

Ep #96: Good Success in Life and Business with Wayne Sheaffer and Tom Olson



Full Episode Transcript

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Dr. David Phelps and Evan Harris

[Dentist Freedom Blueprint](http://www.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 of the Freedom Founders mastermind community and your host today on the Dentist Freedom Blueprint podcast. I am real excited to have two of my really good friends, colleagues in the space of real estate with me today. That is Mr. Wayne Shaffer and Mr. Tom Olson. Gentlemen, are you there?

Tom: We're here.

Wayne: I'm here.

Tom: We're definitely here.

David: Definitely there.

Tom: Thank you for having us, Dave.

Wayne: Yes, thank you so much.

David: You guys even sound good. I hope you look as good as you sound this morning. I can't see you, so maybe that's a good thing, but you sound great.

Tom: David, I have a face built for radio.

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David: There you go. I like it. I like it. All right, so let me tell my audience a little bit about you guys and where we connected. This is the team from Good Success. The tagline, I think, which is a good one is, "When good is better than great." We're going to talk about that. Five years ago, when we were in the wake of the biggest downturn we had in the real estate and financial collapse which started about 2008. Five years ago, out of that collapse, Good Success got its start. That first year it's founder, Wayne Shaffer, bought and sold 48 houses. From those humble beginnings, Wayne Shaffer and his partner Tom Olson have now built a nationally recognized company, buying and selling over 250 deals per year. Although they have found their niche in the real estate industry, they have learned many, many valuable lessons along the journey. They can help any type of business make it to the next level.

Gentlemen, that's what I want to get into today, we're going to talk about real estate for sure. I also want to talk about some of the trials and tribulations, what you've learned because every business owner, I don't care what industry you're in, goes through the same iterations, the same growth, no growth. Stepping off into the deep water and having to come back again. I'm going to get into that because you guys have a great story along that line. Let me tell our listeners also that the three of us connected some years ago through another mastermind group and that's something that the three of us, we're really big on, being a part of a community of entrepreneurial people. They can be from the same industry, but they can certainly be from outside different industries, I think both approaches are good.

It's about bringing the best of the best to the table. It's like having your own personal board of advisors when you have challenges, or issues, or opportunities even that you want to have sorted out, vetted out, by a group of your peers who have different perspectives and different experiences. You could do

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so at a very fast time-frame and get really, really sage advice. That's where we connected and it didn't take us long for us to hit it off. I've spent multiple times at your location there in Highland, Indiana. You guys come down to every one of our Freedom Founders masterminds, and it's through the synergy of our network that I think we make everything work. Would you guys agree?

Tom: Absolutely.

David: So let me start with this, what does Good Success mean to you guys, and your company, and your mission? I know you're going to want to tie a little bit of your "why" into that because that's so critical. That's a big loaded question, why don't you guys both take pieces of that and just tell me about Good Success, where that came from and how that relates to the mission today. Where your "why" comes from?

Wayne: All right David, we were looking for a name to call our company. We wanted the word success in it, so we kind of ... We're a faith-based organization so we kind of looked in the Bible, and really the word success was only mentioned one time and it's in Joshua 1:8. The adjective that was used to describe the success was good success. I loved those words and as I studied a little further, I learned that the word "good" had to do with the quality of the success versus most of the people, their emphasis is on the quantity of success. It's like, "That's it."

We're in real estate right now, but we have big goals to get into flipping businesses down the road, and doing different things other than just real estate. We wanted a name that would encompass everything that we want to do along the way. We felt like this "good success" was a common thread that regardless of what business we got into, it would be that we would want to have the right type of success. The focus of the

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spotlight would be on the quality of the success versus the quantity of success. I'll turn it over to Tom here to explain.

Tom: Yeah, absolutely. We actually believe that it takes four steps, there's four parts of having good success. We've really boiled it down to our core values but really we believe in life, this is what it takes to be successful. The first thing is belief. Whatever it is, I don't care if it's an idea, I don't care if it's a marriage, if it's a relationship. You have to believe in it first, you have to think. Dave, before you started Freedom Founders you had to believe that it was going to work, you had to believe that what you were going to do was going to be a good thing. That's something that we talk about even in Good Success, why we want to be doing with our hands the thing which is good so that we can have, so we can give to others. We have to believe in it first.

