

Ep #70: Wealth Attraction with Dr. Dustin Burleson



Full Episode Transcript

With Your Hosts

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: Good day, everyone, this is Dr. David Phelps from the Freedom Founders mastermind community and the *Dentist Freedom Blueprint* podcast. Back with you today with what I think you're going to find is a very interesting, very insightful interview with a really good friend of mine. Someone that I've known for a number of years.

I've had a chance to watch him grow and evolve not only in his practice and his business but also really is in his overall influence in the professional practice orthodontic arena, that's my good friend, Dr. Dustin Burleson. Dustin, how are you doing today?

Dustin: I'm doing really well, thank you, David. Thanks for having me.

David: Absolutely. Listen, it was a pleasure to have the opportunity to attend and also be a speaker at your recent Advanced Wealth Attraction and Time Management Academy in Orlando. I had a chance not only to hear you speak and run that seminar but also to see your team in action. That's something for probably another call but your ability to lead and build a team is really something I know is critical and foundational to your success and one of the key concepts you teach others.

What I would like to talk about today a little bit, Dustin, is the concept of wealth attraction and what that means. What I know is that a lot of people think that people that seem to be successful, however you want to define success, or be financially in better condition than other

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people, a lot of people think, “Well that person is lucky.”
Or, “They were born with a silver spoon in their mouth.”
Or, “They're clinically gifted or maybe they just work extra super hard.”

Let's talk a little bit today about what we term wealth attraction and really the mindset that goes with that. Could you delve into that a little bit for our listeners today?

Dustin: Yeah, I think if you stop the average person on the street and ask them, “Why are some people wealthy and financially independent and others not?” They give you a list of those reasons you just mentioned. I see them all as kind of alibis as for why they haven't gone and done the things that actually do attract wealth.

So it's much easier to rest on an alibi of, “Well, my brother was always the good-looking one and my sister was always the one who was good with money. My uncle was always lucky with who he knew.” So we all give attribute to things that really are random chance happenstance. Then we can look ourselves in the mirror and say it's not because of all the other things they do, it's because of things that are outside of our control.

Because of that, we can live the rest of our lives really with an alibi knowing that we never had to stick our necks out and do anything and risk anything to actually go and pursue freedom and pursue all the things you teach with your members in your group.

So I think it's interesting on how the average person, and really even the average doctor, views wealth and views financial freedom. Interestingly, it's never anything they were taught in elementary school. It's never anything that they were taught in secondary or postsecondary education. Certainly not in dental school.

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David: No, not at all.

Dustin: So I think that's why it's so fascinating, is that so many people have their heads so messed up about it. If you don't believe that's true, just sit down with your mother-in-law or your pastor or a friend of yours and start talking about money and see how quickly the oxygen gets sucked out of the room.

David: What we know today, Dustin, that money or wealth in our society in general is looked upon today as evil. Like you're greedy. You're doing something wrong. There's this whole mantra of there's something bad about you today. So it's really, really flipped a 180 degrees from really what this country was built on, right?

Dustin: It's flipped quickly as well. You're absolutely right. They actually call it the evil one percent. They have taken quickly, I think in one generation, where your parents or certainly your grandparents were raised with work ethic and determination. And the key word being ambition, being something to be admired and to be respected. Today's society, and certainly if you have employees, like you do and I do and you see it more and more, individuals who want to be entertained their entire lives.

If you look at what's happening at Google and Facebook and startup companies, even places like Tesla, certainly the younger the founder the worse this behavior is. We've got pinball tables, foosball tables. We've got cereal bars and full on kitchens. We've got in-office masseuses and in-office therapists and dream inspirers. All this horse you-know-what—we'll keep this PG rated. We joke and say it's called a workplace for a reason. But today's society really wants to be entertained.

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If you look at from everything we do on a consumption basis of media, they've taken the keys off of smartphones. It used to be you could actually type out an email on a Blackberry in a reasonable amount of time. Today, they're really 24-7 consumption devices. They're shopping malls. They're movie theaters. They're game consoles. So I think we've all misplaced where ambition was.

