are not lining up to admire their radiographs.

Patients come to us carrying something far deeper: lives shaped by neglect, misfortune, or circumstances that pushed their own health aside. Patients did not choose gross decay, periodontal disease, or tooth loss. They arrive embarrassed, anxious, sometimes depressed—quietly clinging to the hope that we might restore their dignity. For them, All-on-@&!* is not about implants or screws. It is about confidence, healing, and reclaiming life.

Therein lies the miracle. Miracles are found in a person like Allison, an amazing soul with a devoted husband and beautiful 6-month-old baby girl who has found a new life in sobriety but suffers from gross dental problems. At just 36-years-old she has so much life to live but suffers with a debilitating physical dental condition compounded by a mental, emotional, and psychological handicap. She proudly smiles in photograph 1 in provisionals immediately after maxillary, fixed immediates supported by six implants (including two pterygoids,) and mandibular FP3 with 6 implants provided by Dr. Hogan at Full Implant Choice. She is not to be judged or shamed by her “before” life. She lives in her present and looks forward to her young daughter only knowing her beautiful smile amplified by glowing eyes and unconditional love.

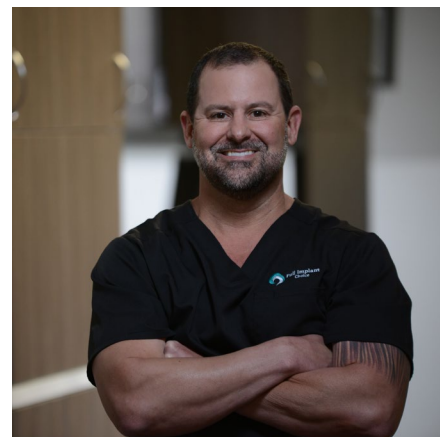
Equal miracles are realized by Elizabeth photographed after upper and lower All-on-@&!* procedure. Elizabeth received upper treatment with pterygoids and zygomatic implants complimented with lower same-day teeth. (courtesy Dr. Hogan at Full Implant Choice.) Her miracle is a rebirth after successfully defeating cancer. During the battle for years, we maintained her smile with a couple of surveyed crowns, precision abutments and a removable partial denture. At that time, we had thought her cancer condition was terminal. Then one day she was reappointed to the practice with a miracle that the terminal cancer had been beaten and she was ready to live again, but this time without her partial denture. She was now again a “young woman” and deserved to feel that way. Photograph 2 proves her new hope and life.

We are not gods, nor angels. We are ordinary men and women with paper certification to practice dentistry. Yet through our skills, training, and compassion, we can deliver what patients perceive as miraculous. A miracle that need not be divine—it is often simply what another person

believed was impossible. Same-day restoration without dentures, grafting, or failure may feel routine to us. To a patient, it is nothing short of life-changing.

Still, if we want our work to be remembered as more than a fleeting miracle—if we want it to endure for decades—we must resist the dangerous misconception that success lies only in placing simple screws. The truth is this: anyone can impress the public for a fleeting time with surgical placement. But only an empathic care provider who utterly understands complex prosthetics, supported by a team and practice built around valuing people, can create results that last for 20 years and beyond.

This is why the long-term prognosis of All-on-@&!* rests not on surgery alone, but on prosthetics, maintenance, and comprehensive care. As we remind ourselves at the Atlantic Implant Institute:



“Patients live in surgery, but practices live or die in prosthetics.” – Dr. Adam M. Hogan, DDS FAGD ABOI

Dr. Hogan and his wife, Allie, own and operate Full Implant Choice, a private practice dedicated only to dental implants and full arch therapy in Virginia Beach, VA. Additionally, Dr. Hogan is the lead faculty at The Atlantic Implant Institute dedicated to all aspects of full-arch, fixed-immediate therapy.

