

Ep #52: Interview with Robert Shallenberger



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Dr. David Phelps and Evan Harris

[Dentist Freedom Blueprint](http://DentistFreedomBlueprint.com) with Dr. David Phelps and Evan Harris

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You are listening to the *Dentist Freedom Blueprint* podcast, with David Phelps and Evan Harris. Navigating you through the uncharted waters of a turbulent economy with straight-forward advice to, transform your practice into a self-sufficient cash machine, compound your net worth assets, and multiply, multiply, multiply your passive cash flow streams.

David: Hello everyone, this is Dr. David Phelps of the Freedom Founders mastermind community and the *Freedom Blueprint* podcast. Back today with another one of my great expert interviews. I've got a good friend of mine, Mr. Rob Shallenberger on the line today. Rob, how are you doing, sir?

Rob: David, such a pleasure to be with you and thank you so much for having me on your podcast. You are truly one of my heroes and what I would consider to be a close friend. So thank you so much, David.

David: Well, Rob, you as well. Getting to know you the last few years, and how you have served this country, how serve so many people, and the legacy that you and your dad and your family have built, you are one of the people that I love to surround myself with.

As Jim Rohn so aptly says, you become the average of the people you most surround yourself with. I'm very happy to say that I love to surround myself with people like you. So, I want to do the same thing for our listeners today and give them a taste of what you bring to the marketplace. But before we do that, Rob, I know they want to know a little bit more about you.

Let me give a little bit of your intro. You've got a lot of things that you've done in your relatively young career so this is only going to be the highlights. I know that you spent two years of service in Bolivia after which you

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attended Utah State University where you graduated in the year 2000 with a degree in marketing. Then you went on to get your MBA from CSU in Fort Collins, Colorado. I happen to know that because I grew up in Greeley. We weren't there at the same time but similar roots there.

You also served as an F16 fighter pilot in the Air Force for eleven years. I'm sure you've got amazing stories there. I know a great amount of your leadership qualities came from not only that time there but how you moved into becoming a fighter pilot, I know you'll talk about that.

You were an advance agent for the Air Force One and you traveled the world working with foreign embassies and the Secret Service. You are now today, you're the cofounder and CEO of Becoming Your Best Global Leadership. Your company just released the national bestselling book titled *Becoming Your Best: The Twelve Principles of Highly Successful Leaders*. You're also the author of the book *How to Succeed in High School*.

You also are today a highly-sought after top trainer and speaker. You've taught seminars for numerous organizations, Fortune 500 companies all around the world. I watch you travel everywhere.

But I think the important thing for people to know, and this is a quality that I love about you is that you feel and you say very appropriately that your greatest accomplishment is that you've been married for 17 years. You've got four beautiful children, one boy, three girls. Congratulations to you and the legacy you're building, Rob.

Rob: Oh, well thanks, David. Nice background and you know, you're right. What good is success in the workplace when truly if I didn't have my family? So when I say that and

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when you say that, absolutely, that's the truth. Being married for 17 years and having my four children I consider to be far more important than the other things we've done along the way.

Hey, I'm excited to be here with you, David. This is going to be fun and hopefully bring some real value to your listeners today. So thanks for having me again.

David: Let me start, I'm going to go back to your beginnings in a minute but let's talk a little bit about who you serve today. Tell us about who you serve, who you help, and how that happens just a little bit, Rob.

Rob: As you mentioned, we started this company four years ago. It was really founded on 40 years of research. The question was, what are the factors of success? In other words, when you look at a sales team, there's always one or two who are outliers. What are the habits that they have that the rest of the people aren't doing? Or if you look at a business and you have leader, why are some leaders so wildly successful while others can't seem to figure it out?

So we interviewed 150 CEOs and we were looking for those common factors of success. Ultimately, we found that there are twelve things that we saw over and over in the most successful people. I'm talking about the things that apply to a successful marriage, you know, the personal satisfaction of accomplishment or in a business. It doesn't matter. Success however you define it. We saw these twelve things over and over.

