

## Ep #143: Chuck Blakeman - Employees are Always a Bad Idea



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**Dr. David Phelps and Evan Harris**

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## Ep #143: Chuck Blakeman - Employees are Always a Bad Idea

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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.

Dr. David Phelp: Good day everyone, this is Dr. David Phelps with the freedom founders masterminding community, and the Dentist Freedom Blueprint Podcast. Back to you with one of my former guests, we had Gosh probably six months ago, really had a great discussion. This is somebody who is definitely an influencer, not just in the dental industry, but definitely loves the dental industry, and we'll find out why in a couple of minutes here. But has just a load of experience in building businesses and building businesses the right way.

What is really a business? It's not just a job, and so many of us feel that way. So without further ado, let me bring on our guest today, Mr Chuck Blakeman.

Chuck how are you doing sir?

Announcer: I'm doing great, thank you so much Dave it's great to be with you.

Dr. David Phelp: Thanks for coming back.

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So if people happened to miss our first one, I want to make sure they know who you are before we jump into this. So Chuck Blakeman is a successful entrepreneur and internationally acclaimed speaker. He's a weekly Inc magazine contributor, best selling author, world renowned business advisor, whose built ten businesses in seven industries on four continents.

His first book, Making Money is Killing your Business, was rated number one business book of the year, and his second book, Why Employees are Always a Bad Idea, has been named one of the top ten business books of the year. I have both of those books, they're part of our culture Chuck, they've been amazing for us. I know you're sharing the good word.

Let me let people also know that some of your customers have included Microsoft, Apple, Eli Lilly, TAP Pharmaceuticals, Sun Microsystems, Geico Healthcare, Johns Manville, and many more Fortune 500's and smaller businesses. You're also a major speaker at conventions, you're a prolific writer, non profit board member. Recent speaking appearances including Kenya, Canada, Ireland, Newzealand, across the US 100 plus times a year. You also crit, and online appearances including in Inc magazine, Success magazine, Entrepreneur magazine, cnnmoney.com, newyorktimes.com, and you were recently cited in Dr. Stephen Covey's book the 3rd alternative.

I think I got that all out. And that's the short bio by the way.

Chuck Blakeman: I got tired just listening to you.

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Dr. David Phelps: Yeah, well I think you would wear a lot of people out, probably 30 years your younger. So you're definitely a rockstar in many ways, truly you're a leader, your innovation. What you discovered through life, and obviously you are one of us, meaning a small business owner. We're speaking to my audience today, which is primarily dentists, but I know we have over entrepreneurs, we have over applied healthcare professionals. So we all speak the same language, Chuck.

Let me ask you real quickly, you're doing some specific things with dentists, we'll talk about what that looks like. I know you haven't singled out dentistry, you help all industries, but you do some special things in dentistry. Why? What's the connection there?

Chuck Blakeman: Yeah, we haven't singled it out, but we're getting close to that I can tell you. We don't chase any business ... we don't have anything set up to build a pipeline for us outside of dentistry. And honestly I really believe within a year, maybe two years at the most we will absolutely be 100% focused on dentistry.

So we do take clients that come to us from outside of dentistry, we had a dentist whose a client of ours up in Oakland who has four practices, and he gave me book to a construction guy and we're helping that construction guy now, who got that running relationship. So we're continuing to do that, but our focus truly is dentistry and we did fall into it, as with most businesses. And my body at Harvard says that 97% of businesses leave their prime objective in order to be successful, and when I read that I thought "Wow, really only 97%?"

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We had this desire to help companies become highly flexible, highly dynamic, and where there's 100% engagement, the whole team is engaged. And six or so years ago, six or seven years ago, somebody read one of my books who was in dentistry, missed her plane, sat there for another hour after the plane left, and looked up and realized her plane was gone. And that's how engrossed she was in the book. It wasn't like she missed it by three minutes, she didn't look up for another hour, so she put that out on Facebook, so people got a hold of that. We ended up at a dental conference, then ended up at another one, and you know how it goes from there.

