

THE NATIONAL DENTURIST USA

COMMUNICATING THE IMPORTANCE OF DENTURISTS

Cash Management SECRETS

*From a Former Berkshire
Hathaway CFO*

4th Qtr 2023 • Vol. 45



Transforming Team Leadership:
Unlocking Cohesion,
Communication, and Positivity

12th World Symposium on
Denturism Highlights

WHO'S GOING TO HELP YOU GROW *your* PRACTICE?

CALL US
FOR MORE INFORMATION.
WE WANT TO HELP YOU
EXPAND YOUR BUSINESS.

SECURE *your* FUTURE!

EDUCATE
while working for you

TRAIN
under your supervision

SELL
to your protégé

RETIRE
knowing your patients
are in good hands

**NOW ENROLLING FUTURE DENTURISTS
ALL ONLINE. ANYTIME. ANYWHERE. ADC.EDU**



AMERICAN
DENTURIST COLLEGE

INFO@ADC.EDU
800.544.6267
145 E 12TH ALLEY
EUGENE, OR 97401



President's Letter

Happy Holidays, and Welcome to Winter, Denturists!

First, I would like to thank all of our participants at our 12th World Symposium on Denturism this fall in Las Vegas. This was our most successful year yet. We partnered with the International Federation of Denturists to bring the 12th World Symposium to Las Vegas, Nevada. The pride we as professionals should feel regarding the success of this event is nearly immeasurable.

I would especially like to thank our sponsors, vendors, international delegates, and speakers for their hard work and education provided for all of our registrants this year. Our Board and staff at NDA appreciate it and cannot wait to see you all again when we meet next during October 2 - 4 at our 2024 Annual Conference in Las Vegas.

As our profession grows, we appreciate the participation and help of every denturist. I would especially like to thank our board members who are stepping down for their service this year. We could not run this board without the volunteer participation that these denturists give all year. I would like to thank our board members Eric Hansen, LD and Heidi van Giffen, LD for their service this year as they step down from their positions.

Congratulations to our new board members, Dario Zuniga, MDT, CDT, LD and Amanda Rowe Bronson, LD, RDA. We are looking forward to another productive and formative year.

The National Denturist Association has considerable goals for themselves and others this year. We are excited to continue to grow, expand, and continue to better our profession for generations to come.

I hope everyone has a fantastic holiday, winter, and New Year season!



Megan Charron L.D., *President*
National Denturist Association, U.S.A.

“As our profession grows, we appreciate the participation and help of every denturist.”



- 6** | **Transforming Team Leadership: Unlocking Cohesion, Communication, and Positivity**
- 8** | **Cash Management Secrets From a Former Berkshire Hathaway CFO**
- 11** | **Highlights from the 12th World Symposium on Denturism**



Our Advertisers and Sponsors

American Denturist College Inside Front Cover
www.adc.edu 800-544-6267

Candulor Page 5
www.edmondsdentalsupply.com 417-908-4444

Dr. B Dental Solutions Page 7
www.drbdentalsolutions.com 844-372-3368

Karlin Dental Distributors Page 13
www.easysoftliner.com 877-320-2909

Natural Dentures Page 14
www.naturaldentures.com

PREAT CORPORATION Outside Back Cover
www.preat.com 800-232-7732

Uhler Dental Supply, Inc..... Inside Back Cover
www.uhlerdental.com 800-937-3753

Yamahachi Page 9
www.ydp-usa.com 1-877-320-2909

The National Denturist, USA is dedicated to providing a publication that offers pertinent technical information, business news and support and introduces innovative state of the art products for its readership. This is possible by the support of our advertisers and sponsors. We encourage our readers to utilize their products and services. To make this easier we have provided their contact information. Please consider these companies for all your denturist office and laboratory needs.



National Denturist Association, USA
325 John Knox Rd Bldg L Ste 103, Tallahassee, FL 32303
nda@nationaldenturist.com | nationaldenturist.com
(850) 205-5634

Stay up to date with the latest news:
www.facebook.com/nationaldenturist

NDA BOARD OF DIRECTORS

Naser Al-Tameemi
Washington
nssr.tamimi@gmail.com

James Anderson
Washington
jamesandersonpllc@gmail.com

Amanda Rowe Bronson
Idaho
amandajodi@hotmail.com

Tad Burzynski
Oregon
denturein@broadband.com

Megan Charron
Washington
megan@northwestdental.com

Joseph "J.B." Kimmel
Washington
jbk4004@gmail.com

Randy McHenry
Montana
rkmchenry8@gmail.com

Kylie Simmons
Washington
jackel0623@aol.com

Ashley Soucy
Maine
ashley.libby45@gmail.com

Todd Young
Oregon
todd@adc.edu

Dario Zuniga
Colorado
dzuniga@coloradodenturistassociation.com

The National Denturist, USA is the official organization of the National Denturist Association, USA. It is intended to communicate with NDA, USA. members, offer educational articles and enlighten the reader to the benefits of the denturist profession. Publication in the magazine does not necessarily imply endorsement by the NDA, USA, but rather introduce the reader to a variety of views and products.