That's what people find in our book and that's what the training is really based upon that we do with companies all over the world. So these are large and small

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businesses. We're going to be training the Dallas Cowboys organization in 2016.

David: You know, I was going to say something about that because I happened to see a little something on Facebook last week where you were right there in Cowboys Stadium. Congratulations for getting that training. That looks like it's going to be a lot of fun, very interesting for you, yes?

Rob: Oh, it's going to be fabulous. Jerry Jones, Jr., Chad, I mean that is a phenomenal team at the Cowboys. They understand the power of what I know that you and I talk about a lot and that is investing in ourselves. Investing in our employees. Surrounding ourselves with people who can lift us. It's great to see that.

So to answer your question, really these are things that people can use to build their businesses. I don't care if we're talking about a two or three person business, even if it's a small dental or doctor's office, whether it's a large Fortune 500 company, it doesn't matter. This is what will lead to success. It transcends business. It takes it into the home and into our personal lives and that's what valuable. I think we'll, and I hope we'll feel that, at the end of the podcast.

David: Excellent, excellent. So now let's go back to how all this started for you. I know that a big part of your life and what your environment that you grew up in had to do with your parents, your family structure, your dad who has obviously been not only a father to you but a mentor. Would you take us back a little bit and talk a little bit about your family?

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Then also the epiphany you had, I think it was when you were around 18 or so and what gave you the clarity of vision that sent you on the path that you ended up in to today?

Rob: Yeah, I'd love to. It's interesting, David, I grew up with parents who taught me well. They were fabulous parents. I was very blessed to grow up in a home like that. I know a lot of people who haven't grown up in that environment and have been very successful. So it's not really so much the home we grow up in because individually, we each have to be converted. What I mean by that is we have to each come up with our own desire at some point.

You asked me to share that story with you. It was actually when I was 16 years old. I was working at a waterpark as their garbage guy. So my job was to walk around and pick up trash. It was a tough time in my life. I was going through high school, I wasn't getting good grades, trying to figure out what I wanted to do. Really not a lot of direction at that point because even though my parents were successful, I hadn't figured it out yet. I didn't have a direction.

So as I'm walking along one hot, sunny afternoon in July, I specifically remember the moment I looked over and I saw some of my buddies from high school playing in the wave pool. At the same time, I looked down and I saw a half-eaten hot dog sitting on the ground. So I reach down, pick it up, I throw it in my bag and I get ketchup and mustard all over my arms. It was already a hot, bad day and then that was just the pinnacle of it. I thought to myself, "This is horrible. This is not what I want to be doing the rest of my life."

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Right there, in that moment, there was a shift in desire. Something changed inside of me where I was no longer happy with where I was at in life and I wanted something different. That was the beginning for me where that desire came into play.

So I started asking myself the question, “Well, Rob, what do you want to do then? What is it that you want out of life?” At that point, at 16 years old, that I developed a vision that I wanted to be a fighter pilot. It was a crystal clear vision for me. So I went to work, I developed a plan.

I said, “Okay, what do you need to do to become a fighter pilot?” I found out all the things I needed to do. I developed a plan and then went to work. It took eight years to make that a reality before I soloed my first jet in the Air Force. It was a phenomenal experience. I still remember the first time I pulled the gear handle up and I looked over and there was nobody with me and I thought, “I just did it.” That was my dream eight years in the making.

But it took a lot of hard work and as a result of that, and now that I've had the chance to meet with leaders around the world, whether it's a small or large business or whether it's a teacher, a coach, it doesn't matter, I see the pattern repeated over and over and over. That's when we have a clear vision, we develop goals and a plan to support that vision, and then we surround ourselves with people who can help us accomplish those goals and that plan through masterminds and other outlets. I see that pattern repeated over and over and it worked for me.

At 16 years old, I went out and got a private pilot's license and started myself on that pathway. But it didn't happen by chance. I thought, “You know what?” I saw some of

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these other people out there that were doing it and I thought, if they can do it, I can do it. Here I was an unaccomplished 16 year old but I made it happen following that pattern.