You and I talked about it actually at that event as a scary statistic that the Kauffman Foundation has been keeping a consistent record of declining entrepreneurial activity. That is there are fewer and fewer businesses being opened. And really interesting, the majority are being opened by immigrants, not by citizens who were born here and raised with what their parents and grandparents had in terms of work ethic.

David: Yeah, Dustin, it's become really an entitlement society where people today, the younger generations, really seem like they just want to be entertained and really have no real future or vision of what life could be if they developed a real mindset of self-reliance, self-governance.

The things that you and I believe in but it seemed to totally miss the mark and was taken out of the school system for sure and even in family units today, it's all gone awry. We could go in deep as to why that has happened but that's not the point today. We could go really deep on that.

Let's talk a little bit about you. Again, I want our listeners who don't know you to get to know you a little better. It seems like you were almost destined to become a dentist, now an orthodontist. You've got a family that goes deep

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into dentistry, right? I think twelve dentists within your family?

Talk to us a little bit about that and your road into dentistry and your early start. Because as I said a moment ago, I don't know anybody who has become successful today that didn't start with a lot of—had to break a lot of inertia. I know I did. I know you did. Talk a little bit about that so people understand what that was like and how you broke through the typical mold of just working hard and spinning your wheels.

Dustin: Yeah, so it's a sickness in our family. There's twelve of us. So dad, brothers, uncles, cousins, everyone in the family is a dentist. So you can imagine what Thanksgiving dinner is like. We're talking about partial dentures and I was the only one weird enough to go into ortho because none of them had a desire to have such a large team of employees. My brothers are both endodontists, specifically because they didn't want to have a large team of employees.

There's still a lot of that mindset and really frankly a lot of middle class mindset is prevalent, even in high income earners. I think a lot of my colleagues, certainly a lot of our new clients who don't understand me, will find this phrase offensive, that is that I really view dentistry as a great profession. It's a wonderful way to make a living but it's really high paid manual labor. We're very highly paid plumbers. My brothers get that analogy even better because they truly are micro-plumbers, cleaning out root canals.

David: Sure.

Dustin: But the minute we step off of that wheel, really, you know the stats better than I do, but the far majority of dentists

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and orthodontists and dental specialists will retire with less retirement income than they had when they were in practice. I find that outright depressing that I'm going to have to take a large hit in my lifestyle or in the legacy I leave or what I do with my kids and hopefully future grandkids because of the profession I enter. In other words, you and I don't get a golden parachute from Goldman Sachs or another company we lead, it's all dependent on us.

So at a young age my grandfather worked in the coal mines of West Virginia for a quarter an hour of company credit. In other words, not real money. They actually paid him in company credit. If you're not from the [boothills 00:09:06] or down in West Virginia, you'll know that the company owned all the houses. The company owned the company store and they paid you in tokens that weren't real money so you were basically indentured to the company.

He saved up enough cash and moved to Ohio and took my father and his two brothers with him and my grandmother. Started a small auto parts store. Grew that into a large, successful chain and had an eighth grade education in the process. So I learned really young, as early as I could understand words, that you wanted to be your own boss and that you wanted to be in control of your own destiny.

In modeling in what I saw in both him and my father, was incredible work ethics. My dad worked six days a week as a dentist for 35 years. My grandfather worked seven days a week until the day before he went to the hospital at his auto parts stores. So the mindset growing up, I was very, very fortunate to have.

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But still very much, even in that, a middle class mindset that money is hard earned. Money doesn't grow on trees. The more noble of two options being to put your nose to the grindstone and work hard versus to let your money work for you or to endeavor into areas that would allow you to have secondary and tertiary income streams. That was somehow not as favorably looked upon as money that you earned through blood, sweat, and tears.