KOL DEVELOPMENT

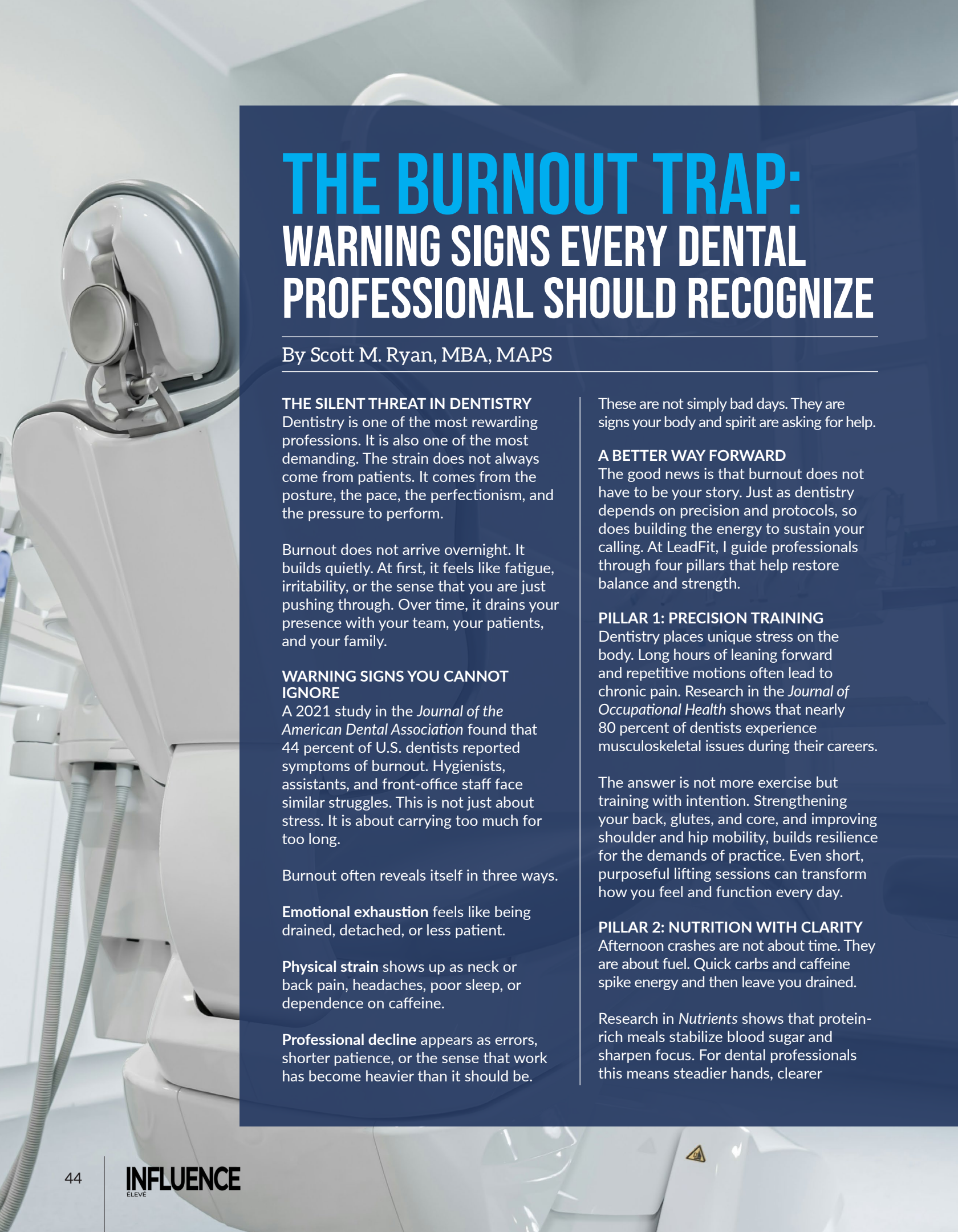
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THE BURNOUT TRAP: WARNING SIGNS EVERY DENTAL PROFESSIONAL SHOULD RECOGNIZE

By Scott M. Ryan, MBA, MAPS

THE SILENT THREAT IN DENTISTRY

Dentistry is one of the most rewarding professions. It is also one of the most demanding. The strain does not always come from patients. It comes from the posture, the pace, the perfectionism, and the pressure to perform.

