

## **Ep #88: Leading to Success in Uncertain Times with Rob Shallenberger**



### **Full Episode Transcript**

**With Your Hosts**

**Dr. David Phelps and Evan Harris**

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

## **Ep #88: Leading to Success in Uncertain Times with Rob Shallenberger**

Rob: You just hit the nail on the head. It doesn't matter someone's age. It doesn't matter our gender, or race, or religion. Leadership is leadership. When you apply leadership principles, they will have a huge impact on your success.

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 of the Freedom Founders Mastermind Community and your host today on the Dentist Freedom Blueprint Podcast. We've got a really exciting guest today, Mr. Rob Shallenberger. Rob, how are you doing, sir?

Rob: Hey. Well, thank you, David. For his listeners, for David's listeners, you should know that he is one of my heroes in life.

David: Well, Rob, thank you but I'm going to talk about you today because you are a true hero in so many things you've done and really so much you've accomplished at a really young age. I'm going to give your brief bio. It could go pages and pages here but we'll keep it brief so people get an idea of who you are, what you're about, how you served this country, how you're

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serving today as a father, a community leader and also as a mentor to leaders around the globe today. Really exciting stuff.

Here's the back notes on Mr. Rob Shallenberger. Rob is a highly sought after trainer and speaker. He's one of the world's leading authorities on leadership and strategic planning. After spending two years of service in Bolivia, he attended Utah State University where he graduated in 2000 with a degree in marketing. He went on to earn an MBA from Colorado State University. By the way, Rob, that's really close to where I grew up. I grew up in Greeley so just a little bit east of Fort Collins.

Rob: See, I knew there was something great about you.

David: Rob served as an F-16 fighter pilot in the Air Force for 11 years. Rob, thank you so much for your service. I always want to thank the men and women, the heroes, real heroes of this country who stepped up and served. We all want to thank you for that. You served for 11 years. During that time, you also worked as an advance agent for Air Force One traveling the world and coordinating with foreign embassies and the Secret Service.

Today, you're the CEO of Becoming Your Best Global Leadership. Your company just released a national bestselling book titled Becoming Your Best: The 12 Principles of Highly Successful Leaders. You're also the author of the book, How to Succeed in High School. I love that. You're giving back to that younger generation, Rob, which, again, we both know is so

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important because that's going to be the leadership of the future. Thank you for doing that and giving to that group of young people who deserve some leadership help because, well, let's face it. They're going to have a lot to do in our world and our country.

Presidents of countries and numerous different organizations around the world have sought out Rob and Becoming Your Best to help them transform their companies and results. Rob considers his greatest accomplishment to be that he's been married for 17 years and has four beautiful children. Rob, that is the utmost in accomplishments so congratulations to you for everything you've done and continue to do in your life today.

Rob: Well, thank you. The resumes are always a thing. You're like, "Okay. All right. All right." What does this mean to everyone who's listening? Really, it's an honor to be here, David. Thank you so much. Let's see if in this next few minutes together we can give something of content to your listeners that would really have a huge impact, not only in their personal lives but in their business.

David: I'm going to jump into that. Rob, just for context, can you talk a little bit ... Can you name some of the companies and leadership teams that you serve today either by name or just in context of the industry? I want our listeners to really understand that you are really serving on a big, big scale. What can you give us there? You're a humble person but I want them to know.

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Rob: Great. Well, and a context as well. I'm going to have the chance to meet many of you at the November 18th mastermind where David has asked me to take 90 minutes and speak, so I'm going to have the chance to meet many of you at that mastermind. That will be an incredible experience. Just as a maybe 30 second nutshell background on what is Becoming Your Best. About 40 years ago ... Well, actually you may even preface that with a question. Have you ever wondered if you have what it takes to be a great leader? You have these teams that you lead. It could be nurses. It could be whoever it is. Have you ever wondered inside of you if you have what it takes to be a great leader who gets great results, to be a high achiever? Well, many of us have wanted that at some point. I know I have. It's probably a healthy question.

Well, 40 years ago, my dad had the same question when he ran a company of 500 sales reps. He started asking the question: are there certain principles, are there certain things that high achievers and great leaders do differently than everyone else? We started interviewing hundreds of people, looking through biographies, autobiographies. What we are looking for was that common factor of success amongst all these successful leaders and high achievers. Ultimately, just like David said, this is what's found in our national bestselling book, Becoming Your Best: The 12 Principles of Highly Successful Leaders.