TO CHANGE YOUR ADDRESS or report a damaged or undeliverable magazine, write: National Denturist Association, USA 325 John Knox Rd Bldg L Ste 103 Tallahassee, FL 32303. Do not return damaged copies. Change of address should include both new address and a mailing label bearing the old one. In case of duplication please notify the NDA., USA office. Advertisements, announcements, notices and articles for inclusion consideration may be sent to the executive office.

PRINTED BY:





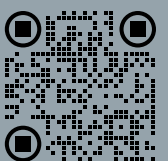
LOOKING FOR NEW TEETH?

Patients and their needs are as diverse as our wide range of tooth shapes. To make sure you can always find the right shape, the PhysioSet TCR line is now available with additional 18-Xtra molds, in other words, a total of 48 age-appropriate molds for your daily laboratory work.

We have been designing teeth since 1936. Discover the **PhysioSet TCR**.

CANDULOR. HIGH END ONLY.

WHERE TO BUY? EDMONDS DENTAL SUPPLY - SPRINGFIELD MO
T 417 908 4444 / F 417 881 0484
cs@edmondsdentalsupply.com
www.edmondsdentalsupply.com



Transforming Team Leadership: Unlocking Cohesion, Communication, and Positivity



We live in challenging times that test our resilience, agility, and the fabric of our teams. From remote work shifts to ongoing uncertainties, today's landscape is a hotbed for stress and disengagement. The question is: How do we move forward effectively while maintaining a happy and productive team?

Drawing from nearly two decades of experience and research in leadership coaching, I want to share some actionable insights that can help you overcome common challenges in today's workplace.

Three Actionable Takeaways

1. OPEN AND TRANSPARENT COMMUNICATION

In my work, I've found that many issues stem from a lack of open dialogue between team members and leaders. Team members often hesitate to voice their opinions out of fear or discomfort. As leaders, it's our responsibility to foster an environment where everyone feels comfortable speaking their minds.

► **Actionable Step:** Schedule regular "Open Forums" where team members can express opinions, discuss challenges, and offer solutions without judgment. Make it clear that these sessions are a safe space for constructive conversations.

2. EMOTIONAL INTELLIGENCE (EI) TRAINING

One cannot overlook the importance of Emotional Intelligence in the workplace. An emotionally intelligent team is more empathetic, has better interpersonal relations, and tends to be more productive.

► **Actionable Step:** Invest in EI training programs. Start with an introductory workshop, followed by ongoing skill-building exercises. This is not a one-time event but a continual process.

3. THE SCIENCE OF POSITIVITY

A positive mindset isn't just good for individual well-being; it impacts team productivity and creativity. The science of positivity teaches us that optimistic teams are more resilient and can better adapt to change.

► **Actionable Step:** Start each team meeting with a "Wins Segment" where members share a recent success or something they are grateful for. This practice shifts the focus from problems to solutions and sets a positive tone for the meeting.

Final Thoughts

Leadership is not just about decision-making or problem-solving. It's about creating an environment where your team feels supported, valued, and inspired to give their best daily.

Let's remember: a happy team is a productive team. By adopting these practices, we can create a more positive, cohesive, and high-performing work environment ready to face the challenges of today's corporate world.

Wishing you all successful leadership and happier teams.