We got invited to go around and we found that we love dentistry, because there's something about dentists and it's very different frankly than a lot of the rest of medicine, we found, in terms of their passion for their patients, and their desire to do good for their patients. It's not about a funnel, or a nil, we found the overwhelming majority of dentists truly love dentistry, and more importantly love working with their patients.

That's important for us, because we don't get off on education, or processes, or giving you a three inch binder to leave behind, or any of that nonsense. We get off on transformation. We want to see people's lives changed, and dentistry, for whatever reason, seems to have that.

I also think there's a ying and a yang here. I'm left handed, right brained, ADHD, dyslexic, it took me 19 years to get a bachelor's degree. You know, I'm not an artsy fartsy guy, and I think there's a lot of the scientist and the engineer in the dentist, and so we play off of each other. My wife is not a dentist, but she should be one with all the dentists that I've met. So I think there's a real

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marriage there in that I stimulate them, and they stimulate me.

So we just have gone all in with dentistry.

Dr. David Phelp: Well you know what, Chuck, I think dentists haven't given up, they haven't given up the dream. Medicine to a great extent has been overrun and over taken by big corporations now, or consolidation. It's happening in dentistry, you know that, it's happening. There's a fairly good amount of flailing of arms today in the ranks, and yet still dentists don't want to give up their right to remain smaller, independent, and not have to go the corporate route, or not have to be dictated to by insurance companies.

And so definitely you're in a great place, because you're right, dentists are heartfelt, they really do care. I'm totally emersed, I was one for many years, I still am one, I'm just not in the mouth, but that's where I come from. That's why I love having you here and what you're doing.

Let's just jump into today. Last time we focused on your great book Making Money Is Killing My Business, and again at Amazon you can grab both these books, I'd get both of them, I'd just jump right in. Today we're going to talk about the book Why Employees Are Always A Bad Idea.

That was the first book I got of yours actually, Chuck, maybe a year and a half or so ago I picked that one up, because obviously the title just jumps out right out at you. As a small business owner, you're thinking "Wow that guys talking to me, I wish I could do without employees, but how can I?" So you have to get the book to figure out what that means.

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Chuck Blakeman: I was just going to say, it's now and bait and switch, it just sounds like that.

Dr. David Phelps: No it's not, no it's not.

Chuck Blakeman: The book was originally titled Why Managers Are Always A Bad Idea, and they are too. But the reason we talk about employees being a bad ideas is that it's not that people are a bad idea, it's the way we treat them that's the bad idea. And the concept of the employee, what that conjures in our head as to how we relate to those people is bankrupt. It was founded on desperately bad ideas, really poorly executed ones, hugely wrong assumptions. There's nothing redeemable about the word or the concept of an employee.

Here's basically in a nutshell where it comes from. It comes from, first of all you can trace the manager and employee relationship back to slavery. And then there's serfdom, and then to indentured servitude, and eventually into industrial age factories. It was really crystallized in the middle of the industrial age.

Frederick Taylor in 1911 wrote a paper called Scientific Management. And in that book he defined the modern employee, and he took this thousands of years of history from slavery going through to the factory, and defined it, which put the final cap on why we can't call people employees.

His definition, and if you don't know who this bird is, let me get your attention. Probably most people out there know who Peter Drucker is, he died in the last nineties, but he was the management guru for 30 years, and the big guy in the world on management in the late 1900's. He said of Taylor "Frederick Taylor had as much impact

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on the 20th century as Freud, Darwin and Marx". And he did it with this definition of the employee, among other things, but this was the fatal one. He said "The average employee, two things. People are stupid, and people are lazy". In his paper, here's a quote from his paper on the stupid piece, "The average employee is so stupid they more resemble the ox than any other type".

His second piece is that they're lazy, and his quote is that "The average person will only work so hard as to not get fired". He called it soldering. Well David if that's your assumption, that people are stupid and lazy, how do you solve that? Most people are stupid and lazy. How do you solve that? You find the very few smart and motivated ones and you laud them over the stupid and lazy ones to force them to be productive, and thus management was born.