Burnout does not arrive overnight. It builds quietly. At first, it feels like fatigue, irritability, or the sense that you are just pushing through. Over time, it drains your presence with your team, your patients, and your family.

WARNING SIGNS YOU CANNOT IGNORE

A 2021 study in the *Journal of the American Dental Association* found that 44 percent of U.S. dentists reported symptoms of burnout. Hygienists, assistants, and front-office staff face similar struggles. This is not just about stress. It is about carrying too much for too long.

Burnout often reveals itself in three ways.

Emotional exhaustion feels like being drained, detached, or less patient.

Physical strain shows up as neck or back pain, headaches, poor sleep, or dependence on caffeine.

Professional decline appears as errors, shorter patience, or the sense that work has become heavier than it should be.

These are not simply bad days. They are signs your body and spirit are asking for help.

A BETTER WAY FORWARD

The good news is that burnout does not have to be your story. Just as dentistry depends on precision and protocols, so does building the energy to sustain your calling. At LeadFit, I guide professionals through four pillars that help restore balance and strength.

PILLAR 1: PRECISION TRAINING

Dentistry places unique stress on the body. Long hours of leaning forward and repetitive motions often lead to chronic pain. Research in the *Journal of Occupational Health* shows that nearly 80 percent of dentists experience musculoskeletal issues during their careers.

The answer is not more exercise but training with intention. Strengthening your back, glutes, and core, and improving shoulder and hip mobility, builds resilience for the demands of practice. Even short, purposeful lifting sessions can transform how you feel and function every day.

PILLAR 2: NUTRITION WITH CLARITY

Afternoon crashes are not about time. They are about fuel. Quick carbs and caffeine spike energy and then leave you drained.

Research in *Nutrients* shows that protein-rich meals stabilize blood sugar and sharpen focus. For dental professionals this means steadier hands, clearer

decisions, and more energy left for home life. Nutrition with clarity is not dieting. It is fueling your body so you can serve others well.

PILLAR 3: RECOVERY THAT RESTORES

Dentistry often praises endurance. Push through. Get it done. Yet endurance without recovery leads straight to burnout.

Sleep is the cornerstone. Studies in *Nature Reviews Neuroscience* show that adults sleeping fewer than seven hours experience real declines in memory, decision-making, and emotional control. In a profession built on precision, that decline cannot be ignored.

Recovery also means allowing your nervous system to step out of constant pressure. It is creating conditions where the body can recharge and the mind can reset. Recovery is not indulgence. It is stewardship.

PILLAR 4: MINDSET AND HABITS

Even the best plans fail without consistency. Dentistry thrives on protocols, and your health deserves the same.

Behavioral science experts such as BJ Fogg and James Clear confirm that small, repeatable habits create lasting change. But habits

flow from identity. If you see yourself as someone who protects your health in order to serve others, your habits will follow.

Mindset matters. Burnout often begins with the belief, “I do not have time.” The truth is that time is fixed, but energy can be renewed. Protecting your energy is choosing to live and lead with presence.

WHY PERSONALIZATION MATTERS

The four pillars provide a framework, but every professional is different. The surgeon in long surgeries, the hygienist running double columns, and the office manager fielding constant interruptions each face unique demands.

That is why personalization matters. The principles are the same, but the plan must be your own.

A CLOSING WORD

Burnout does not have to define your career. The warning signs are real, but so are the solutions. When you align your training, your nutrition, your recovery, and your habits, you reclaim the energy to thrive in your practice and in your home.

That is why I built LeadFit. To help dental professionals feel their best, look their best, and lead with clarity and presence.



Scott M. Ryan,
MBA, MAPS
Executive Fitness Strategist |
Founder, LeadFit

www.leadfitcoaching.com
linkedin.com/in/scottryan7



THE MORNING I ALMOST CHOSE A

PLAN B

By Dr. Athena Goodarzi



Author Bio:

Dr. Athena is a nationally recognized full-arch implant surgeon and mentor to rising professionals in implant dentistry. Known for her precision in surgery, passion for growth and enthusiasm for education, she is committed to redefining leadership in her field one powerful, balanced and humble step at a time.