The second step is hard work. Nobody cares how great of an idea you have, nobody cares ... you could have the best idea in the world, but if you never act on it and you never do anything about it and you don't ever do anything, nobody's ever going to know about it. You can't just believe, you can't just talk, you can't just think, you have to actually act on that belief. That's what strong work is, you have to always constantly be working, you have to be focusing on acting and not just thinking or believing. After that is integrity. Making sure you are who you say you are, you do what you say you're going to do, and at the end it works out.

This is true for your marriage, for your business, you and your customer relationship. You have to make sure at the backend that what you say is going to happen, does happen. Once that happens, it creates a synergy of repeat business. It creates people coming back to you and a snowball effect so to say. That works in real estate as well too, once you get a rental house, it's really hard sometimes to get that first one. Then

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once you got the first one, the second one comes kind of slow but a little quicker, then the third one comes a little quicker, and that's just how it works. Then we believe the whole reason why we're here is to be a giver and to focus on giving and not focusing on what it's really going to do for us but what we can do for others.

We believe that if you focus on that give and focus on the value that you're bringing to the proposition, not really necessarily the compensation or what you're going to get from it. If you're focusing on that value that you're giving up front, then you will become successful. It's more important that you know for yourself that you're bringing value than it is for anybody else. Make sure that you're doing everything that you could possibly do at the end of the day. We want to have so we can give. Being a go-giver, it ends up boiling down everything. I feel like a lot of people in life, they want to have just so they can have. I don't believe that that's what good success is, good success is having so you can give.

Wayne: Then David, our tagline for Good Success, I love it, it boils everything down into one statement, and our statement is, "Doing good work to support God's work." Doing things that are ... We believe that what we do in our real estate right now is actually a help to people. It's doing the good work for the purpose of being able to support God's work. Doing good work to support God's work, and I think that summarizes everything into one statement.

David: Would it be fair to say that real estate is the vehicle? Real estate's the vehicle, it's something that you both have a passion, a connection towards, you have for many years in your life, but you're utilizing that vehicle to do the good work. Is that a fair statement?

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Tom: Absolutely, yes. That's one of our vehicles right now, yes.

David: Let's talk a little bit about growth because Wayne, when you came out as the phoenix out of the ashes, as many people did back in 2008, 9, and 10, and had to kind of reset. Let's talk about growth because you're whole company, Good Success, is a pretty viable company, you're not small potatoes at all. How many people do you have working with you right now? I guess there's direct and indirect, but directly within your local team. How many people are within your organization now?

Tom: There's 32 of us total.

David: Yeah, so five years ago there was pretty much just Wayne, right? Wayne is the sole-preneur. Tell me a little bit about growth, because to me, for a lot of people growth is scary. It's something that comes with more people typically, and more moving parts, and then also more of that other scary thing which is overhead. The monthly nut that you have to crack financially to keep the organization going. Talk to me a little bit about growth and how you guys both look at that. When is big, big enough?

Wayne: Well, we set out with a pretty big goal David. Our goal was is to get to 26 million dollar business. Obviously that's too much to take on at one time, but obviously if we just focus on our goal is like 40% growth per year.

David: Really?

Wayne: It just started out ... It was actually me and two other guys in the basement of my house and then over the years, with going to masterminds and such, probably one of the most valuable statements that I ever heard was to "delegate and elevate". If somebody could do something at least 70% as well as you, that you should turn that over to them and they'll grow in their

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position. I've seen this time after time where I've turned over something to somebody that I felt like they could do it 70% as well as me, and then it's not very long, sometimes months later, they're doing it as well as me or better because it's something they can focus on fully. Then I can put my efforts into something different. Really that was very helpful to me early on was to ... I would learn a job, then as quickly as I could, I would find someone else to come in and learn how to do that job and then I would go find something else to do in the company. "Delegate and elevate," that was huge.

Then of course, finding good people. A part of growth along the way was tracking things too. At a mastermind I heard the word, "The CEO Dashboard," and I said, "That's it." That's how a control freak like me can back away from the business a little bit but still feel like they have their finger on the pulse. Just like the dashboard of your vehicle where lights come on, you can see your speed, your temperature gauge. Setting up a business in a way where it alerts you when there's a problem with tracking your numbers and your history and your trends and such, you'll know when to step in and such. That has been absolutely huge.

Then the third thing, was just recently, last year we all read the book 'Traction'. We implemented the EOS system that comes from that book traction, and that was another ... I can think back of three different, very important decisions that are made along the way, that's to delegate and elevate, the CEO dashboard so I can still feel like I have control or I know what's going on in my business, then this 'Traction'. Those have been the three big ones that I can think of immediately that have helped me along the way, and I think would help any business along the way to grow.