That's where the modern management theory comes from, it's no different than the relationship we had with slaves. You don't want to be here, and the only way you're going to be here is if I laud over you, and I whip you and make you work. My job, my reason to exist as a manager, is to make you do stuff.

The second reason employees are a bad idea is simply where they came from. The first employees in factories in the late 1700's were children. Something like 50% of the people in a factory were under the age of 9, and 100% were under the age of 16. Adults would not work in those things because they were so dehumanizing.

They found orphans, and they bought orphans from orphanages, and they found pauper children, and poor children, and they bought the children from the parents,



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took them to the factories, gave them a hot bed. Which one guy sleeps in it while you're working, and then you switch out. You work 12 hours a day, 6 days a week, and they fed your porridge and gave you a bed, and that was your pay. And they did that, it wasn't for like a year or two, or five, there were many factories from 1770 on through to 1859 that we're doing this. It was finally abolished that late.

Those are the roots of the word employee. That's why it's always a bad idea. So I'm not against people, I'm against treating them as stupid and lazy, one down, and a relationship of mistrust where you won't work unless I'm around. So we want stakeholders instead. That's the long and short of it. Employees are a bad idea. Stakeholders who are self managed adults, who can make their own decisions, who don't need to be managed. That's what we want at work, and when you have those, you've got a practice with 100% engagement.

Dr. David Phelp: Chuck let's talk about the definition of participation age. You just talked about the industrial age, so the factory worker just come in, be a cog in the system as you said. We'll tell you what to do. Don't think, don't rise up. Just do, right? And then we'll move you on.

So today it's about participation. So define that, what do you mean by participation?

Chuck Blakeman: Participation age company, and I can tell you there's 100 plus that we've identified that are very large corporations, and 100's of smaller ones, and we have practice after practice in dentistry that is moving to this. It's another reason we love dentistry, because the

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organizational design of the dental clinic itself lends itself very, very well to this participation age model.

So a participation age practice is one that has decided that the industrial age factory system, that we inherited, isn't a good idea. Most companies out there today are actually industrial age companies, they may have nano technologies and clean rooms instead of smoke stacks, but the front office looks just like it did in 1903, guys in ties telling everybody what to do with a top down hierarchy. We call it a pyramid scheme, it comes straight from the military, and the chiefdom systems of the middle ages.

Now participation age companies, as you know, we don't assume that people are stupid and lazy. We assume people are smart and motivated. And so we're going to design ourselves entirely different around the belief that people actually want to beat here. There's two hallmarks of the participation age. Participation and sharing. People want to participate in building a great practice, and here's the key, they want to share in the results.

Every practice owner I talk to says "I don't have enough people who are engaged." One guy called it "Stinking thinking." They're just coming to work and going through the motions and it drives the dentist crazy, and so they're desire is to get people to 100% engagement. Well that's nice. But what people here is "Hey would you please work harder, be more productive, so I can run off with more people."

What motivation do I have to do that? That is not capitalism. You get to play capitalism, they don't. In a participation age company, we invite everybody to play.

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So everybody in the practices we're working with get to where there's incentives programs. Not bonuses, bonuses are time based. Incentives programs, if we get this result, we get this kind of game that we play that we get this kind of reward together. And everybody participates, because everybody's going to share.

That's one of the ways that you create 100% engagement. I can't say everything at once, when I say incentives, I don't always mean money. There's five different kinds of incentives, and we think people are just motivated by money. No, it's the other four that you're actually more motivated by and those are the bigger reasons they're not engaged with your practice, because they don't get to make decisions, they don't have any autonomy, mastering a purpose like Daniel Pink says. You're telling them when they can go on vacation in very strict terms. You're not educating them, they're not learning, they're not being recognized like they need to be recognized. That's a huge incentive. There's all kinds of ways to incentivize people, and participation age companies recognize that, and redesign that.