During these interviews, they would continue to say this is what they do. They have a foundation of this in their life and their answers started to reflect each other's. There were these pattern of answers that emerged. Over and over and over, we

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found that these 12 principles are found in the very best leaders. It doesn't matter if we're talking about leading in your home, whether it's leading in your personal life and achieving whatever your dreams are or whether it's leading a Fortune 500 company, leadership is leadership. Certain things you do will produce a huge result. When violated, teams will break down and ultimately fail. That's the one to two minute background on what Becoming Your Best is. The really power are in the tools and processes that will help teams and people master these 12 principles within their personal lives and within their organizations.

David, you brought it up. I did an event and Jerry Jones, Jr. was there. He said, "Rob, this is exactly what the Cowboys need." We set up an agreement where I would do some personal coaching for the president and COO and then three separate leadership seminars throughout 2016. It's had a huge impact on the Cowboys organization. In fact I have a conference call with Jerry in 45 minutes to talk about what's happened, the transformation and ways to go forward.

A Place for Mom, a company where ... I was just in Seattle yesterday working with another 70 of their sales reps. They have 500 sales reps throughout the country. Amazingly some of these come in there. I'll just take this company yesterday. They were averaging 12 sales per day. As soon as we were done, some of them were starting to think about 22 and 30 sales per day and what could be the impact of that. They're doubling and tripling their income. They're bringing peace and happiness into their lives. Whether we're talking about the president of a country or all the way down to the home level, it's these 12

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principles that will help you and I find peace, and balance, and real success in our lives.

Just one last comment there, David. The president of Rwanda when we were there two years ago asked to meet us in his version of the Oval Office. We sat in his office in a private meeting for 30 minutes and talked about how this apply in Rwanda.

David: Wow.

Rob: Two years later, there's hope. There's excitement. It's the second fastest growing economy in all of Africa. The president of the Philippines wants us. We're looking at it right now, dates to go over and potentially meet with him and his cabinet. It can have an impact whether we're talking about the president of a country or leading our own personal lives within our home.

David: It sounds to me like you're having some major influence in shaping the future of the globe, Rob, which is really exciting when you get to that depth. Speaking of the Cowboys, being that I'm a local Dallas fan, I have been for many years watching, as all teams do, their ups and downs or highs and lows. You said you're working with their leadership team, and CEO, and COO. Somebody's working with that young quarterback. Are you sure you're not having something to do there? I'm thinking you're on the field giving ... That young guy shows some leadership qualities that you wouldn't expect from a young person. I'm not trying to get off track here. Again, that's



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leadership. You can have skills and talent but to lead a team and step into the place and replacing the injured Tony Romo. Would you comment on that? I don't know how deep you get on the field stuff. You're having some impact and something is happening down there.

Rob: Yeah. Without specifics of the organization, you just hit the nail on the head. It doesn't matter someone's age. It doesn't matter our gender, or race, or religion. Leadership is leadership. When you apply leadership principles, they will have a huge impact on your success. Think about whatever it is that you're dreaming about. What would you love to accomplish and how are you going to get there? How is that going to become a reality in your life? How about your team and helping transform their lives to take this theoretical concept of becoming your best and making it real?

Tony Romo, a great quarterback. He's now replaced with a new young guy. Huge weight on his shoulders. How does he step up and impact leadership? Well, there's accountability. There's a vision. He develops a plan on what he's going to do. One of these principles, the 12 Principles of Highly Successful Leaders, is to build and maintain trust. It's what great leaders and high achievers do. They establish a high culture of trust. I guarantee that's one of the first things that he focused on is how does he gain the trust of his team? That's kind of nutshell version is that when applied, these 12 principles can impact any area of your life. He stepped up to the plate and he's now leading a team.



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There's another college team and I won't say their name. They had a freshman who came in. He was immediately recognized as a leader even though most people would say, "Well, he's only a freshman." He was nominated as one of the captains of the team as a freshman because of his leadership capability. He alone had a huge influence on transforming the team. I love what I'm seeing happen there at the Cowboys. It's great, isn't it?