David: So Rob, a lot of my colleagues, my friends, people that I went to school with, people that are part of our Freedom Founders mastermind, these are doctors and dentists who found an early vision, as you did, and decided to go on a path. That path was to go through school, training, as you did to become a fighter pilot, a specified pathway, you took the courses, you passed the test, there were hurdles to get through. All the way to the point where you actually got a license.

In this case, we got a dental license. You have a pilot's license. We earned a dental license and we're excited, right? We're excited. It's kind of like you, all of a sudden the controls are turned over to you. Now you can make your life, right?

What seems to have happened, Rob, to the majority and I have a sense of this too is life and business matters seem to take over. For a lot of us, we kind of get off the path. Because as long as there's a path set for us and we have that clear vision, and that focus that other people have laid out for us to get to a certain goal, we hit that goal, and then we think our vision is going to be this lifestyle of some freedom.

Rob: Yeah.

David: Some security, some peace of mind for our families. And yet, all these other things that seem to be out of our control take over. We never learned about leadership. Didn't really know what it meant. If we had any of that in

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our life at all. We don't know how to hire the right people and how to build teams. We just think everything's built upon our clinical expertise. Just like you, well if everything you do is just focused just on being a pilot, but you leave everything else astray, how successful are you going to be?

I know in your work, I know what you do in training, in helping all the way from corporations to small business owners. How do you help those that have gone down a path but are now feeling like, in desperation, I call it living a life of quiet desperation, frustrated, not knowing. Where do you pick it back up and go? That's a big question but Rob, I know you can handle it. So help us out there. Where would you start with someone in that dilemma?

Rob: It's interesting you mention that. It's Freedom Founders, right David? Is that correct?

David: Yes.

Rob: I love that title because that encapsulates so much more than just a clinical skill, doesn't it? In just that description, freedom founders. Because the majority of people I meet are after more freedom, not less. You know, it's interesting, you mentioned that but it's not uncommon even outside the dental world and for doctors. This is not uncommon even in the business world.

I find so many people, and I used to be surprised by this, I find so many people in their 40s, 50s, or 60s, who have developed a great skillset but what they've lost is the mindset. They lost the passion, the fire that they once had. It's for various reasons. Some of them have accomplished their vision. They had a vision to be a

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gastroenterologist or whatever it was. They did a great job and they accomplished it but all of a sudden, now what?

David: Right.

Rob: They're in their 30s or 40s, now that they accomplished that vision, it's like, "What do I do next?" So it's not that uncommon. I would go back to the same pattern that I saw over and over. No matter where you're at in life right now, I'd ask you three questions.

Where do you want to be in the next ten to twenty years? I mean, what does that look like for you, the listener? What gets you excited and passionate? What would get you excited and passionate?

Here's another question as you start thinking about what your vision might be. Think of a mentor, someone who's been close to you that you really admire and look up to. What were the qualities about them that you really admired?

I'll ask you a third question. That is, in 50 years from now, whether you're alive or not, how do you want others to look back and describe you and think of you? When they say, "David was..." what would they say about you?

These are three questions that help us start thinking about, well, what is my new vision? What gets me excited? Because it's not just who you are and what you're about, that's part of it. But you should be excited to get up in the morning. If it's just whatever my clinical skill is, you know, maybe that's not enough anymore to get you excited to get out of bed.

Then once you have that clear vision, it goes right back to what we talked about again. What are the goals and the

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plan on how to make it a reality? Maybe that will require a lifestyle change. Then how do I surround myself with people who can help me accomplish those goals?

Joining the Freedom Founders mastermind. You know, whatever it is, how do you surround yourself with those people that can then help you get there? It's the same pattern I'll see over and over and when we coach people, a lot of times it's doing exactly that. It's helping them develop that vision.

All right, how are we going to get there? What's the plan we're going to develop? Most people don't really even think about, or know how to develop an actionable plan because it is a skillset. Then how do we surround ourselves with those people? Does that at least help answer that question, David?

David: Yeah, I think that was really good, Rob. I think you're right. I think you nailed it when you said that a lot of times people will reach that first level goal, that is to become a highly-skilled doctor, dentist, fighter pilot. And if that was the goal and you reach it, then yeah, you look around and go, "Well, then what's life really about?" because we know it's never about the money.