So think of a practice with no titles, no departments, no corporate ladder, unlimited vacation, no HR policies, It's run by principles, not policies, and profit sharing for everyone. That's what a participation age practice looks like.

Dr. David Phelps: And you've been working with enough dentists, and dental offices that you've got a number of those that are running the show. Because again, and I'm just being devils advocate here, because I know what people are thinking, right Chuck? People saying "Chuck that sounds like a pipe dream. Unlimited vacations, and no divisions

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and no departments and everybody's just getting along? I mean come on Chuck!"

Chuck Blakeman: Yeah, that's not reality, that doesn't exist in the real world. Well I guess there's 100 plus large companies functioning this way. Everybody's heard of W. L. Gore, the make Gore Tex, 10,000 people, they've been in business since 1958, and they have no managers. They have no departments, they have unlimited vacation. They have all these things we just talked about, and they have for 70 years, and they're one of the best places to work in the world year after year after year.

Morning Star company makes tomato paste, 4,000 of them, and they have run for 40 years this way, or 30 years without managers. I can give you a hundred of those, and then I give you hundreds of smaller ones that have been doing this for years. We've been helping other companies do this for a long time before we got into dentistry. And then of course when you get into dentistry, the first dentist said "Well give me another dentist whose done this." Well I can't, because they haven't worked with that. "Well our business is unique, you know, we're not like other businesses, we're different". Well the reality of it is that you're not, the reality is 30% of any business is the craft, and 70% is generic business. So dentistry is the 30%, and the rest of it you deal with all the same problems that everybody else does.

But well all think our thing is unique. So we finally got a dentist to do this with, and now we have probably six or eight of them that have gone through it, and we actually had one, after we did it with six or eight dentists and they all raved about it, we have one pediatric dentist who said "Well our business is unique, it's not like regular dentistry,

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general dentistry. We're pediatrics. So this can't work in a pediatric clinic". So even there you're finding people saying they're unique. By the way we did it with a pediatric clinic as well.

The early adapters are going to run towards this, and the late adapters are going to run towards it, because they're see that the fun thing on this data is all the data is on our side. You will faster growth, you will have higher profits, you will have much higher productivity, you will have exponentially higher staff retention because they get to have their brains back. Those are key statistics that you cannot match in the classic top down organization when you're pulling your hair out, because no-one will do anything unless you tell them to do it.

Dr. David Phelps: Yep, exactly. So Chuck you talked earlier about transformation, because that's why you love what you do, because you're seeing the transformation in not just the businesses but the people. The people, their lives are being transformed and therefore their clients, and customers and patients they serve, they're having a bigger impact there.

So it's a viral affect. What about the transformation of the owner, in this case the dentist? Isn't that wear it starts?

Chuck Blakeman: Absolutely.

Dr. David Phelps: You've got to break down and transform the dentists head, their mindset. We'll have a few listeners right now going "Okay this sounds good, but what do I have to do Chuck to make this work?"

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Chuck Blakeman: Yeah, before we worked in dentistry we would have CEO's come to us and say "Hey, please change my business it's a mess."

Dr. David Phelp: Right.

Chuck Blakeman: What I'd say to them, I'd look at their business, I'd look at their company, whether they had 10 people or 200, I'd look their company and say "Okay, I've looked at your company there's nothing wrong with you. Your company's perfect." And they'd look at me and say "What do you mean my Company's perfect?" And I said "Well actually your company's perfect, the problems are all in your head. There's no chaos in your business, that chaos is in your head. If you want to see what passes in your head, take a look at your business. So guess where we have to go first. The reason your business functions this way is because you have a few subtle misperceptions about the way this ought to run, and you're playing them out. It's a self fulfilling prophecy."

So we have this hierarchy we go through, and this could take us a half hour by itself. Beliefs determine your values, values determine your thoughts, your thoughts determine your actions, your actions determine your habits, your habits determine your character, and your character determines your destiny. If you want to know why your business has the practices, habits and characters that it does, it's because of the beliefs and the values and the thoughts in your head.