Tom: Yeah, and the other thing I want to add to that is the 'Traction' is more about putting structure and disciplines into your business.

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You can't scale chaos, you have to scale structure. That's what that adds to a business platform is structure. Then the only other thing I may want to add about just personal growth or about growth in general is it all starts small. A lot of times we think we want this big thing and yeah we want to focus on that. A lot of times we forget just the little steps it takes to get there. Just take financial freedom for instance Dave. Most people aren't just going to go out and buy 60 houses and they're financially free, it's done. It all starts with one. You have to do that one thing, then do it the next day, and then do it the next day, and then do it the next day. These little changes in our life, and these little changes in our businesses repeated over, and over, and over again, is what really creates momentum which almost forces growth.

David: That's what we call the compound effect, correct?

Tom: Absolutely, yes. That is displayed very well in that book called, 'The Compound Effect' for sure.

David: Stephen Covey says, "Begin with the end in mind." You two have done that, and Wayne, you threw out a number, I want to just take one more quick dive into that, then we're going to get on to some real estate topics. You mentioned the goal to have a 26 million dollar business. Now, I know that you didn't just pull that number out of thin air, there was a reason behind that, and I want people to understand that you didn't just pull that number out of thin air and say, "I want to shoot for that number because I just want that much in wealth or riches." What was the reasoning behind that?

Wayne: Both Tom and I, we attend the same church, and years ago our pastor told a story, our former pastor had told a story. I don't know, I probably heard this story 20, 25 years ago. When he first came to our church here in Hammond, he believed that we

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should have an outreach ministry. He started running buses up to Chicago and busing in kids, and adults, and people that didn't have transportation. He started a huge bus ministry where we would bus people into the church. Well, as you could imagine, the bus kids were not the most well behaved people on the face of the earth. They'd graffiti the walls and they would do damage and such while they were here.

A wealthy man in the church went to our pastor and he was kind of fed up with the bus kids and he basically gave the pastor an ultimatum and said, "Hey, you're going to have to choose, it's either the bus kids or me." After some deliberation about that, our former pastor, and this has happened I think back in the 60's or so, he chose the bus kids. That wealthy man did leave the church, and anyhow. A little further on in that story he said that the gentlemen, and this was back in the 60's, but the guy who left the church was giving \$50,000 a week to the church. It was a very difficult decision for our pastor to choose the bus kids who cause damage, and cost us money, but were a great outreach ministry versus the rich man who was giving \$50,000 a week.

I did the math on it, and \$50,000 a week is 2.6 million a year. In order to tithe 2.6 million you have to make 26 million. Just work the math backwards and just asked the Lord at the time if he would allow us to replace that guy. Not me in particular, but just the group that I work with here, if he would allow us to replace that guys giving at \$50,000 a week. Anyhow, so we set out on that journey, that's the story behind the 26 million.

David: Yeah, thanks for sharing that, I just wanted people to see how important it is to have a real "why" behind what any of us do, a mission behind it. The reason why you have that number, which is part of your "why" and how you backed into it. You reverse engineered, you did the Stephen Covey principle to bring that

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back home so that now you can work towards that goal. I just wanted people to understand that that's where you have to go in life, you've got to have that reason why and then work it backwards. That determines where you go, what your growth looks like. That "why" can evolve, it can change, but wherever it is today, now you've got a direct visual, you know where you're headed, you can measure that as you said with your metrics and your dashboard, know how you're doing, keep your fingers on the pulse of the business.

All right guys, let's jump into some real estate here because this is the topic a lot of people want to hear more about. We talked about the "why", let's talk about defining what is a turnkey rental in your world? When you provide turnkey rentals, let's just make sure everybody understands, what is that? What is a turnkey rental?

Tom: For us, we do turnkey rentals and we also do active turnkey rentals, so I'll start with turnkey rentals. That is a property which we've purchased, we've rehabbed up to a nice rental standard. These are properties in C+ to A- neighborhoods, somewhere where I'd feel comfortable with my wife collecting rent. These are at least three bedroom, one bath's, we do prefer maybe a little bit more but that's the minimum. Three bedroom, one bath, 950-1000 square foot or bigger. A lot of times they are a little bit bigger than that but we always have a minimum that we're putting on that. We want to see at least a \$350 a month in cash flow. Typically if you're looking at cap rates, it's a minimum of 8, but a lot of times they're a lot higher than that. For us, because we believe in the rent to own model so much, or the lease option model, we put rent to own or lease option tenants in those. Then we sell them at 90% of whatever the option is on those houses.