It's always about, as you said, having the passion, the drive. What was the feeling like when you first started on your initial goal to get up there? You have that drive. You had to have that drive to get there, to reach some of these goals.

[Speaking at the same time]

Rob: You don't become a fighter pilot, you don't become a dentist, you don't become a doctor unless that was a passion at some point. You really had to want to get

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there. Think of all the schooling that we all had to go through and all the training.

But you're exactly right. That happens in almost, in a lot of different walks of life. Once we get there and we accomplish it, we do it for a few years and all of a sudden, what? It kind of becomes a routine and oftentimes it becomes monotonous and it's no longer fulfilling like it was at one time. So now what?

David: I think part of that, Rob, is we always have to continue to grow. Reaching that first milestone, that first goal, is certainly worthy, and that's where we start. But if we're not continuing to grow and find out how we can impact more people outside of our families—certainly our families—but outside our family, how do we impact more people? Yeah, if you just get that one goal then you'll stagnate.

I think too, Rob, speak to this if you would, is a lot of us that are drivers and work hard and we have a core work ethic. We've been taught to be self-reliant in life. But there's also sometimes to go along with that some negative programming, some self-limiting beliefs.

How do you see that affecting people that you work with that are otherwise strong, moral character. They'll work hard. As I mentioned but there's something holding them back besides just a lack of working hard.

Rob: Oh boy, we could talk about this for five hours. That exact question we could talk about for five hours. Do you mind if I share a couple of thoughts on this?

David: Absolutely. Please.

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Rob: David, I know you've heard this story before but negative programming is so much a part of our either success or our failure. For example, here's a couple things that are just mindboggling to think about. The average person has been told no or what they cannot do a 148,000 times by the time they're 18 years old. Isn't that mindboggling to think about?

David: Wow.

Rob: So you think about what that does for our programming and what it instills to us as far as what we think we can and can't do in our dreams and our vision. Seventy percent of our thoughts as adults tend to be negative. We are our own worst critics and our own worst enemies.

I've seen what can happen when people turn off that negative programming and how they can blow past previous barriers that they only perceived exist. Notice I said perceived because they don't really exist. It's like a fear of heights. You know, how many of our listeners there have a fear of heights where you stand on the edge of a cliff and we get those butterflies and the palms start to get sweaty?

It may or may not be a real fear but oftentimes it's just the perception that causes us to sweat and get those butterflies. When I was—mind if I share this story with you, David? Is that okay and take just a couple minutes?

David: I think it's great because it helps us relate better, so yeah, please do, Rob.

Rob: This is where I really saw this. It was when I was 17 and it taught me an incredible lesson. I started wrestling about tenth grade. It was fine, I was an average wrestler. But then I trained all summer one on one with the number two

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NCAA wrestler. He was an All American, he was amazing.

Over the course of the summer, I actually became a very good wrestler. So by the time the fall rolled around, I wrestled right up to varsity. The coaches looked at me and started talking about winning the state championship. All my friends started saying, "Hey, you're going to be a state champion."

I let this get into my mind and I started asking myself, "I have two choices here. I can either wrestle and maybe I'll become the state champion. Or I could quit right now and for the rest of my life I'll be able to say that I was the state champion, or could have been a state champion had I wrestled." In other words, I could always leave the door open that maybe it could have been.

So I don't know what kind of twisted thinking that was as a 16 year old, 17 year old, but I decided to quit. As I look back, one of the things that caused me to quit as I really look back into that was the fear of failure. What I feared deep down was going to the state championship and losing in the process and not living up to those expectations. That was negative programming and nothing changed it.

You think about how powerful a force fear is. The stock market is driven by two things: greed and fear. Of the two, fear is fiercely more powerful. You look at today in the stock market, it went down 350 points approximately. That's why you have panic selling because fear is such a powerful motivator compared to the others.

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So in our seminars I'll ask people, "What is the opposite of success?" Oftentimes they'll say "a failure." That's how we've been programmed right?