Author:

Dr. Martin Mendelson is Resident Faculty with Spear Education and the Founder of Metamorphosis Coaching. He has worked with thousands of business leaders and medical professionals from all over North America. Mendelson's work results in cultures where leaders and team members excel and thrive. With certifications in Executive Coaching, Team Coaching/Facilitation, Emotional Intelligence, and Happiness Studies, he has spent almost 20 years working with leaders to build happier and more fulfilled teams. As a speaker, he has spoken to all sizes of audiences and has been described as passionate, humorous and inspirational. <https://martinmendelson.com/>





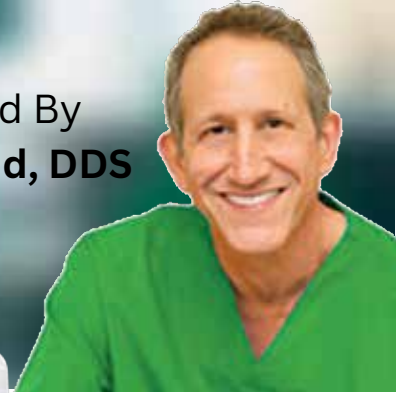
DR. B DENTAL SOLUTIONS



For More Information
Call: 1-844-372-3368 (DRB-DENT)
Info@DrBDentalSolutions.com



Developed By
Lorin Berland, DDS



**THE ONLY ADA ACCEPTED
DENTURE CARE SYSTEM**

ADA
Accepted

American
Dental
Association ®

THESE AREN'T YOUR PARENTS' DENTURE PRODUCTS!

**EVERYTHING YOUR PATIENTS NEED FOR SUCCESSFUL DENTURE LIVING
PERFECT FOR SELLING IN OFFICE OR UPSELLING PREMIUM DENTURES**

GET 20% OFF! | USE PROMO CODE: "NDA"

**SEE WHY CUSTOMERS LOVE
DR. B DENTAL SOLUTIONS!**



**"MY MOUTH FEELS BETTER THAN
IT HAS IN YEARS! I am a new
denture wearer and I was suffering
from a very dry mouth. The
products have helped
tremendously!"**

Elizabeth, Happy Denture-Wearer

Learn More At DrBDentalSolutions.com



Cash Management SECRETS

By Eric Krucke

From a Former Berkshire Hathaway CFO

Organizations don't run themselves. People do.

Business leaders know that. So, why do so many leaders lean into the misconception that cash manages itself?

Every exceptional business leader is a cash manager

Cash management isn't just for accountants or finance teams. It's for all business leaders. That's because the true function of cash management is to direct it toward its highest and best use.

As I've shared in previous articles, after you've established a clear destination, provided a roadmap to get there, and put the right people in the right roles with the right responsibility and authority across your organization, it's time to turn your attention to cash management.

It might feel like a departure from the human side of scaling, but it's not, because cash management is all about people. As a former Berkshire Hathaway CFO, I've learned from experience that leaders can use cash flow, forecasting and allocation to grow the value of a business through any inflection point.

Think of cash flow as a river, not a lake

Most leaders view cash as a reservoir – a resource that flows in to a basin and gathers. They see cash management as protective, believing its purpose is to be preserved, saved and slowly used.

That's the wrong way to view your cash.

Successful leaders see cash flow as multiple streams of income harnessed into one strategic focus and then funneled out to create more income streams. To effectively manage cash, leaders must know two things – where it is coming from (cash sources) and where it is going (cash uses).

We are used to thinking about time this way. Manufacturing plants, distribution centers and even doctors' offices man-

age every minute, looking for ways to create or accomplish more with less. Managing cash requires a similar mindset.

Instead of stockpiling cash, use it to infuse your current and future cash flows. Turn today's tributaries into tomorrow's rushing rivers. Never forget that cash flows where people direct it. When you have cash flowing to every area of growth across your organization, you can build momentum, leading to more opportunities for growth and bottom line results.

Forecasting is the foundation of strong cash management

The value of your business has nothing to do with what you've done in the past. It has everything to do with what your future cash flows look like. Investors know this. Historical financial statements are important for proving credibility and to a small extent, validating the quality of your forecast; but the only thing that matters to investors, banks and buyers, and the only thing that should matter to you is your future cash flows.

Use 13-week and 12-month cash flow forecasts to guide your cash management activity

A 13-week cash flow forecast is a highly interactive and informative tool. You can use it to get all your leaders on the same page financially and ensure you're directing your cash to its best and highest purpose.

Your finance leader should develop one using inputs from Sales and Operations and update it weekly. When complete, it tells you exactly what to expect from a cash flow perspective week by week for the next 13 weeks.

At a higher level, use a rolling 12-month cash flow forecast to determine how much cash you will generate that can be re-invested, or when your business will need capital. This allows a business to line up sources of capital well before the need arises.

If all you're using now is a 12-month forecast, your cash management procedures are inadequate. Taken together, these two forecasting tools provide the weekly and monthly updates and yearly perspective to effectively use your cash to fuel business growth.