David: It really is. Let's take this down to the small business owners. As you know, we deal with a lot of dentists, professional practice owners, the chiropractors, and optometrists, and veterinarians. Those businesses also need leadership but the problem - and I can speak to this very well because I was in that mode for many years, Rob - is you're the producer in your business, and you're trying to wear all these hats. It just seems like with that small business, that solopreneur that exuding, or learning, or evolving into leadership position, it kind of takes a backseat. How do you speak to that type of a business owner in capacity of learning to be a better leader?

Rob: You know what? With this particular audience, there's also another challenge, David. You can correct me and tell me if I'm wrong. I was sitting on a plane next to the dean of the school of medicine of a large university. We were talking about exactly the same thing we're talking about. She said, "You know what, Rob? You know what the challenge is? People go through dental school. They go through medical school and they go through all this schooling. They become great doctors. They become great dentists. Nowhere in that process are they taught how to run a team, and how to be a leader, and how to do all these things that's going to be equally critical for their success."

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I don't know if that's true and what you've seen.

She said, "This is a huge void in this particular community because so much time is spent on being an outstanding doctor, or dentist, or chiropractor and yet they were never taught how to run a practice. They weren't taught how to run a team in this. A lot of us get thrown into this fire and we're struggling to figure it out for ourselves and it's the school of hard knocks." Is that an accurate assessment? What have you seen?

David: It's very accurate. In today's world especially, Rob, where the margins of profitability are getting squeezed by the industry, by the economics out there of managed care insurance. There's more corporate clinic competition. Whereby 30, 40, 50 years ago, a well-skilled and a very compatible, emphatic, high integrity doctor of any kind could do well without probably having to have excellent leadership skills. Today, it's mandatory.

You're right. The dean that you're speaking with is exactly right. The emphasis on our education is develop our own personal skillsets, this highly skilled, very niche area of expertise, but we know nothing about running a business. We get thrown out there or we take it on at some point to have our own practice. It's highly stressful today as you know, Rob. What can our listeners today do to really find real direction, purpose and happiness in life when it feels like there's all these stressors and putting out the fires? How can they step up amidst all of this that's going on? You have any tips there?

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Rob: Yes.

David: Yeah, great.

Rob: Absolutely. Now, let's answer your question. November 18th for those who are there, we're going to go into this in a lot more detail. For anyone who would like to get a little head start on that day, if you'll email your name and just say, "Hey, David Phelps podcast, please send me the strategic rhythm flow sheet," we will send you this ahead of time and you need to jump start on it.

Here's one thing you can do right now in your practice as a leader. It's for you both personally and also your team. First let me preface it with ... You brought this up, David. How many of our listeners feel more like a firefighter than a dentist or a doctor? In other words, you're just running from fire to fire to fire putting out fires.

David: Exactly.

Rob: At the same time, the commerce to that is how many dentists or doctors that are listening to this podcast feel like you've lost your passion for what you originally had? I know a lot of my close friends who've been in this field who they were passionate about this. They got excited. They had this

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incredible mindset. Then over the years, they lost that. They lost their love for what they were doing so either one of those. What I'm talking about now is getting your life and your team into a rhythm.

It's interesting. Words are very powerful. When we choose these different words to use, it wasn't the word routine we chose. It was a rhythm. You think about when you listen to music. You can feel a beat. You can feel a rhythm. Think about whether you have that rhythm in your personal life right now or does it feel a little more flat lined? How about your team? One of the first things you can do is really get your team and personal life into a strong rhythm to where they're starting to focus on the things that matter most and where they feel this purpose and they feel a part of it. This is exactly what we've done with the Dallas Cowboys over the last nine months as we started with this strategic rhythm.

Now, imagine a pyramid. At the top of that pyramid - and this is the flow sheet we'd be happy to send you in the form of a PDF leading up to the 18th of November - at that top of that pyramid is the vision. If we don't have a clear vision, if you don't have a clear vision, that's your purpose. That's your why. Again, just yesterday in Seattle, there was a lady in her mid 40s who said, "Rob, I've lost it. I've lost my purpose and my why. I don't really have this direction anymore, and it's hard to get up every morning." She said, "I'm no longer excited to get up." How do feel when you wake up in the morning? Are you excited about the day or is it like, ugh, another day? That's why the vision is at the top of the pyramid is having that purpose and that why. We're going to get started on a vision together on November

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18th. That's the beginning.