David: Right.

Rob: Well, it's not that, it's giving up or quitting. But the real part of this negative programming and the real reason that's negative programming is because if we're afraid to try something then we have just assured ultimate defeat. I didn't even try in wrestling and that's where I learned it early on at 16 and 17 and that's why we developed a model that says when Shallenbergers start, we finish. It's a way to counter that negative programming.

So the real antidote, that cure for that negative programming can come in a lot of ways, from self-affirmations, to going back to your vision, developing a plan, let's forget all the possibilities out there that can happen from the negative programming. All those ways that say, "Oh, I can't do that. I'm not good enough."

Yes, I know David Phelps started this amazing program but I'm just going to keep doing what I've been doing. Rather than doing that, go back to the vision. What's the plan? Surround ourselves with the great people. Then take action. I found that that pattern that we keep going back to will change a life over and over. Just one last thought on this, David, is that okay? One last thought?

David: Sure, you bet.

Rob: There's some people who say self-affirmations that's a little airy fairy and all this. No, our thoughts will determine our results. Our thoughts are one of the greatest predictors of success. So if our thoughts aren't right, if

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they're negative, if they're self-defeating, we have got to change our thoughts.

Thoughts will predict our results. When I say predict our results, I'm not just talking financially. They'll predict our success in our marriage, in our relationships. We've got to control our thoughts. As a man thinketh, so is he. So when we wake up in the morning, how about just a simple phrase such as, "I feel healthy, I feel happy, I feel terrific?"

David: Right, right.

Rob: Say that three or four times to start the day off right. Or come up with an affirmation that works for you. That reaffirms your vision.

We could talk and I could share more stories with you about that but if a person doesn't have affirmations that they're using already, one of your listeners, doctor, dentist, whoever it is, come up with something that works for you. That gets you excited. That counters the negative voice, the negative programming that you feel that's holding you back. Because we all suffer from it. This programming happens all over our world and we are all subject to it.

David: We all suffer from it, Rob. What we don't believe I think many times is when we look at other people who appear to have reached some level of success, could be mentors or just people out in the public that look the part or looks like life is going well. But what we don't know about them unless we get to know them intimately is every one of those people have gone through steps of—and I don't even want to use the word failure—but a setback, right? A reversal at some point.

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Because those are necessary are they not, Rob? If we're ever going to reach the goals we have. It's never a straight line. I think a lot of people have that fear as you said, the negativity sets in because if they have a setback then all of a sudden they're going to be looked at as a failure in the eyes of the people they care about, people of their family, their peer group. That never feels good but they don't understand that everybody goes through that.

Rob: Yeah, that's a great point. You mind if I share one more thought, David, on this note?

David: Yeah.

Rob: There's probably different ways to say this adage. I've heard it said a lot of different ways but the bottom line is when we say, "The definition of insanity is doing something the same and then expecting different results."

David: Sure.

Rob: So for any of the doctors, any of the dentists who are listening to this podcast, if there's something different in your life that you want, well we can't keep doing the same thing and then expect a different result. So one of the things that I would encourage anyone listening to this podcast to do is do something different.

What I mean by that is go attend a seminar. Invest in yourself. Go get a coach. Go get someone who can help you do things or see things maybe differently than you have. Take a different direction because oftentimes we try to face these fears alone. We live in a culture where it's "I'm so great. I can face this."

David: Right, right.

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Rob: We don't enlist the help of someone else who can—and if we did, they would help us see things differently and maybe see things that we can't perceive because either our experience or the negative programming.

So I'd encourage you to consider investing in a coach. Look at a mastermind group that you could join or attend some seminars that could help you get to the next level and do some things that maybe you haven't been doing. That is also one of the greatest predictors of success.

Michael Jordan had a dribbling coach, a defensive coach, a shooting coach. He didn't do it alone. He had people to help him along the way. We would not know the name Michael Jordan if he didn't have coaches that helped him along the way.

David: Exactly, exactly. So, Rob, what do you feel like really separates the peak performers in their field from those that might be stuck or just feeling like they're leading a life of mediocrity?