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Let's just say it's a \$100,000 house, we'll sell that house to somebody for \$90,000 and along with the \$90,000, they're also going to get the \$3,000 or \$5,000 option fee that we've gotten from our tenant already. That's going to get transferred at closing. We would expect that you would get at least a 350, a lot of times they're more than that, but that's again, I'm just talking about minimums. They've already been rehabbed, they've already been in good shape, and then we also have a property manager who would manage those properties for you and you would work with him down the road as a long term play. I think owning rental properties is ... Kiyosaki calls this the unfair advantage because there's so many different advantages. You don't know what you're going to get into until you get into that whole realm.

Now, the active turnkey model is kind of the same thing but it's almost like instead of that same property that you may have paid 90 for, you're going to buy it wholesale from us. The exact same type of property you would buy wholesale from us, we may be selling it to you for say \$55,000. Then you're going to pay for the repairs, and you're going to work with the construction company to get the repairs done. You're not going to really work with them, you're just going to make sure that you understand what's going on. The construction company's been doing this for years, they've done probably 400+ rehabs at this point. You're going to at least be able to oversee this a little bit, see what's going on throughout the process. Let's just say that that same house you paid 55 for, you're going to put about \$20,000 in repairs. You're going to be all-in to that same property \$75,000 instead of maybe buying a turnkey from us at 90,000.

Or, a lot of other turnkey providers that I talk to would sell them right at that \$100,000. Then we encourage people to refinance. It is a little bit complicated, it's a little bit more of a risky

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proposition. It's kind of like the jagged road up the mountain, but I think at the end of the day it's a higher mountain to climb. It's not as easy as maybe lending or doing some of the other ones, and there are some roadblocks and some things in your way because you could end up with a low appraisal. Because you're refinancing, you're not purchasing. Whenever an appraiser sees the fact that you're refinancing, they don't want to give you full value especially since you just purchased this property a couple months ago. You're also taking on the risk of something could happen in the rehab.

When you buy a turnkey rented property, you see all that risk and you see everything, it's a lot easier to see everything that you're getting and be able to predict all the little things that might happen. Any questions on that Dave? Did I cover that good enough for you?

David: Yeah, that was good. Let's clarify a couple things because I'm always trying to think through the minds of our listeners. Turnkey rentals, and particularly when you throw the active in, it does become a little bit more complicated. Let me just go back and just kind of paraphrase what you said, just maybe for clarification. A regular turnkey model, which you guys definitely provide, takes away almost all the risk of buying a property because the rehab's been done. If someone wants to leverage into that property through their good bank rate, financing that's available today, they can do that easily. You put a loaded tenant in it, it's managed for the person. When you're talking about who you sell these houses to, you're talking about people like me, who I want to be a passive investor today but I would still like to own real estate because I understand the advantages.

The active component means that the investor, being like myself or some members of Freedom Founders, we get to take

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a little bit more of an active participation with ... We're not actually going to go onsite, we're not going to be painting or managing contractors, but as you said, we take on a little bit more of the risk for the opportunity to buy-in at a lower price point, a more wholesale price point. A little bit more risk, and that's probably a great place for someone who's already got in the game, they're a little bit more savvy about how it all works, right? You wouldn't necessarily want a brand new investor the first time into owning rental real estate to do the active component, would you? That would not be a good place to start, correct?

Tom: No, it's basically like leverage on top of leverage. You want to know what you're getting into and understand it for sure. In my opinion, I think it has the potential of having the highest reward, but I promise you it also has the highest amount of brain damage of those things that you recommend and that you like. I also don't really recommend it as an entire part of your portfolio, it ought to just be a portion of it. I think there's lots of other very good things that you can do with your money.

David: Another thing you mentioned that I think a lot of people might have missed is you said you want to make sure there's a minimum \$350 per month net cash flow. I want to make sure people understand that that's after all expenses of ownership. That is your maintenance repair, you put a vacancy factor in place. I want to make sure that people understand that the \$350 per month net cash flow is after all expenses. That would be your maintenance repair, you put a vacancy factor in when there was turnover, you've got property taxes, insurance, and it also includes financing, debt leverage up to 80% of the value. That's after all of that expense and the debt payment, correct?