The next part of that are what are some goals that would really get you excited going into 2017? This is something that is often mentioned but done incorrectly almost all the ... Let me ask you. How many people have ever said a New Year's resolution?

David: Most people I think have at some time or the other. Right, Rob?

Rob: A lot have to go up, yup. If I was asked what percentage of New Year's resolutions do you think are broken by January 15th, a lot would say 70, 80, 90%. 80% of New Year's resolutions have been broken by January 15th. A lot of it is because of the way they wrote their goals or the way they approached it. Now, conversely, flip this around. I'm just going to ask you to come up with a number in your mind that you would love to have in your bank ... This is just very arbitrary. It's objective. Anyone can do this. What's a dollar amount you would love to have in your bank account by December 30th, 2017? Just think about that. Now, here's the statistic. A person who has clearly written goals that are shared, those people are 90% more likely to accomplish something than those who don't. Here's the irony. Only 10% of people have clearly written goals.

I see this all over the world. People say, "I've had goals." As we practice writing them, as far as coming up with goals that are specific and measurable, people will realize, "Maybe I actually haven't been ... I want to lose weight. I want to do better, get

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more referrals, make more money." That's wasted ink. That doesn't drive a behavior. It doesn't give you a clear focus. Learning how to set real powerful, clear, specific, measurable goals will transform an organization. I don't know if we need to talk about this, David. Do you mind if I share another thought with you on this?

David: Please go ahead.

Rob: You're talking about a rhythm within your team. The employee engagement in the United States is hovering at about 32% and slowly declining. That means that, on average, if your practice was within the average, 68% of the people who you work with are not engaged. If you're trying to really be the best and if you're trying to do better in these areas of tight margins, how do you do that when everyone on the team is not thinking about how to do things better, coming to you saying, "Hey, why don't I take that? I can handle that. What if we did this?" How great would that be?

On November 18th, we're going to walk through this entire strategic rhythm together. It starts with a vision, clear annual goals around your key performance indicators to include five key areas, the customer experience. Those who prioritize the customer experience will realize 60% higher profits than their competitors. It is easy to walk into a practice and see who's focusing on the customer experience and who's not just with my limited experience with different dentists and doctors. That's a KPI. You have quality control. You have safety. You have the economic engine. What's driving your profits? What are some

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of the targets that you want to set to really blow it out the window and still maintain freedom in your life? You're going to go through this entire rhythm. The bottom line is it comes down to a weekly alignment meeting with your team and doing pre-week planning individually, which is about scheduling your priorities each week and each role rather than prioritizing your schedule.

The two second version of pre-week planning is when you think about your roles, it might be dentist, a father or a mother, a son or a brother. Then on Saturday or Sunday you ask yourself what can you do in that role that really matters most? These are transformational things rather than transactional things. This is a transactional world we live in. This is what starts to set you apart. Maybe it's as simple as take your wife on a date, or take your spouse on a date, or I'm going to call all my patients or write them a handwritten note on their birthdays. These little things start to go long ways, and it really starts to bring peace and balance into your life. It brings your purpose and your fire back. Now, you no longer feel like a firefighter when you have this rhythm. It starts with your vision and takes you all the way down to a daily execution. Obviously, we can't go all the way through that on a podcast. Maybe this is just wetting the whistle for what's coming on November 18th.

David: I think we definitely are. I want to jump on what you said, Rob, about the low percentage of employee engagement. You're exactly right. To overcome that ... I think a lot of the challenges that small business owners have today is they will often times complain, whine a little bit and say, "Well, my staff, my employees, my contractors, they never perform. They're always



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performing below my level of expectation." I know you come back and say, "Well, all of that begins with the leader at the top." It's very possible, in fact, probably very likely, wouldn't you say, Rob, that a lot of the current teams are not the right people on the right seats of the bus as Jim Collins would say. Unfortunately, there has to be sometimes some reprogramming or some rehires to build that team so that there is leadership. Then, of course, the leader him or herself has got to walk the talk.

Rob: Do you mind if I share a thought on that, David?

David: No. Go right ahead.

Rob: There are two parts. Absolutely having the right people on the bus and then getting them in the right seats. No doubt. We would all agree on that. You become who you surround yourself with. If you expect to have an incredible practice, if you expect to have financial and freedom of time, you got to have a stellar team. Maybe it cost a little bit more in a certain position. You got to put together a stellar team, absolutely.