Rob: Yeah, this is a fabulous question, David. Really that's what our book is about, *Becoming Your Best: The Twelve Principles of Highly Successful Leaders*. If you remember in the beginning of this podcast that's exactly what we did is we interviewed leaders. We interviewed coaches. We interviewed people who were at the top of their game and asked, "What is it that you do that everyone else doesn't do?"

Some of those things we've mentioned on this podcast. You develop a clear vision. You have a plan on how to accomplish the vision. But it doesn't stop there. So think about this. Your listeners, I think you even mentioned this earlier on, whether it's a dental practice or a doctor, you

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don't just have your clinical skillset, you're running a business.

David: That's right.

Rob: You've got a lot of hats that you're wearing. You've got to be good at marketing. You've got to be a great leader. Because you're leading people and let's just pause on that word, leader. A leader is intentional influence. It's intentionally influencing someone to do something. When we're talking about being an influence, I guarantee every single person listening to this podcast is a leader because we're influencing people.

We will either be a transformational leader or a transactional leader. Transactional leaders simply transact business. There's an elite few who are transformational. These twelve principles of highly successful leaders that are found in the book will help us become transformational leaders. I don't care what doctor or dentist we're talking about, we can all be transformational leaders but it's a mindset and a skillset.

It takes practice, it takes work, it doesn't just happen overnight. That's why I keep coming back to a vision, plan, and then surrounding ourselves with great people to help us work that plan. We can't expect us to be transformational overnight. But certainly there is a way to do it and a process if we'll take action and start.

So what do peak performers do? Well, let's keep going back to what we've talked about on the podcast. They have a clear vision. They have a plan on how they want to make that a reality. They surround themselves with the people who can help them accomplish that plan and they go to work on it.

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As part of that, there's a lot of little subsidiaries. Invest three percent back into yourself. Reading a book a month. Did you know that 43 percent, and I know you know this David, I'll just speak to the general term here. 43 percent of college graduates will never read another book cover to cover in their life.

David: That both saddens me and it's also amazing to me, Rob, because it's like you and so many people that we know, I'm a voracious reader. I've got books stacked everywhere because I love to read. I don't know how people can go through life without wanting to read more books.

Rob: Absolutely. So we're talking about peak performance here and as a transformational leader rather than a transactional leader, think about what you could do in your practices. How about your receptionist? I mean when we say 43 percent, that's 50 percent of your staff. So what could we do to accelerate their performance? Because as a transformational leader, it's not just being the dentist, it's not just being the doctor, it's how do you make your office the best in the world?

If you want to continue in your practice, how do we be the best in the world at that so it's an experience where you love to come to work but also the people around you love to be there because of the transformational impact you're having.

So there's a lot of things that the peak performers do that most others aren't willing to do. That was the other thing we found in our research, it's not that these were all crazy things. Most of them were simple things, David. It's just that the majority of people, 80 to 90 percent weren't willing to do them.

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David: That's so true.

Rob: Like a sales team, I'd mentioned that we'd interview the one or two outliers. In interviewing some of the other people, I've asked them the question, would you be willing to do this...? For example, read a book a month. Would you be willing to sit down for thirty minutes every Sunday and do pre-week planning where you plan your week around your priorities rather than prioritizing your schedule? Some said, "Yeah, not really, I'm too busy."

So a lot of this that creates success, a lot of people just aren't willing to do. I guess that I'm almost positive that that's not the case for your podcast listeners. The fact that they're even listening says a lot about who they are. The fact that you're listening to this podcast is one of the things that we would see the peak performers do. So there's kind of a smattering.

But the overarching theme that I would leave there is, are we a transformational leader or a transactional leader? This world, this culture that we live in it's so easy to be transactional. It takes an exceptional person and it takes a lot of work and effort to be a transformational leader. To do the things that create that rather than just transacting business.

Unfortunately, I've been to a lot of dentists and doctors, there are plenty of transactional ones out there just like there are pilots. Just like there are teachers. I hope that we can do the things that would then move us to be transformational because those are the people that will leave a legacy in the world. I'm talking about your families, your communities, and certainly your practice.