So we start there, because nobody would say ... Can you think of any dentist who would say "My people are stupid and lazy." Nobody. But you could hear all kinds of dentists saying "Well, do this because I went to dental school and

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you didn't." And there's that subtle you may not be stupid and lazy, but I'm smarter and more motivated, or I'm more educated, which is a form of smarter, or I'm more knowledge, or I'm more invested, which is a form of I'm not as lazy. We're going to couch all this stuff in you need me in ways that I don't need you. And so I'm going to have to micro manage you when you don't have to micro manage me.

That's an assumption that we're making, and it tears at the very fabric of every practice, and it creates this top down organizational V when there's this mistrust, where everything has to be put into departments and cylo's, job descriptions, policies, because we're pretty sure that these people can't figure this out themselves.

And so it starts with what do you believe as a dentist? For instance I'll give you an example, I talked to one dentist, one of our clients in Idaho, he said "I don't believe anybody's stupid and lazy, I believe they're all smart and motivated." Great here we go, off we go. So we're talking about an incentives program, and he shows up on one of our video calls and he says "Okay, I've designed a really cool participation age incentives program for our hygienists. And we're going to role it out in an hour." And I said "Have you asked them what incentivizes them?" And he said "No." And I said "Why?" And he said "Well what if they come up with something that I don't like? What if they come up with something I can't do? What if they come up with something that would break our bank?" A legitimate question, but underneath that is I'm not sure these people could do this on their own.

And then that was part of it as well, I don't know how they could come up with something like this, it's very complex.

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But the first response is you don't have to do what they say, you know, they don't own your practice. If what you're going to do was going to bankrupt the practice, or not work for the practice, then you explain that to them and take them back to the drawing board, and have them come up with something else.

But here's a key principle of the participation age, and it's a big duh. It's also a key principle of being a human being. When I get to make decisions, I'm responsible. When I'm responsible that means I'm making decisions. Making decisions creates ownership, and if I'm the one figuring this out, if it's not working well, I will have the ownership to fix it, and ownership is the most powerful motivator in business. That's what we call capitalism. We think of capitalism as a money thing, no, capitalism is a human thing.

Daniel Pink talked about it in his book on Drive, autonomy, mastery, and purpose. That's capitalism. I get to own my autonomy, I get to own my mastery, and I get to own my purpose, and when you draw people into those kinds of things it works better. So I got this guy to stop in his tracks and I said "Don't present anything. It's good that you did the work, now don't tell them anything. Ask them what would incentivize them, and see what they would come up with." And two weeks went by, and they talked back and forth, and they eventually got to something very similar to what he had come up with, with some twists that he would never have thought of that were really exciting to them. And now they own in. You see the difference? He owned it before, even though it was a really good thing.



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We want to be helpful, it's not like we're being like ogres. I love my team, I want to give them an incentive program, I'm going to tell them what to do. Here's the operative difference between what he was going to do and what a leader does. We want people to stop managing and start leading. Here's one of the principle differences: managers tell, leaders ask. I was going to go tell them what their incentive program was, that's a managers mindset, even a good manager, I want the best for them, I'm going to tell them what the best is.

I remember giving this talk on incentives once about a year ago, and somebody raised their hand and said "Yeah, I work for a company two years ago that gave me the Steak of the month club. I'm a vegan."

Dr. David Phelp: Oh no, right.

Chuck Blakeman: So instead of telling, he asked "Hey what would incentivize you guys," and he gave them the five different things. And money was one of the five, and he found that some of them were hugely motivated by having more flexible schedules, others by time off, others by recognition, please just say thank you. And so that became rolled into a much bigger understanding, and they designed the program, with him involved, and he asked hard questions throughout the whole process "Will this work for the practice? Will this work for you guys? Why do you want us to do this? How will that makes us money?"

So he got them there, and at the end they owned it and so did he, and that's a good example of the difference.