When it comes to allocation, follow the cash

Knowing your burn rate is an important first step in cash allocation. Every manager and leader should know their burn rate – the amount of cash consumed in a given period, usually a month. Your burn rate tells you the minimum amount of cash you must have to keep your business moving forward.

This is distinct from the amount of cash you personally feel comfortable having on hand. That can vary from three to six months or more, depending on the nature of your business and how frequently you are able to bring in new cash.

Some things stop your cash flow – a customer may go bankrupt; supply chain stoppage may keep you from shipping; a few major customers may call and say they have to pay you late. Yet your payroll costs continue. When business interruptions keep you from collecting revenue, it's critical to know exactly how long you have until you have burned through your current cash supply.

If one of your best customers calls and says they are going to be 60 days late, and you know your burn rate is three months, you can accept their terms and deepen the relationship.

Eliminate, simplify, standardize

As you analyze your cash allocation and optimize your cash flow, it's critical to know what levers you can pull to lower the amount of cash you're burning if your inflows slow down.

Payroll hourly wages may be one of the easiest levers to adjust, but be very careful about any permanent roles you eliminate to increase your cash supply. Don't forget the cost of re-hiring the roles; you will have to recruit, train and onboard new hires.



Enduring Elegance

CROWN PX ANTERIOR COMPOSITE TEETH

Unparalleled Aesthetics
Unrivaled Hardness
The Perfect Selection for Hybrid Cases



Likewise, be very mindful of key dependencies that have been built around people on your payroll who have the knowledge that everyone else is leaning on to operate effectively. Remove them and you've cut your legs out from beneath you.

Other expenses you can adjust to control cash flow include discretionary spending such as overtime and travel, and anything you're paying a premium for, such as consulting or software development. If you're spending \$300,000 on product or software development, cut it back by 30% and defer it for three to five months while you navigate a slower period of cash inflow.

Let the reality that every cost can go away guide your analysis. Balance that with retaining key functions and expertise to achieve an ideal balance. Don't be afraid to look at fractional staffing as well. While you may have to scale back from a full-time CFO, for instance, you could hire a fractional CFO to lead your organization until you resume an operating level that calls for a full-time team member.

Remember that while elimination and deferment is the fastest way to reduce your cash burn, simplifying overcomplicated processes can also be effective. Once simplified, it is easier for you to automate, outsource, or fractionalize a function. These moves will help you lower your ongoing cash burn level.

As you manage your cash, don't forget to manage your balance sheet

If managing cash is one side of a coin, managing working capital is the other. To their detriment, many business leaders overlook the active management of their balance sheet. It's always better to have more working capital, since a stronger position equates to flexibility and a better credit profile since you are effectively managing the capital you already have.

Analyzing your accounts receivable and analyzing everything you bill to customers is one example. Changing your terms from net 45 to net 30 could create a new source of cash that you can use to finance activities you would have otherwise had to request from a bank.

Likewise, increase the velocity of your inventory by refining safety stock requirements, reducing lead times and negotiating purchase terms, freeing up additional cash that you can then direct toward its best and highest purpose.

Invest your time to build trusted relationships

Before I leave the topic of cash management, there are a few final areas to cover – starting with banking and treasury management. Make sure you have at least two banks holding your deposits. As we saw with Silicon Valley Bank, there's always a risk with putting all your eggs in one financial basket.

If you have debt, formalize what is required of your business. Understand and monitor the covenants covering your debt. Make sure you have a clearly articulated plan for remaining compliant. The last thing a CFO wants is to have a lender call a debt because a covenant was violated – especially over something as careless as an error or omission.

Missteps can result in less desirable terms on future loans or a loss of credibility, which could hinder your flexibility in the future.

Finally, examine your relationships with capital sources and advisors, ensuring you have multiple, trusted relationships in those areas. Be upfront, transparent and proactive. If you're not spending time with your investors and banking partners at least 5-6 times a year, you're not talking to them often enough.

You want your lending partners to know you well. If you know a forecast is going to be off due to a vendor changing terms, tell your partners that upfront. Your transparency will build trust, increasing their comfort level in lending to you.

The bottom line

Every inflection point requires financial leaders who understand that relationships are at the heart of great cash management. With 13-week and 12-month forecasting procedures, fully-optimized cash allocation, and open, transparent relationships with capital sources in place, you're ready for the next priority during an inflection point – establishing scalable infrastructure. ■

Author and Source:

Eric Krucke is a CFO, Speaker, Executive Advisor, Private Equity Advisor, and Relationship Builder.