In addition to that though, often times we write people off and what we don't realize is that we, as a leader, because we had some blind spots, we didn't give them the skills and the mindset to succeed. The Cowboys are the perfect example of that. There were two managers who they were going to let go in January. Since then, here we are, nine, 10 months later, they have become two of the highest producing managers in the

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entire Cowboys organization.

David: Wow. Outstanding.

Rob: When you give someone the principles, the tools and the processes to succeed, then you can expect that. There's an old acronym I like, GIGO. A lot of people say garbage in, garbage out. Well, I say greatness in, greatness out. If you expect greatness out of your employees, out of your children, out of the people around you, then you got to help them put greatness in. It's just like a computer. What we put in is what we get out. That's why arming them with this strategic rhythm is an incredibly powerful place to start because, remember, 90% of people don't even have a clue. They don't even try this. I am positive.

We sat down with most of the people listening with your teams and asked them to articulate. All right. Number one, what's your vision? Great. What are your goals for 2017? What are your goals specifically around the key performance indicators that will allow this organization to be successful, this team? Great. How about the quarterly goals? Walk me through how you do pre-week planning every week. How do you focus on the daily execution to have a personal, private victory? What would their answers be? Some people say, "The rhythm sounds like a lot of work. Hey, great. What's the alternative?"

David: Yes, yes. Exactly.

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Rob: Alternative is to do nothing and get the same results. It's a stressful life. Unfortunately in Utah there's a couple of people I know who took their own life unnecessarily in the dental practice. It makes me wonder why in the world did it ever get to that point? It does take some effort. Well, what's the alternative? The alternative is do nothing and continue to get the same results that has caused us to be maybe feeling less than what we'd like to be or I could do better. That's a great question I always like to ask is what's the alternative?

David: Yes, yes. That's a great question. Talking about a stellar team ... Again, I love the fact that we got to talk a little bit about the Cowboys. I know I've got some Giants, and Eagles, and Redskin fans on the podcast. They're probably going to hate me after this talking about the Cowboys. One thing I've noticed and you mentioned early about the young quarterback, Dak Prescott, is I've noticed that he gives huge kudos to his team and particularly those who are on the line protecting him, blocking for him. It's not all about him. When a play goes well, first thing he does is he looks at those other players who helped make it all happen. As a result, I'm seeing from a distance watching it on TV or whatnot, I'm seeing from a distance a spark, a real spark there. Again, it's top-down.

That's the key thing that I think too many times we, as business owners, we assume that everybody is there with the same vision we have and the same goals. Well, you can't assume that. You have to build that together as a team. Then we have to be the encouragers. As the leaders, we have to be the encouragers to keep things moving forward. Certainly

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accountability has to be there, all the things in place that I know that you speak of in your workshops and your consulting, Rob. I see the barrier so often. I know you see with small business owners that start to get there and, bam, they fall back on their face again because they're just missing that one key piece to move to the next step, the next level.

Rob: Building on that, David. We don't do this in most full day seminars. For those who come to the Breakthrough Leadership Conference in Utah, they do this little trust walk activity. We blindfold people. One person will lead another. At first, they can only touch so no talking. Then halfway through ... We take them through up a hill, around some tress, through some trees. Then the second half of that, it is ... What did I say first, talk only, no touch?

David: Yes.

Rob: Whatever I said is the opposite the second time. Touch only, no talk. In other words, the first half of it, you're only touching, no talking. For the second half of it, you're talking only but no touching. It's really interesting that when people are on this blindfold, they come together afterwards and like, "Yeah, man." It's especially funny when someone will run their partner into a tree or something like that. What happens to the trust level, it plummets. From that point forward, I don't care what you say. I'm going to walk with my hands out in front of me because I don't want to hit another tree. As leaders, the question to ask is can the people who are working for you and with you see what you see?

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It's interesting. Some people respond to the touch. When I ask them, "All right. Who responded better to the touch? Who like the touch only?" Half of the people raised their hand. "Who liked the talk only?" Half of the people raise their hand. People respond differently. You have to, number one, know your team like the new quarterback. Number two, help them see what you see. Everybody is going to be different. If you just assume that they're on the same sheet of music with you, it's an easy leadership mistake. It's easy for us to assume that everyone else sees what we see and is on the same sheet of music. That's one of the things a leader can do is paint that picture and help everyone see what you see.