Dr. David Phelp: Yeah, love that Chuck, so well said. Here's something I struggle with sometimes when I'm thinking about, you

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know, being the leader that I need to be, and always evolving, and always trying to be a better leader. We read about successful companies like Apple, and Amazon, Steve Jobs, Jeff Bezos, very successful, and when I read the books in the Everything store, Amazon is described as a company similar to Apple under jobs, where employees thrive in an adversarial atmosphere with almost constant friction. It's where Bezos says he prefers his minions, he calls them minions, battle it out, and he regularly lobs harsh criticisms at employees that would make HR reps at other companies flinch.

Help me out, we read about these leaders who seem like they're really adversarial, they put people down. That's not who I am, it doesn't sound what you're espousing, but what's the deal here?

Chuck Blakeman: That kind of thing will work, and maybe even work for an extended period of time, but I won't work for the long haul. And that's one of the things that we get wrong, we look at what the industrials did and say hey they made a bucket load of money, we can beat on people and do the same thing. Okay, but I'm going to tell you over the long haul, this works better for you and for them, and your legacy will be better both.

But the data is in. There's no question, the data says that if you ... Here's the simple research data, if you treat people nice, they will make you more money. If you treat them badly, they will make you less. So if you assume they're stupid and lazy, and you began the relationship that way, now you have a cat and mouse game that you are codependent on forever. You cannot get out of it. You believe they're stupid and lazy, and you treat them that way, then they back off and they start acting that way.

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Everyone raises themselves to our lowest expectation of them, and now you're in a codependent situation where if you actually did back off, then the inmates would run the asylum in that worst possible scenario and you would say "See, I told you so, they're all stupid and lazy."

But right next door is another practice where they all have brains, and none of that happens, and they're all responsible. So I don't buy that, and I think it's really crippling for someone to take that mindset and run with it, that we're going to create that friction environment and do it that way. It's a narrow difference, what I want to do is create an environment where everyone plays the capitalist game, and everyone wants to excel. And when you put the data out there, the Hawthorne effect and other things say that when you put the data out there, we all want to learn how to be as good as the next guy. We find out that person can cover this amount of hygiene revenue, and I'm only covering 20% less, how did they do that. And we figure it out, so it's a very competitive thing and a very friendly environment. But it's not pitting people against each other. That is the epitome of industrial age thinking, and it will come back to haunt those companies.

And I'll give you an example, just another piece of data on this. The average grocery store treats their employees this way. It's adversarial, and it's top down, and why, what are you going to do, they're all expendable, they're just bag boys, and clerks. 35% turnover is the average turnover, one out of every three people every year leaves the grocery store. Wightman's Groceries is a more of a participation age company, they're turnover is 2% a year, because they treat people with respect, and they're highly profitable. W. L. Gore, they make Gor-Tex, Semco makes

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washing machines, 1% turnover a year in an industry where 38% is normal.

So yeah, he might be able to get away with that, but I noticed there's a lot of ads on TV hiring Amazon people, and if they want them to keep coming back every Christmas, they're going to have to change that over time. Microsoft is probably a great example of this stuff. Microsoft had that dog eat dog thing, and they were the best capitalized company in the world. That got them there. But whose the best capitalized company now? It's not Microsoft. That did not work for them, and they know that that dog eat dog, competitive bloody sort of thing doesn't work. Let's figure out how to find out what our patients need, and what our folks need, and let's meet those needs and watch what happens. The data is there.

Dr. David Phelps: Chuck, once we have the right mindset as an owner, we know we want to build this kind of business, this kind of culture, there's a process, and I know you have one in the book, but maybe a few pearls on the process on how you find, how you interview, how you stake holder people. Not just bringing someone else in that's not going to be a fit?

Chuck Blakeman: Sure. And that's on the myths of the participation age is that these people are rare. We have names for people who excel, and they're all rarefied names, heroes and over achievers and that kind of stuff. That is not the reality. The reality is, from our research, probably around 80 to 81%, 82% of the people who are working today, will become stake holders if you either a, allow it, or b, require it. And most companies are doing one or the other, and both of them are a self fulfilling prophecy.