<https://www.linkedin.com/in/erickrucke/>

12th WORLD SYMPOSIUM ON DENTURISM

Presented by the **National Denturist Association, USA**
in partnership with the **International Federation of Denturists**
SEPTEMBER 25-29 • 2023
THE ORLEANS HOTEL & CASINO • LAS VEGAS

HIGHLIGHTS



12th WORLD SYMPOSIUM ON DENTURISM





EasySoft
LINER™
Soft Reline Denture Material

Karlin
DENTAL DISTRIBUTORS

- Chairside & Laboratory use
- Ideal for Soft Relines & CUSIL
- Easy to use, easy to trim
- Superior Bonding
- Repairable
- Patented Bonding Agent
- Dibutyl Phthalate (DBP) free
- **FDA and Health Canada Licenced**
- Lots of happy customers



Clinicians Feedback:

- *"Materials provide clinicians with an immediate way to improve fit of denture"*
- *"Clinicians noted strong adhesion"*

Yes. It's really that good!™

Distributed By : Yamahachi Dental Products USA
Toll-Free: 1-(877) 320-2909
Email: yamahachi1@yahoo.com

Karlin Dental Distributors
Toll-Free: 1-(877) 922 2622
Email: easysoftliner@gmail.com



NOW HIRING CURRENT & FUTURE DENTURISTS, OFFICE MANAGERS, LAB TECHNICIANS, & DENTAL ASSISTANTS.

Join our team of leading Denturists
in Oregon in great communities
working with people who love to serve!

Extremely Competitive Wages & Benefits,
and room to grow!

Email Todd Young MED, LD for a
confidential discussion.
Todd@NaturalDentures.com



NaturalDentures.com

Advertise With Us:

Contact NDA at nda@nationaldenturist.com or call
(850)205-5634 for more information.

Classified Advertising Rates:

Members: \$40 per issue/quarter
Non-Members: \$60 per issue/quarter

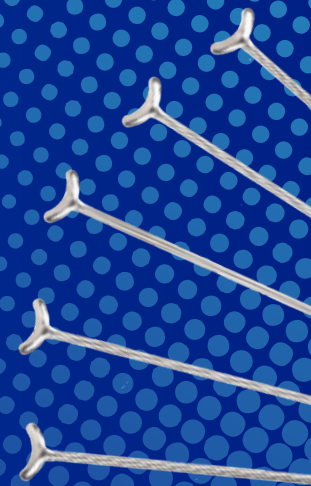
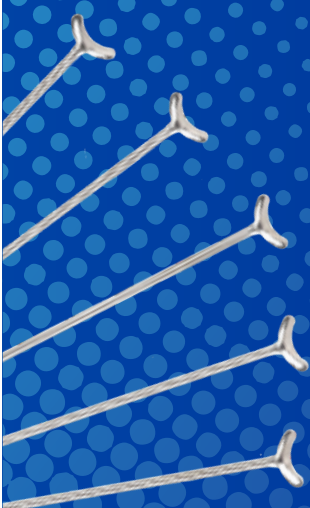


National Denturist Association, USA
325 John Knox Rd Bldg L Ste 103
Tallahassee, FL 32303
nationaldenturist.com

The National Denturist, USA, is the official publication of the National Denturist Association, USA, and is committed to providing up to date pertinent information as well as informative technical and professional articles. Our magazine is a communication avenue for both national and international news and is distributed throughout the United States and Canada. The Publisher considers *The National Denturist, USA*, a major source for introducing new innovative products to the readers. EXTRA EXPOSURE ON THE WEB! Every issue of *The National Denturist, USA*, is published on the National Denturist Association, USA's, website. This popular website gets several hundred sustained hits a month and interest continues to grow. This avenue allows our advertisers to be seen online FREE of additional charge! Please visit our website: www.nationaldenturist.com

Missing something for your lab?

- Ceraform*
- Porcelain Teeth*
- Megatray*
- Roach Clasps*
- Hydrocolloid*



**We've got it...
And so much more!**



Uhler Dental Supply, Inc.
(800) 937-3753 www.uhlerdental.com

YOUR COMPLETE SOURCE FOR LOCATOR[®]

Find the LOCATOR and LOCATOR R-Tx[®]
attachments you need when you need them.
From Astra to Zimmer Dental, from 0 – 8mm
collar height, from abutments to processing
males – **we've got you covered.**



*Because the only pivoting in a LOCATOR
case should be done by the housing.*



99.4%
on time delivery
to help you meet your deadlines

SHOP NOW

 **Preat[®]**

PREAT.COM • 800.232.7732