My story in coming to a lot of this, my joke is when the student is ready the master will appear. Learning very quickly in 2009, a lot of you have heard this story. I came to work one day and me and my team went to lunch. I was the only one who came back from lunch. So I've had an entire abandonment of referendum on my agenda in the practice. Had everyone leave. That's kind of rock bottom.

Also the practice was over a million dollars in debt at that point, trying to build a practice from scratch. We looked at two options. We were either going to file bankruptcy and walk away from it or we were going to get smart about running a business that not only served the clients but served the employees, served the owner, aka me. Did it in a way that I think focused more on sustainability and less on me being the hamster on the wheel.

David: Right.

Dustin: So at that point we grew the practice into now five locations. We've got a handful of doctors and largely, I am out of the clinic and more of a leader and visionary of the business. That was through hitting rock bottom. I talked to Howard Farran about this on his podcast. It's one of those times when you kind of look around and go, well, something is going to have to change. So I don't deserve

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any of the credit that you may have given me in coming to this conclusion. It was just necessity is the mother of all invention. So I had to turn things around.

David: I know this, Dustin, I know that you are an avid reader. You're very inquisitive. You go way beyond the scope of simply more continuing education to become a better orthodontist, a better clinician, which we know is important. That's a piece of the puzzle, but a relatively small piece. I know that you read newspapers every day. You read a lot of journals. You've read a book a month I think for the last seven years. Talk a little bit about that because I feel a real semblance to that.

Back in college, before I even went to dental school, I was doing the same thing. I was reading books about the stock market and real estate and just looking beyond. What is it about that bigger vision that some people seem to have and therefore they're able to pursue their goals and create a different mindset than, and as you said a few minutes ago, those who are strongly entrenched in the work ethic. Which again, is a cornerstone to ambition and self-reliance but it's again just a piece.

Dustin: Yeah, I agree. If you put the top tier individuals in any profession, any industry, any niche inside a room and said, "Show of hands. How many of you are reading more than one book right now?" Almost every hand in the room goes up.

So quickly I observed both in my dad and grandfather a real healthy sense of curiosity in that why do we do things this way? Is it possible it could be done better? Who's already done this that I can learn from? Can I learn what they learn? In this example, clients of mine and friends of mine don't have to go through what I went through in

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building a business that was so focused on the customer that we forgot everything else and made the team want to leave.

If you can learn in three or four hours what Warren Buffet took 30 years to learn or what Steve Jobs took 30 years to learn, why wouldn't you go spend the three or four hours? So I've always had a real curious mind in finding better ways to do what we're currently doing.

I think it's a real fallacy though in our profession is that you can only learn something from someone who's a dentist. I actually just saw some faxes come through. I saw Tyler put a stack of things, questions from new clients. Questions from a periodontist who says, "I'm a periodontist. Will your stuff really work for a periodontist?"

I guess I kind of had to chuckle because I'm like if you really distill the principles, it will work for an auto parts store. It will work for a real estate agent. There's just certain core things that work in business and certain core things that don't.

I learned this years ago, I think Dan Kennedy, one of our mentors, really reminded me every day before you go to bed can you answer the question: What three things do I know now that I didn't know when I woke up? I think too many people never ask the question or they fall asleep before answering it.

David: Yeah, exactly.

Dustin: We've had this idea and we've taught our team since 2009, since the big turnaround, what do you know now? So you mentioned my team at the Orlando event. They are an impressive group of people who help me do everything. I largely believe the more I do to empower

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them, the less I have to do and eventually the more money I make.

So behind the scenes with those individuals though, they got really good at asking: Okay, what did we learn from this event? We went to Orlando and things went really well and maybe a few things didn't go so well, as you can imagine. You do events and you get there and half of the stuff that was supposed to be FedExed doesn't show up on time. What do you do?

So we're always asking and learning, what do we now know that we didn't know earlier. I see that in a lot of individuals that you would consider successful and if you study. You would see that in Walt Disney. Certainly you saw it in Steve Jobs. You see it weekly in Buffett and how he thinks. He just announced they did a billion dollars in Apple which is kind of his first foray significantly into tech stock funds.