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I'm trying to think of the guys name, Douglas McGregor wrote a book in 1960, and it was revised in the 80's called The Human Side Of Enterprise. He postulated theory X and theory Y based on Hudson Taylor's work that people were stupid and lazy. Theory X, people are stupid and lazy. Theory Y, people are smart and motivated. Then he went out and he found companies that made those two assumptions. And in the companies where the leadership assumed people were stupid and lazy, everybody there was stupid and lazy. And then in the companies where they assumed people were smart and motivated, they didn't know what he was talking about "No, everybody here's smart and motivated. We don't have to manage anybody, they're all adults."

There's a seminal, or a really clear picture of this in case studies. There's a case study on this. David Marquet was a submarine captain, you've probably heard of David Marquet's book?

Dr. David Phelp: Yes, absolutely, turned the ship around.

Chuck Blakeman: Yeah, turned the ship around. David Marquet inherited the worst rated submarine in the entire US Navy, and in one year turned it into the best rated submarine in the entire US Navy. And here's the kicker, he did it with the same 134 people who had made it the worst.

Dr. David Phelp: Right.

Chuck Blakeman: So there's two truths in there. One is apparently people aren't all inherently stupid and lazy, because all those stupid and lazy people magically became smart and motivated in a few weeks, and turned this into the best sub in the navy. The same stupid and lazy people became smart and motivated. So apparently that's not

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really the problem, and the other piece of it is that leadership matters. The last guy had assumed they were stupid and lazy, treated them that way, he told, managers tell, and he gave directives from the top down as the sub commanders are taught to do, and he told everybody from the cook to the torpedo lieutenant what they're supposed to do.

David Marquet got them together in the first few weeks and said "Okay, we're going to get rid of the manager, follower thing, and it's now leader, leader. I will lead you in my area of expertise, you will lead me in yours, we're going to work together on this. My job will be not to tell you what to do, but to ask hard questions. And I'll ask hard questions until both of us understand that you know what you're doing, and then I'll say well it sounds like you know what you're doing, go do it. But you bring me your solution, and you tell me what you're going to do. Don't ask, tell me, and then I'll ask hard questions."

And in one year he turned the entire thing around on that one thing, so the point of that rant, David, is that the overwhelming majority of people will become stake holders if you allow it, or you require it. I used to just say a lot, because I wanted to think the best, that most people if you set them free they'll become adults. No, it's actually a codependent environment. If you treat me like a child at work long enough, I kind of get used to that to the point where I like it. I've got enough decision to make in life, I'll be a seven year old at work, and you can tell me what to do, and I actually prefer that.

So I would say, I don't, 25 or 30% or people, 40% of people do it because you allow it, and the other 50 or 60% will do it because you require it, because they need

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to keep their job. And they'll grow up at work too, and they'll have deep respect for you, and they'll feel better about themselves. And then there will be those few people who, over time, will quit.

One of the other problems we have with this is that people think when you make the switch, everybody's going to run for the door. Never happened. The data doesn't go down, the data goes up. The morale goes up immediately, and eventually the one or two or three people who will not play usually leave on their own, because they can't take being treated like an adult.

That's the short story. The stake holders are everywhere, and you're looking for the wrong people. You're looking for stupid and lazy, look for the smart and motivated, and you'll turn them into that.

Dr. David Phelp: Excellent, excellent. Great insights. Chuck you've got a dental summit coming up in a few weeks in Dallas. It's the GOTT dental summit. What is GOTT? What's that stand for?

Chuck Blakeman: It stands for get off the treadmill. Dentists get a rude awakening when they come out of 200 plus hours dental school, with three hours of business stuff, and none of it teaches them how to relate to people. And they get into practice thinking they're going to have fun putting their hands in somebody's mouth, and they get the rude awakening that they actually have to run a business.

They don't want to run a business, and they get torn between these two things, and they feel they're on a constant treadmill having to micromanage all these stupid and lazy people, or not stupid and lazy, but not quite as smart and motivated. And so they get worn out by this.