Tom: Absolutely, and I'll be honest with you, some guys, they want to own some of their properties in just cash, and some of their

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properties they want to leverage. If you're going to be into these just cash, you can expect at least in my market, 8 to 900 dollars a month in cash flow if you're going to be ... That's after paying for taxes, insurance, property manager, just not paying for the debt payment.

David: All right, let's make sure people also understand that this is not easy to do from the standpoint ... Some people say, "Well, wow. If real estate's that good, I should be able to just go out in my own community, my own backyard, there's plenty of realtors around. I could connect with a realtor, I'm sure that within my network I could find some contractors, maybe I could just go do this myself. You guys are very humble but let's face it, a big piece of what you guys do so so well is your lead generation. How do you find these wholesale buys? Because we're really dealing with a market that's way below the retail market.

There's two marketplaces, right? There's the retail marketplace, and most people look at real estate and they say, "Well I'm going to go buy a house," or maybe there's the accidental landlord that goes out and says, "I want to buy a rental property." They're dealing in what I call the retail marketplace. What we're talking about, the way you guys are able to buy and get people in with that \$350 per month net cash flow after all expenses and debt service, is because you do massive, and I'm talking about massive lead generation. Give me those numbers, this will blow people away. What are your numbers per week?

Wayne: Most of this year we were running at over 6,000 offers per week.

David: 6,000 per week, you're making offers. Now most people would think if they went out and made one offer in a month that that would be actually taking some action. It's a numbers game, you have to put out 6,000 offers a week, how many of those 6,000

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do you actually get accepted where you go through and actually make it actually an investment deal?

Wayne: Our KPI is I think 19, that's what we like, that's what we shoot for per week but I think on average we're around 15. I do know that we've had 650 offers accepted this year as of last week, we just eclipsed 650 offers accepted. We don't keep everything we even get accepted, we throw back some of those. We get an accepted offer and before we have to send in our earnest money or the contract, we say, "Ooh, this one isn't quite what we want," but we're not afraid to make offers.

David: What you're telling me is that out of 6,000 attempts per week, you fail 5,885 times?

Wayne: Yes sir, that's right.

David: Most people would say, "That's a loser proposition," but you've worked it so it's actually a winner. My point is, that's what it takes, and that's why most people from the outside looking in, who are out there in the market today say, "Well, I can't find any good deals?" Absolutely right, you can't find good deals unless you make it a business. I tell my doctors in Freedom Founders, "Look, if you want to really learn how to do this the right way, don't go out and try to do it yourself. Way too much brain damage, you have to learn a whole business model that's not your model. Why don't you just connect with, joint venture with people who have the business model." It's hard for people that like to have control of everything to do it that way, but as Wayne, you said at the very beginning, that's something that you've had to learn as you've grown your business. If you keep trying to do it all yourself, where's the ceiling? It's a pretty low ceiling isn't it?

Wayne: Yes, it is.

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Tom: Not only that David, it's actually a lot more fun. Even for me over the last couple years and getting through my whole financial freedom plan myself, I find it a lot more fun to work with other people and let other people help me find deals in their marketplaces. I've even learned from this myself and now I'm doing the same thing and going and finding people in Jackson, Mississippi, and finding people in other parts of the country that I'm doing the deals with. It's a lot of fun to be able to work with people that you trust and that are doing a good job.

David: Well, it's certainly the way that I invest today. I used to do not nearly what you guys do but I had my own portfolio that I built up, boots on the ground. A lot of it myself, and with property locators, we called them bird dogs. I've learned that way, but you guys have created a real business system, a massive system with automation, all the components. It's just so much more fun for me to work with people like you because number one, I can trust you because I've looked at your model, I've done the due diligence both on you guys and your company, and then also I know that you guys do the due diligence on the property. All right, let's go one last short segment here, but this is what I think everybody today wants to know, and because you guys have a real finger on the pulse of the market. Not just one market but what? At least a half a dozen markets you're in. Where are we at in the market cycle? Both of you guys jump in, where are we at in the market cycle and how are you looking at your business model from that standpoint?