David: That's great. That's great advice. Rob, I know you've met with presidents of countries and teams from around the world. What are some of the habits of success that you tend to see over and over again from some of the most successful people? I'm also curious. In meeting with some of these well-known and "successful in their own right" teams or leaders of countries, do they all exhibit pretty high level of leadership and you're just fine-tuning it? Do you find some that are amazing leads to you and the outside world kind of dysfunctional? I'm just curious.

Rob: Well, who are our two people running for president right now?

David: Are you saying you're helping one or the other right now to move forward or not? I assume not. I get it there. What you're saying is no matter what the "level of prominence" in the world or in a national level, there can be dysfunction everywhere,

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right?

Rob: Yes, absolutely. It's amazing that ... I was just on the phone earlier this week with a person running for the US Senate in a state. He was asking for some different ideas and thoughts. I don't want to get off on a tangent on this because it's not that applicable to listeners although it's in the marketing message. I pulled up his website and he was focused all on him, 100%. It was all about him. He's a retired veteran. He did this. He did that. I said, "Man, you got to change your message. Number one, you need to come up with a vision and put that on the front of your webpage front and center. What's the vision that would unite everyone in your state? Number two, you need to make the messaging about the other person so it's focused on them." This is a great messaging lesson for all of us. Is your messaging focused on you, your or is about I, us, we?

David: Good, good.

Rob: These candidates, if you listen to them during debate, 99.9% of people make this mistake in their messaging, in their conversations. It's I, I, I, we, we, we, I, I, I. People don't respond to that. They respond to here's what happened to you. Imagine the difference between saying, "Here's what I'm going to do in the office. I'm going to do this. I'm going to start this first," versus, "You know what? How many of you would love to keep more money in your pocket and be able to sleep well at night knowing that your kids are taken care of in their schooling and future?" There's a big difference in that.

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You asked what sets apart some of the great leaders, what are their habits of success? Let me just share three simple ones. One of the ones we see all the time is they read. They read often. I'm not talking about Harry Potter. Good book. They voraciously read. For example, Elon Musk, he said he reads two books a day. I'm sure maybe that it is not everyday. By and large, that's a voracious reader right there. Warren Buffett takes 80% of his day and devotes it to reading. You want to hear mind-boggling statistic?

David: Sure.

Rob: 43% of college graduates will never read another book the rest of their life. Isn't that crazy?

David: I have heard that and it is crazy. I couldn't live without digging into books. It's at your fingertips. I can't imagine it.

Rob: Well, that's it. That's exactly why it's one of the habits of success because for all of our listeners, think about this. What happens with your mind? What is your mind doing when you're reading a stimulating book, a self-help book, a book on parenting, how to be a better person, whatever the book is about? What is your mind physically doing when you're reading? For me, it's kind of like sparks. It starts to spark these ideas. I'm like, "What if I did this? How about that?" It's no wonder and it's no coincidence that the most successful leaders



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are readers because they continually have this firing of different ideas and better ways to do things, and they're always thinking about that. That's one habit of success, David, that we see over and over as we've interviewed these different people and the most successful leaders and high achievers.

Another one that is awesome - it's just a fun, powerful way to think about your life - and that is to use the five hour rule. One hour a day is devoted to you and your personal development. You could use that in the form of meditation, exercise, reading, whatever form you want. This is something that Mark Zuckerberg does, Oprah Winfrey does. One hour of their day is devoted to themselves, their own personal development. It's one of the many different ways to keep our lives out of a funk, to keep the edge sharp on the sword, if you will. Really, if you're always in that firefighting mode, we call it the transactional mode, can we really hope to become our very best? Can we really hope to inspire others to become their very best and for always just running from fire to fire to fire in total reaction mode? That five hour rule is something that really helps keep that edge sharp for you, keeps your motivation up and keeps you on the frontline with the skillset.

Then one other one that is a little more subtle, and I mentioned this earlier, and that is some of the greatest leaders - and all of these organizations is this example - is they focus on and prioritize the customer experience. What does that mean to the dentists, to the doctors that we have listening, the chiropractors and others? You think about what the customer experience is from the time they contact you through your website or through a phone call all the way through until they're done and the

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followup. What does that look like, that entire experience? How are you different than someone else?