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And our objective with the get of the treadmill summits is just that, how do we get the dentists, first and foremost, to where they're at their highest and make best use of their time. Some dentists want to do nothing but stick their hands in people's mouths. Other dentists would actually like to get out of the chair and run four practices, and be the practice leader.

Dr. David Phelp: Right.

Chuck Blakeman: Well we help them figure out what it is they want to do, and then we help them figure out how to engage the rest of their people, turn on everybody else's brain, so that everybody, not just the dentist, but starting with the dentist, they get into their highest and best use of their time. And then we get everybody into that.

And then secondly, we have two different dental summits, and the second one is for us to figure out how to create an organization, and design the organization around self management like we're talking about here today. And that's the one that we'll be doing in Dallas. And you can see that as an obvious extension of getting the dentists off the treadmill. If these people are managing themselves they have methods, they have processes, they have all these things that we teach them how to do that they can manage themselves. That further gets the dentists off the treadmill.

So that's coming up, it starts Thursday evening, November 30th I believe it is. Yeah, November 30th, ends Saturday at noon on December 2nd. So the 30th to the 2nd in Dallas. If they want more information on that, they can get hold of me at [chuck@cranksetgroup.com](mailto:chuck@cranksetgroup.com), or Krista with a K, [K-R-I-S-T-A@cranksetgroup.com](mailto:K-R-I-S-T-A@cranksetgroup.com). They



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could also go to the website, [gottsummit.com](http://gottsummit.com), [G-O-T-Tsummit.com](http://G-O-T-Tsummit.com), and register right there on that page.

We keep this very small, because we want them to be transformational, and we encourage these guys, especially to this one, to bring two or three of their key leadership with them. We've got one practice that is looking at it to bring six people. That's great. Too often a dentist goes to one of these things, and then goes back and tries to interpret to a bunch of people.

Dr. David Phelp: It doesn't work, it doesn't translate, does it? That was what I was going to ask you, so thanks for making that clear, because this is definitely one where they want to bring, as you said, at least a few of the key people. Because there's no way, you know, dentists will come and get excited, as he or she should, and try to implement, and it will fall. You've got to have buy in, and the buy in is going to come better from a place where there's a social proof, where you are there facilitating and the other people ... And they've got social proof as to why this was good for everybody. Not just the dentists as you said, it's participation. Everybody says this is a win win for all of us, now we'll go back, and now we'll educate the rest of the team, and they'll buy in because now you assimilate that information through.

Chuck Blakeman: There's a great clip in the movie the Founder about Ray Kroc's life, and Ray Kroc was this guy who was always selling. He'd come back from things, and he'd try and sell all his buddies at the country club his next best idea, and you could see a roll in their eye. He's doing this with this goofy thing called McDonalds, he had found this great thing that somebody's doing, and I'm going to franchise it.

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And you can see by the roll in their eyes, and his quiet wife sitting beside him taps him on the arm, and leans forward to the guys, and says "Gentlemen, I think you might want to listen to him on this one."

And that's the power of taking your staff with you is okay, the dentists came back from another one, here we go again, but when two or three leaders come back with it and say no, no, this one's going to make a permanent difference in the way we do dentistry, and the way we relate, and our fun factor, and our happiness factor, and our meaning factor. This is real stuff, we're going to play this out together. That's a powerful, powerful message.

Dr. David Phelps: No doubt, no doubt.

Chuck Blakeman it's always a pleasure sir, thank you for coming on today, again to share your insights, and share and help people get more information. We'll put the links on our show notes. Also really excited to have you, you're going to be our keynote speaker here in Dallas at March, Freedom Founders. So I'm really looking forward to that, because I want to bring your message, and make sure we get out there to more people. I help with the real estate side, but by God everybody needs to optimize that practice, because that is the best and ultimate asset to optimize first and foremost.

So Chuck, thank you again for being here, really loved having you, and we'll talk soon alright?

Chuck Blakeman: Thanks so much David, it was great to be with you.

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