So there's this kind of overwhelming apathy in today's society where most people think, you know, if you want to make more money you've got to go somehow do all the excuses we listed before. You've got to know someone. You've got to be lucky. You've got to be better looking. You've got to be more persuasive, a better speaker. The reality is there's all sorts of ways to do that that don't require you to change much of anything other than what's going on between your ears. So it's a lot of mindset, is I think is the large answer to that question.

David: Yeah, no doubt. Let's talk about some of the pearls, some of the ones you presented at the Wealth Attraction Academy a few weeks ago. We can't get in nearly all of them because this was a three-day event but let's pull out

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some of the keys. One of them is that money is attracted to speed. Let's talk about that. What does that mean?

Dustin: The shorter you can make the distance between idea and implementation, the quicker you can do one of two things. First, hopefully, if you're lucky and you pick the right thing or you're smart, reap the rewards of that return on the risk you put forward. Second, if it doesn't and it blows up in your face, you can learn quickly and kill it.

I just flew up to Chicago. I had a client in town last Saturday. I spent the day, went up real quick and back to Chicago to listen to Marty Sklar. Anyone who's a Disney fan will know that Marty worked personally with Walt for ten years. He started right out of college out in California. Graduated from UCLA and actually before his last year of college actually started writing Walt Disney's called the Disney news, *The Disney Daily News*. It was a daily newspaper for Disneyland.

Marty then went on and spent 55 years with the Disney company and retired recently. And has essentially built everything that you know as Disney. Epcot. Space Mountain. All the attractions in Disneyland and Disney World. He founded the Disney Imagineers program.

He said an interesting thing during his speech. I got to listen to him for about an hour and a half and got to meet him and talk to him behind the scenes and got a few books signed. One of those kind of rare opportunities to see how someone really effective and really powerful thinks. He spoke briefly and I caught it and a few other people I saw jotting notes, talking about Disney's insatiable ability to go in quickly with something.

Before anyone else was even really fully formed around the idea, Walt was building it. Someone was already

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writing the music. They were already in preproduction. Animators were working on it. Knowing that 90 percent of them are going to be a strikeout. But that 10 percent you connect and hit a homerun, that's what you're remembered for.

So money really attracts itself to that because—and anyone listening to this call, it might be a little kind of hard to think about it, but anyone listening to the call will say, “Yeah, I had that idea. I was going to finally build a dental assisting school and have that in my office. I was going to finally write my book. I was going to finally get serious about learning real estate” for example, “from Dr. Phelps.”

Then they never go do it and so there's no opportunity for money to flow to it. So speed has been one of our secrets for years and years and years. It's allowed us to do things in a compressed vacuum. So if the average orthodontist will treat 6,000 to 7,000 patients in a 30-year career, we're celebrating our tenth anniversary this year. Before that anniversary ticks over, we'll have treated 17,000 patients all because of the way money attracts to speed.

David:

Incredible. So the corollary, Dustin, then how much does a failure to act quickly, a failure to utilize speed, have to do with the way many of us, including myself, going through dental school and college. It's all about, we learn to be perfectionists, right? We do something wrong, it's a failure. It's bad.

So we tend to be very risk adverse. We don't want to take chances. We let paralysis by analysis take over. I see a lot of times and I'm sure you do too, a lot of well meaning, well intentioned doctors will self-sabotage because they're afraid of making a mistake. Yes?

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Dustin: Oh, absolutely. If they weren't that way going into dental school, dental school and medical school breeds it into them, I mean they pump it into you.

David: Yes.

Dustin: Let's say you went into dental school being kind of comfortable taking risks, I mean they don't tell you to cut however you want into the tooth. They tell you to cut .2mm. Well, I mean, last time I looked up physics, .2mm is the wave length of visible light. So anything less than that you can't see and anything more than that is a failure.

David: Exactly.