A few years ago, I walked into my kitchen before sunrise. I was already in scrubs, exhausted, and for the first time, I seriously considered stepping away from dentistry altogether or at least finding a plan B.

Not because I wasn't capable. Not because I didn't care. But because I was drained... mentally, physically, and emotionally.

I had always believed I was meant to make a difference. In a patient's life... even in the field itself. But at that moment, what I was doing didn't feel like any of that. I felt stuck, not because I lacked skill, but because I lacked direction. It's one of the most disorienting feelings for a driven person.

I stood there, holding my coffee in silence, asking myself a simple but terrifying question: What am I going to do about it?

The answer came from a part of me I had nearly forgotten... The version of me that had fought so hard to get here. The one who chased growth, not titles. The one who found peace in doing the work, not just achieving the result. That quiet morning didn't mark the end of anything. It marked a return to who I really was.

Finding the Work That Lit Me Up Again

How I was introduced to full-arch implant surgery is a story for another day. But I can tell you this: I didn't stop searching until I found the work

that lit me up again. And when I did, I was fortunate to meet one of the best mentors and clinicians in the field. That's where it all began.

That's also where I learned the power of mentorship. Because sometimes the gap between education and execution isn't another course. It's a person who believes in you and walks beside you as you find your rhythm.

Building in a Space Where Women Had Rarely Stood Before

Full-arch implant surgery has been a male-dominated space. But I never walked into it to "compete with men." I walked in to do excellent work. To operate with focus, skill, and care like any great surgeon should... and I was recognized for it. I became known as one of the leading women in this space, yet I never stopped learning.

Most of my mentors have been men. They didn't lower the bar for me. They saw that I could clear it and encouraged me. I'll always be grateful for that.

Every part of my success has been earned:

- Through surgeries that demanded everything I had
- Through nights spent sharpening my skills, not seeking praise
- Through gym sessions after long hours of work, that rebuilt not just my body, but my endurance. My trainer doesn't treat me like a dentist. He trains me like an athlete because that's what this role demands. Precision. Discipline. Recovery.



The way you treat people matters. The way you treat yourself matters even more.

To Those Still Searching

I'm married to someone who's seen the full picture. The doubt. The breakthroughs. The cost of becoming who I am today. His belief in me has been unwavering. But I had to believe in myself first.

And if you're reading this wondering whether you're too late, too lost, or too tired. You're not.

You don't have to feel fearless to move forward. You don't need to shout to be heard. You just have to keep showing up. Confidence isn't built in silence; it's built in repetition, in effort, in grace, in small decisions no one else sees.

You Can Be Powerful and Still Be You

I've learned how to lead without pretending. How to be strong without hardening. How to be excellent at what I do without losing the human behind the doctor's coat. You can build that too.

If you ever find yourself in the kitchen before dawn, wondering if you've got anything left. Trust me, you do.



TAKE A BREATH.

PUT ON YOUR SCRUBS.

**GO CHANGE SOMEONE'S LIFE.
LET THE FIRST ONE BE YOURS.**

THE PHIL JACKSON PLAYBOOK:

EMPOWERING YOUR DENTAL TEAM WHILE ELEVATING PATIENT CARE

PART 1

By Greg Essenmacher, Dental Industry Strategist

LEAD LIKE A CHAMPION

Phil Jackson—legendary coach of the Chicago Bulls and Los Angeles Lakers, guiding his teams to 11 NBA championships—wasn't just a basketball strategist. He was a leadership innovator who blended mindfulness, empowerment, and structure. Drawing inspiration from his book, **Eleven Rings**, Jackson's approach provides a surprising but powerful playbook for dental professionals who want to elevate patient care while maintaining authority.