Just one example of that. My wife goes to a particular dentist. He allocates and sets aside one hour every evening, and he calls every patient that he's worked on that day just to see how they're feeling. I thought, "Wow, that is transformational." Most people don't do that.

Those are just three quick habits. Reading a book a month. I would even suggest when you start to make that a habit, make it more than that. The five hour rule, one hour a day focus on your personal development. Within your business, get your team together and ask, "How can we, as a team, focus on the customer experience and just create a world class experience for the customer?"

David: Rob, that's so powerful because we all experience poor or indifferent customer service at all kinds of businesses whether it's virtual, on a phone or through the website or in person. It's not that difficult to step out and differentiate yourself in this busy world, whatever [inaudible], there's so much competition and there's no margins left and it's complain, complain, complain. As you said, what have you done to differentiate yourself? It's not that hard. What you focus on is what you get. That's a big one. I am totally, totally with you on that.

Rob, listen, this has been fun to have you on today. I am really looking forward to having you in Dallas on November 18th at

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our next mastermind meeting. You're also doing a special leadership workshop in Dallas on November 2nd. That's like Wednesday. Can you tell us a little about that? Maybe there's some people in the Dallas or Texas area, Oklahoma that might like to come down for that?

Rob: Yeah, this is an exciting opportunity. If you are within 3-400 miles, this is a great opportunity to get in an extremely low entry point compared to where most organizations would. On November 2nd in Dallas, just like you mentioned, David, it's going to be a full day seminar devoted to your success and your team. These things that we've just briefly discussed - establishing a rhythm, focusing on the customer experience, how to hone your messaging so that it's focused on the benefits of the customer, you and your - when you tie all of this together, it's a total transformation. It's going to be just an awesome day. There are really limited seats in this room. We're probably going to cap it. Maximum sitting in that room is around 25 to 30, so it's going to be a small group. It's going to be very intimate and focused on you.

For anyone who would like to come and is thinking about how could this really have a huge impact on your team and you want to get them, not only motivated and excited, but really unified, aligned and thinking about things that maybe they haven't thought about before, both a mindset and a skillset, go to [becomingyourbest.com](http://becomingyourbest.com). It's [becomingyourbest.com](http://becomingyourbest.com). Then click over on programs. Then where it says "public workshops," you'll see an enrollment area. Then just click on the Dallas workshop. It's only 395 per person. Normally, a seminar like this in an organization, if you were to do this with just your team, it's in the

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10s and 20s for a full day seminar. This is a great entry point and opportunity. It's the second time we've ever done this for the public in this fashion outside of the two day Breakthourgh Leadership Conference that we have twice a year in Utah. If you're available on that day or can make it, then I can guarantee you an incredible experience with your team that day.

David: Well, I'm going to be there with my team. When you made that available, we jumped on it because we totally believe in investing in ourselves, in leadership and having everybody in the same vision and mission going forward is just critical. We believe in that. You're a great leader and I want to be there in that room when you're doing that.

One last thing that ... We'll end this. I know you got to go on to your next call, Rob. The strategic rhythm flow sheet, to get that, you said to send their name and I want to make sure we have the email. Do they send that to support@becomingyourbest.com? Would that be the best place?

Rob: That's it, support@becomingyourbest.com. Just mention, "I was on David Phelps podcast. Send me the strategic rhythm worksheet." We'll send you a PDF. You can immediately start thinking about that. Then when you come to the mastermind on November 18th with David, you're going to be much more prepared and ready having already thought about those things in advance. Absolutely, support@becomingyourbest.com. We'll send that to you free of charge because of your association

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with David. David, can I just say one last thing about you?

David: Yes, sir. My ears are wide open so go right ahead.

Rob: I know many of the people listening already know that David is incredible. For those who are thinking about joining David's mastermind, I can tell you having known him now for years that he is off the charts in the value that he will bring to you. Whatever the investment is, it will come back in so many different ways. It just simply is a no-brainer with him. David is an off the charts incredible person. There's no self-centeredness about him. He's all about helping other people. It's just been an honor to know you, David.

David: Well, Rob, the feelings are mutual. Whatever I am today, it's because I have the honor and privilege to associate myself with people like you. We all make ourselves stronger by the people we surround ourselves with. I'm a big believer in that. I'm blessed to count you as one of those people in my circle of influence. Thank you so much for your time of day, Rob. We're going to love seeing you next month in Dallas.

Rob: Thank you, David.

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