Dustin: So cut it just enough you can barely see it and then stop. So, yeah, I think we all have this tendency. You'll hear Zuckerberg speak to it. It's one of their mantras at Facebook that perfect is the enemy of done. Doing things good enough is good enough. Certainly saw this with Microsoft and Bill Gates, so Zuckerberg wasn't the first one to popularize this concept.

Gates always thought get it released and the users will be the people that help us deprogram it because they'll call tomorrow and tell us something is broken as opposed to waiting to get it perfect. So if you look at what Microsoft did in releasing DOS and then Windows and the speed with which they did that, certainly it could have been argued they could have delayed those releases by months or years. What happened as a result of releasing them quickly is they became the market leader.

So they didn't sit on what was potentially a better announcement later. You could argue that Linux and Apple and Xerox's first operating systems were much better and Microsoft was speedier. So yeah, in the

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opposite of delaying and sitting and thinking too long about any opportunity is, one, I teach clients and I wake up each morning picturing what I call some young punk. That some young punk is in his garage, it's usually a resident, so today, there is some young punk who is in his garage dreaming up a better way to take down my businesses. Either through competitive force or through strategic maneuvering and positioning.

I think it's our tendency as humans to be completely risk adverse because we want absolute certainty before moving. Unfortunately, that doesn't change anything, right? So a controversial figure in the oil industry, J. Paul Getty said, "The meek may inherit the earth but not the mineral rights."

David: Yeah, right.

Dustin: So the people who move quickest, whatever they leave behind, those will be what the rest of us who are slow get to fight over. So I mean, I say it in every industry. I mean, Steve Jobs with Apple, certainly what Elon Musk is doing now with Tesla.

Perfect example is what Bezos is doing with Amazon. They announced recently they're going to get into private label branding for food items. So trail mix, juice boxes, things that can be shipped, non-perishables can be shipped. Amazon has been doing this for a long time with diapers and wet wipes and light bulbs and things that they can ship quickly.

They're very, very, very speedy about how they do it. You saw the Amazon Fire phone come on and leave the market as quickly as most companies plan to enter a market. If you remember, Amazon had a phone for a hot minute.

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David: Yes.

Dustin: Bezos said in his annual letter, which he's been doing since 97, the annual letter said if you step up to the plate in a baseball analogy and swing for the fences, you're going to hit some homeruns. If you never step up and swing for the fences, you're rare to hit home runs. He said but the difference in business is there's an actual truncated result to hitting a home run in baseball. That is, you can only get a maximum of four runs, right? If you hit a grand slam, it's four runs.

But in business, your ability to step up to the plate over and over and over again as quickly as you can and take that one in a million odds, right? What they've done with Amazon Prime. What they did with Amazon Web Services. Frankly, what Netflix did and killed Blockbuster. They step up to plate, they swung for the fences. It wasn't just four runs. It was like 10,000 runs.

So how you approach that in your mind I think is how you approach everything. If you as a business owner are too slow to step up to the plate, you can't be simultaneously disappointed in your results. The one goes and is congruent with the other for a reason. We all have a tendency to sit out stepping up to the plate.

David: Dustin, you're a tough interview. I ask you one question and I went and had lunch and I'm back now.

[Laughter]

You're awesome. You have super big insights into these things. One thing I was thinking about when you mentioned Microsoft and Bill Gates was any one of us can relate to the fact what you said about the fact that they came to the table quickly. How many times do we

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have to do software Windows updates, right? We're beta testers, are we not?

They put something out there, as you said, speed to market and fix it later. From our standpoint, we have to have it perfect before we do the book or whatever it is we're working on. We feel like we have to make it perfect and you just made the case for not being a perfectionist. Just getting out there. Good is good enough. That was great by the way. That was awesome.

Let's talk a little bit about the importance of prestige and importance itself. First is credentials. We tend in our fields to talk about our degrees and our advanced degrees and our fellowship or our masters say in the Academy of General Dentistry or other high level forums that allow for specialization. That's all fine and good. I'm all in favor of that kind of accomplishment but why does that not attract wealth or money?