The road to freedom is a beautiful system.
—Phil Jackson

LEADING FROM THE INSIDE OUT

Jackson believed leadership begins within: “lead from the inside out.” For dental clinicians, that means your calm confidence sets the tone for the entire patient journey—from the front desk greeting to chairside interaction. Nonverbal cues, posture, and tone of voice ripple outward to shape how safe and respected patients feel.

STRUCTURE + FREEDOM = ACCOUNTABILITY

Jackson's triangle offense balanced discipline with creativity. Similarly, your practice needs reliable systems—like scripting and post-op protocols—while allowing staff flexibility to adapt their communication to each patient. This structure-within-freedom approach builds accountability and ownership across the team.

KNOWING WHEN TO STEP BACK

One of Jackson's core lessons: “Sometimes, when in doubt, do nothing.” In practice leadership, this means trusting staff to resolve small concerns while reserving your involvement for complex clinical or escalated issues. Patients see a unified team—and staff gain confidence in their ability to lead.

Coming in Part Two: How mindfulness, compassion, and shared purpose translate Jackson's principles into practical strategies for an extraordinary patient experience.



REFLECTION SIDEBAR:

Where could you give your team more space this week? Identify one routine concern you typically step into—and allow a team member to take ownership.



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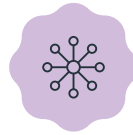
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Analytics

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or scan the QR code

Turning the Invisible Into the Inevitable

By Michael Keeter & Julieanne O'Connor

THE POWER OF TURNING NEGATIVES INTO POSSIBILITY

Have you ever met someone who seemed to defy logic—who turned devastation into determination and manifested healing, success, or opportunity from what appeared to be thin air?

We've seen it time and again: a man told he'd never walk again stepping out of a hospital, a patient visualizing their body healing from within, or an entrepreneur rising from bankruptcy to build a thriving company.

At first glance, these stories seem unbelievable. But when you look closer, they reveal something profound about human potential: the ability to create something tangible from the intangible, to transform adversity into breakthrough.

1. WHAT YOU FOCUS ON EXPANDS

Your brain has a filtering system called the **Reticular Activating System (RAS)**. Ever notice that once you think about buying a certain car, you suddenly see it everywhere? Focus sets your filter. The same is true with life goals: when you choose abundance, opportunity, or healing, you'll start seeing more of it.

2. THOUGHTS PLANT THE SEEDS OF REALITY

A thought is never “just a thought.” It is the seed of all creation. Athletes and musicians prove this when they visualize routines, mentally rehearsing until the body naturally follows. Where your thoughts go, your energy flows—and your results grow. Apply this when building an elite dental practice.



Manifestation isn't about wishing on a star. It's about aligning thought, intention, and action so completely that imagination becomes reality.”



3. INTENTION + ACTION = RESULTS

Intention without movement is wishful thinking. Action without clarity is aimless hustle. But when you combine the two, you have a powerful equation: **Intention + Action = Results**. Manifestors don't simply dream—they commit, and they move.

4. IMAGINATION ACTIVATES REALITY

The mind doesn't always distinguish between what's vividly imagined and what's real. That's why the **placebo effect** works—patients given sugar pills can experience genuine healing. Imagination, when engaged with emotion, creates tangible biological and behavioral changes.

5. A POWERFUL "WHY" MOVES MOUNTAINS

When the reason behind your desire is deep enough, you'll do whatever it takes. People who recover against all odds or rebuild from nothing often share this in common: the cost of not changing was too high. A powerful *why* fuels all other steps.

FROM NOTHING TO SOMETHING

One man imagined each breath until his lungs relearned to work. A woman visualized her immune system like an army until her body responded. A leader rebuilt from financial ruin by focusing only on opportunities.

These are not fairy tales. They're living proof of what happens when human will, science, and spirit converge.



So ask yourself: What do you most desire to create? And are you ready to align your thoughts, intentions, and actions with a "why" so strong it pulls you forward?

Because the truth is, you already hold the power to turn nothing into something.