Wayne: Well, the wholesale end of things, we have different things that we do. We wholesale properties and really that's ... When you're getting in and out of a house, same day in some cases, there's not a whole lot of risk. The market doesn't change much in the one hour that we own the house. I've always really liked the wholesale model, we can make money in pretty much any market. We are buying some of our own rentals now, I think we

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have about 100 rent to own properties. One of the things we do is try to keep our own personal rental portfolio leveraged at 50% loan to value or better. We kind of keep a hedge, our goal is to have a good 50% equity in the property. That way if something did happen in the market, that we're okay, that it doesn't hurt us in any way, shape, or form.

What the market's going to do? The only thing I've learned, it's pretty unpredictable, but if your business model is set up to where it works regardless of what the market does, that's sort of been our strategy.

David: Okay, I'm sort of letting you off the hook Wayne because I'm looking for a date. I'm looking for a date for the next downturn of the market. I'm looking for a date when the stock market crashes, I mean Tom, can you give me that date? Come on, you've got the numbers, you've got the data, what's the date?

Tom: Are you ready Dave?

David: I'm ready, I'm going to write it down.

Tom: Are you ready for this?

David: Go.

Tom: Okay. Nobody knows the date, and that's the thing, everybody wants that secret that they think somebody out there knows with some crystal ball. I just don't believe that that's the case. I definitely will tell you that we're above the middle line. Markets go in cycles, and they go up and they go down, and I think we're above the middle line. I think we're probably coming up on some kind of correction. I am not really as worried about as I would be if I was in some of the outlining states of the country, east coast, west coast. The Midwest, I just don't see it. I hear all these people around the country, "Oh, I can't believe prices

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have gone up so much crazy up," and I'm just here thinking, "Well, my \$120,000 house was worth \$120,000 six years ago, I don't really know where this is at."

We've seen things go up a little bit, but we just ... We're in one of those boring markets, we don't have it. However, what I will say, this is something a good friend of mine John Groom likes to talk about a lot, is to prepare yourself for when the time comes. The Bible always even tells us to go to the anti-sluggard and to make sure that you focus and concentrate ... When things are really good, don't think they're going to be that way forever. Be prepared for when it does happen. For me, I'm preparing by making sure I have some sideline cash because honestly, the last market downturn, I didn't get hurt bad because I looked ahead and didn't let myself get in over leveraged positions, and didn't let myself get in positions that I felt would hurt me. I didn't get hurt terribly bad, I didn't have things that I had to clean up after it but I do know going into this next one, I want to be able to pounce and I want to be able to capitalize.

I will tell you, there's a lot of properties I could have bought right after the crash in 2009. I'm looking at properties in Maryville, Indiana for instance that we were picking up for 25 and 35 thousand dollars, that today are 80, 90, 120, \$120,000 houses. I just shake my head and think, "Man, I wish I would have been able to capitalize on that." That's what I want to be able to do if a market correction happens or when it happens. I guess to me, that's just what I'm looking at. I'm not going to live in fear of something that I don't know is for sure going to happen or not. A lot of times people predict these a lot sooner than when they actually happen, and a lot of times there's still a lot more growth that needs to happen. We even saw that in the 2000's when they started predicting this in 2003, and everybody thought it

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was going to happen. Then it finally did happen at some point. There could still be some growth in a lot of areas.

We could see some surprises I think. I'm not going to completely eliminate all of my investing but I'm definitely going to be very mindful and not go too far, and not get over leveraged, and make sure I have sideline cash and that I'm available and ready to be able to take advantage of the opportunities. Most people, when the rich get richer, or when the smart people are looking at things in a big wide 200 year circle, or 200 year cycle, understand is that when the downturn happens, that's when there's opportunity. It all depends on what side are you focusing on? Are you going to focus on the opportunity that presents, or are you going to focus on, "Oh, pitiful me?" Whatever you focus on will expand and you will see it. I'm just a firm believer in that so that's how I'm preparing for that.

David: Sage advice. Well, Mr. Wayne Shaffer and Mr. Tom Olson with Good Success, I've got a new tagline for you guys. "Two exciting guys in a boring market," you can have that if you want it. I'll give it to you. Check these guys out on their podcast as well, the Good Success podcast. You guys do three segments a week, a book review, active turnkey Tuesdays, and what's the Saturday edition?

Tom: Successful Saturdays.

David: Successful Saturdays, I love it. You guys have got some great stuff out there so check them out. Our good friends Mr. Wayne Shaffer and Tom Olson, thank you guys so much for being on the Dentist Freedom Blueprint podcast today.

Tom: Awesome.

Wayne: Thank you David.

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Tom: Thank you David.

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