Dustin:

If you think about it in reverse, we think that every new technique we learn, every new gadget we buy, so we are attracted to principally as humans these little rewards and little certifications that give us some level of satisfaction or peace of mind knowing that we're making progress in life. This is largely confusing activity with accomplishment.

So we think if we go and drop \$50,000 and learn some new occlusal technique and learn how to cut a crown prep better than we've now actually done something. The reality is we don't until we actually go use that and help someone.

In establishing our own importance, which is a controversial and somewhat provocative topic, and again, go back and list some of these individuals, I'll shift gears and we'll go to the restaurant industry. Dave Thomas,

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who founded Wendy's restaurant. Not a college graduate. Not an MBA holder. Not a PhD holder. But built one of McDonald's fiercest competitors for decades and did it on the back of his level of importance. Walking into negotiations with real estate developers. Walking into negotiations with his suppliers, with his advertising firm, and being incredibly clear about what he wanted.

That's what I talk about in Level of Importance is how do you see yourself walking into every negotiation? What I call your posture. If you walk in and say, "Well, I'm not really sure what I want. I just want to grow the practice. I'm not really sure how I want to do that."

If you're not crystal clear on that, no one is going to help you be crystal clear for you. You've got to establish that for yourself. No one else is going to be overly concerned with your position and your posture and your clarity. I mean, if anything, they're going to do it in reverse and help hurt you. So I think it's important in thinking about how you enter a market, how you sell what you sell and do what you do. How do people view you and their ability to choose you and their desire to choose you.

For example, if you've been on the news and you teach at universities and you've written books and you're asked to come on to radio interviews and you let people know your position in the market, see that speeds a consumer's decision to evaluate you differently than someone else.

So if you're going to go buy a house and you've got two choices. One being a realtor who you found in the back of the Yellow Pages or you googled and it came up in an online search. The other came to you because you saw them being interviewed on CNBC and realized, "Holy cow, this real estate firm, they're in my backyard and they'll

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guarantee my results and actually take less of the sale because they guarantee to sell it quicker.” That level of prestige, importance, and posture speeds my decision to interact with that group significantly more than someone who I saw based on their advertisements.

If you look at any niche that’s selling certainly electively or high dollar items, this is always the case. I got an update the other day from Robb Report. Robb Report has got all the new watches they're announcing. All the new wines they're testing. All the new cars. They don’t just have anyone test driving these things. They’ve got Thomas Keller from the restaurant fame test driving one of them. They’ve got CEOs and athletes. So it’s a level of importance attached to what they're doing. It helps people pay attention.

The alternative is that we all think one more sort of occasion, one more course, one more little badge to hang on our window is going to do that for us. Unfortunately, evidence, it speaks otherwise.

David:

Dustin, you mentioned Amazon, Jeff Bezos, and the fact that like some of the other people we talked about, quick to market. Speed to market. Figure out what works, maybe 90 percent of the things that are put out there don’t work. That goes in contrast to a phrase that you talked about at the Wealth Attraction Academy. That is sunk cost bias. How does that figure in?

I know I’ve dealt with this. I still do to some extent. I think we all do. But talk a little bit about that and how it keeps us focused on the wrong thing many times when if we made a move and just let something go irregardless of how much time or resources we put into it, we’d be much better suited.

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Dustin: Dentists are horrible about this. Humans in general are horrible about it. So give credit where credit is due, I learned this phrase from Greg McKeown who's a Stanford grad and very smart guy. He wrote a book called *Essentialism*. Sunk cost bias is our tendency to stick with something for a long time because of the invested time, energy, and resources we've already sunk into it.

On a cursory level, he speaks about things that are in your closet. We all have clothes in our closet, a pair of shoes in our closet, typically a shirt that we thought we would wear and it's still got the tag on it. We go in the closet and go, "I'll wear it one day." We are much less likely to throw that shirt away because we've already spent the money. We've already invested time and energy and resources into it.