QUICK 5 TIPS TO MANIFEST POWERFULLY

1. **Choose Your Focus:** What you look for, you'll see more of.
2. **Mind Your Thoughts:** Every thought plants a seed.
3. **Pair Intention with Action:** Clarity without movement is wasted potential.
4. **Use Imagination as a Tool:** Even "fake" beliefs can trigger real results.
5. **Find Your Why:** When the reason matters deeply, you'll move mountains.

We have facilitated many teams that began in complete disarray—infighting, mistrust, and daily chaos defining their culture. They didn't just lack inspiration; they actively disliked working with one another. Productivity suffered, and so did morale.

Through intentional facilitation—using guided focus, visualization, and alignment exercises—something remarkable always unfolds. Instead of blaming each other, team members start reflecting inward, recognizing their own responsibility for raising their skills and energy. With support, they begin to see why it matters *personally* for each of them to be part of something greater: a team that is not only high-functioning, but elite, unique, supportive, and inspiring.

The shift is undeniable. Conversations move from conflict to collaboration. Members hold themselves to a higher standard—not because they are told to, but because they now understand that being part of an extraordinary team requires extraordinary ownership. What was once chaos transforms into a culture of pride, accountability, and excellence.



Manifestation is disciplined, intentional creation. It's refusing to let circumstance dictate reality."



To explore coaching for yourself or your team, contact us at influentialdentists@gmail.com. Together, let's turn the invisible into the inevitable.

Full-arch confidence *starts here.*

TeethXpress full-arch courses empower surgical specialists and restorative dentists to train side-by-side, building trust, confidence and a shared strategy for delivering more life-changing full-arch care.

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FALL 2025 FORECAST

*A practical mindset check-in for dental pros:
harvest focus, prune friction, and compound trust.*

THEME OF THE SEASON PRECISION OVER PACE.

Slow is smooth; smooth becomes fast. Cut low-value tasks, double-down on moves that compound (patient trust, team energy, clean systems).

MINDSET MANTRA

“I choose focused actions that create outsized impact. I protect my energy, elevate my team, and lead with clarity.”



WHAT TO WATCH FOR:

Referral Roots Deepen:

Authentic post-op stories + one monthly co-diagnosis huddle with a referring doc.

Leaders as Coaches:

Ask before you answer—
“What do you see? What’s your next best move?”

Micro-Efficiencies, Macro Lift:

Two fewer clicks, one cleaner handoff, tighter pre-huddle → higher revenue/hour.

Well-Being as a KPI:

Track morning energy & end-of-day mood alongside production; they drive tomorrow’s performance.

Short-Burst Learning:

One 10–12 minute micro-module/week (consult talk-tracks, conflict-to-clarity).

SUGGESTED RITUAL (6 MINUTES, MONDAYS)

1. Name one win already in motion (30s).
2. Red/Green check: case acceptance, on-time starts, schedule integrity (2m).
3. Remove one friction: who/what/how by noon (2m).
4. Reset + recognize: 4-4-6 breath; send one thank-you (90s).

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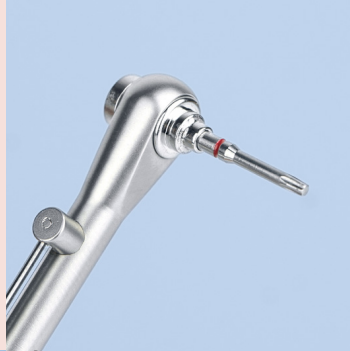
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Clarity.



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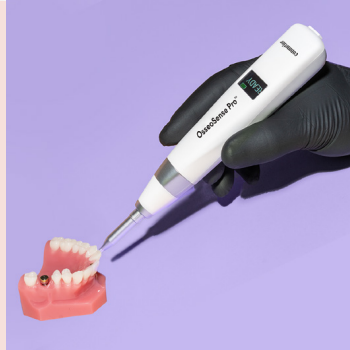
Confidence.



The



conmetior



Approach



By
Frank Charles Pope
&
Jean-Christophe Pope



In every profession, there are moments when you realize something isn't quite right. Not catastrophically wrong. Just off. A gap between what you need and what you have. Another daily frustration you've learned to work around, but eventually, the workarounds become part of the work.