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David: That's great. You've given so many great nuggets in this short period of time, Rob. I know we've only just hit the tip of the iceberg. You have so much wealth of knowledge and experience in real transformation for people in their lives and the people that they can influence.

I know that we've given enough to hopefully inspire some people to further look at some of the great work you've done. What's the best way if someone wants to get in touch with you, learn more about corporate coaching, training, the leadership conferences that you do and get a copy of the book. What's the best way to do that?

Rob: Okay, mind if I share just four thoughts on that, David?

David: Yes sir, you bet.

Rob: If you'd like a copy of the book *Becoming Your Best: The Twelve Principles of Highly Successful Leaders*, and by the way, you could substitute people in the word leaders, this applies to anyone, spouse, coach, teacher, doesn't matter. That's easy, Barnes & Noble, Amazon, you can just go get it there. I would encourage and invite everyone to do that. Then read it within the next 30 days. See what impact it has on your life.

Number two, go to BecomingYourBest.com. One of the things that we try to provide is as much service as we can to people that they can simply use to be transformational. So if you'll go to BecomingYourBest.com, put in your first name and email, you're going to get three things. You're going to get a daily inspirational quote in the morning. You're going to get a weekly principle every Monday morning that has a story and a weekly action item that you can use in your practice, in your marriage, personally, and across the board.

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I encourage you to share those with your team. We could talk, David, about the results that companies have experienced using that but it's a very powerful process. We call it the success rhythm because it gets you into a rhythm of success. So BecomingYourBest.com, put in your first name and email.

Third, if you would like to take a deep dive focus onto any of these twelve principles or how to plan and execute and develop a strategy, you're welcome to attend our Breakthrough Leadership Conference which we hold in May or October.

I get asked all the time, "I can't have a corporate event for my team. We're too small an organization. So how can I bring a spouse, a son or daughter, or my team to get this training?" Well this is the perfect opportunity. On our website you'll see where it says "Breakthrough Leadership Conference." You can see the agenda and how that would apply to your business.

We've had people attend and it's helped them turn a one million dollar contract into a 30 million dollar contract. A person that was battling depression said, "Finally, I have a plan on how to attack this." So if you would like to do that, one of the things, David, that I would like to offer your listeners, the same thing we do with some of our friends is a two-for-one discount. So normally it's \$1195 per person. If you will send us an email, say that you're a friend of David Phelps, or one of his listeners, we'll allow you to bring a second person for free.

David: Oh, that's awesome, Rob. Thank you.

Rob: So please mention David Phelps' name if you want to get that.

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Number four, here's what you can do. If you're not already a part of David's mastermind, he is a world-class person. I highly encourage you to apply for that. If I understood correctly, it was application-only. You can clarify that, David.

But if you're not a part of his program, highly encourage you to do that. Freedom Founders is a great name and it's something we're all after is more freedom. So that we're not drowning in our practices. Knowing David on a personal basis, I could not recommend him more highly. I hope you take advantage of him and what he has to offer as well.

David: Well, Rob...

Rob: Let me just wrap up this thing with saying...

David: Go ahead.

Rob: David, thank you so much for having me on this podcast. You truly are an incredible person. You inspire me. Thanks to all of your listeners too for being on this podcast.

David: Well, Rob, thank you so much. I've got just one last quick question for you. This is a really important one. What kind of season are the Cowboys going to have next year?

[Laughter]

Rob: Depends how far into our training we get with them.

[Laughter]

David: There you go. I just thought I'd throw that in. All right, well, Mr. Rob Shallenberger, thank you again so much. It's been like drinking through a firehose, but I love every

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second of it. So thank you, sir. Everybody, go out and make it a great day. We'll talk to you again very soon.

You've been listening to another episode of the *Dentist Freedom Blueprint* podcast with David Phelps and Evan Harris. The place to be to create your freedom lifestyle with more time off, security and peace of mind. Please subscribe, download the podcast, and share it with others who want to create real freedom in their lives and practices.