The question to ask yourself really, specifically in that situation, is seeing that shirt now and knowing what I know about it, aka I haven't worn it in three years. Would I buy it off the shelf today if it were at the store? Now most of us would say, "No. I wouldn't buy it because I don't like it and it doesn't fit. I thought I would like it and it was cool three years ago and now it's not cool." So unfortunately, we don't ask that.

In our businesses, tailing back to what three things do you now know you didn't know when you woke up today. Well I now know that that laser I bought five years ago that I thought was going to change my practice didn't change my practice. So I could quickly start killing it, aka sell it, or stop worrying about offering it to everyone who doesn't want it or I can't sell it effectively. And should then influence my decision moving forward when the sales rep comes to my office and asks me to buy the next laser or whatever that might be for your practice.

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Bezos is wonderfully, wonderfully good at killing things that don't work. Steve Jobs tells a story in the biography by Isaacson. A conversation with him and Jonathan Ive. Jonathan is the lead designer. So if you've got a cool Apple product in your pocket or on your desk, Jonathan Ive is probably the guy that designed it. So Steve wasn't necessarily a good designer. Steve wasn't necessarily a good programmer. Steve was really, really good at getting people to follow his vision and to look at all the options and say, "No, no, no."

So the conversation was a reminder. He would ask him almost every time he saw him. He said, "How many times have you said no today?" So saying no and sunk cost bias is looking at everything right now in your practices or it could be an employee. It could be a vendor. It could be a marketing program. It could be something as big as your location. How your office is positioned. Your signage, literally.

The atmosphere and the aura you have in the market. If I said, "Tell me about Dr. Smith," what would come out of the words of your patient's mouth? All of those could be things that need to be readjusted, said no to, in other words, killed off quickly. But we're all hesitant to do it because it would typically be an admission of failure.

So if I said, "We've got to move this practice location and close it." It admits to me and to the marketplace, we put this in the wrong place to begin with. We made a mistake or the market has changed. But for whatever reason, it's got to be killed.

We don't want to do it for all those reasons but if you—going back to Bezos—I think they lost 100 million dollars on the Amazon phone, the Fire phone. I mean, I don't

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know any dentists that are going to lose 100 million dollars because they change one or two things in the practice. But we treat it as if it is.

David: Right.

Dustin: It's all about human nature.

David: Yeah, very true. Well, Dustin, this has been really good. I know we're going to get requests to do more of these. So from time to time, would you be willing to come back and dig deeper in some other subjects?

Dustin: I would love to. It would be an honor.

David: I think of you as like the Cliffs Notes guy for just-in-time, relevant information. You go out there and scour the universe, literally scour the universe, and you come back and you sink it down into chunkable, brandable bites of really relevant information. I think you need an app. Is there a Dustin app that we could like plug into?

But seriously, I should also tell listeners that you also run and operate Burleson Seminars which is not just for orthodontists as we said earlier. These are core principles that apply to dentists, I know you have plastic surgeons and other health practice professionals within your mastermind private coaching. How can people learn more about you, contact you, engage with you?

Dustin: They can google us. I'll send them to a place where they can grab a copy of a free book and see if what we do is something that might interest them. They can go to myorthosecret.com, so it's www.myorthosecret.com. We are for all sorts of health professionals. The majority of our clients are orthodontists because they see that as being important because I'm one of them. But you and I know better that really these principles apply everywhere.

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So they can go to myorthosecret.com and we'll send them a free copy of a book that I coauthored with Dan Kennedy that I think they would enjoy. Or, if nothing else, if they hate it, they can use it as a doorstop or as kindling for a fire, whatever works.

David: Super. Dustin, I'm certainly a fan. Thank you so much for your time today, for the nuggets you provide. Very topical information so we thank you again.

Dustin: David, it's been a pleasure, thank you.

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