Frank-Charles Pope noticed those moments every day—during surgeries, while restoring full arches, sitting chairside with clinicians across the U.S. He had spent decades in the world of dental technology, from esthetics to implantology, watching the industry evolve. And yet, as digital tools and high-tech equipment flooded the market, the basics, such as the hand tools, the simple devices, the things that connect the brain to the hands, had barely changed.

And so he asked a question: "Why is no one improving the small things?" The story of Conmetior begins with that

working with tech giants of the Bay Area, he saw first-hand what the power of thoughtful branding, design, language, and identity could bring to a business. Where Frank-Charles saw how to fix the clinical problem, Christophe saw how to shape the message, the meaning, the story.

Together with Isabelle Pope, Frank-Charles' wife, providing operational expertise and logistics, they created Conmetior—a family company grounded in craftsmanship, clinical insight, and strategic clarity. They didn't set out to build a product line. They set out to restore something that was quietly disappearing from dentistry: precision born from necessity. And just as importantly, they built it around a shared belief: "If something can't be measured, it's just an opinion." In an age where speed and software are sometimes mistaken for skill, this belief grounded them. It became a guiding principle, not only for how

move forward decisively.

Each product wasn't just a new instrument, but rather a proof point. A small shift that gave clinicians more control, more peace of mind, and better outcomes in the moments that mattered most. What sets Conmetior apart isn't just the instruments. It's the mindset.

This is a company built on the idea that what's in your hand affects what's in your head. That an organized tray clears mental space. That a precise instrument changes the tone of a surgery. That the right torque or the right reading isn't just clinically helpful but emotionally grounding. In a profession as demanding as dentistry, where the stakes are high and the margin for error is small, these details matter. They ripple outward: through your mood, your patient interaction, your energy at the end of the day.

What began as a quiet mission in a

They built Conmetior around a shared belief: "If something can't be measured, it's just an opinion."

very question, but it doesn't end there. It became a quiet mission: to design and build tools that made a clinician's day easier, more efficient, and less stressful. Instruments that reduced uncertainty, brought order to the tray, and calm to the mind. Thoughtful, refined tools made by someone who had walked the walk.

Frank-Charles had already lived a full career. He trained in Europe, built esthetic cases for top doctors, led a major lab in California, and mentored hundreds of technicians. But in the second half of his career, something shifted. He didn't just want to build beautiful restorations, he wanted to build something lasting.

Enter his son, Jean-Christophe Pope. Raised around the rhythms of dentistry and design, Christophe had a gift for communication and a vision for how to express ideas clearly. Earning his stripes

they designed tools, but for how they approached the future of dentistry. The first answers came in the form of tools that transformed daily frustrations into confidence and clarity:

A vertical dimension gauge that gives doctors a fast, consistent, and accurate way to measure their patients' VDO. An implant finder that eliminates the need for opening a flap altogether. Where surgeons once had to make a cut, now they can locate an implant safely without the scalpel. It's faster for the clinician and gentler for the patient.

An electric torque driver that frees a doctor's hands, giving clinicians more control, more speed, and less fatigue.

A digital implant stability tester that replaces guesswork with measurable certainty—reducing the risk of failure and giving the doctor the confidence to

garage has grown into a trusted brand serving thousands of doctors across North America and beyond. From single-practice clinicians to global key opinion leaders, Conmetior can now be found on trays in operating rooms everywhere. And yet, the DNA remains unchanged. Every product still begins with a conversation about what slows a doctor down, what clouds their thinking, what makes a long day harder than it needs to be.

The answers still come back to the same belief Frank-Charles voiced at the beginning: "If something can't be measured, it's just an opinion." Conmetior has become a benchmark for how thoughtful design and clinical rigor can intersect. A brand that proves the smallest details can have the largest ripple effects. Because in dentistry, as in life, it's the invisible things that often make the greatest difference.

Shop and learn more at conmetior.com



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