

Ep #79: Creating Levers in Business with Jeff Dousharm



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 #79: Creating Levers in Business with Jeff Dousharm

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. Phelps: Well, good day everyone. This is Dr. David Phelps of the Freedom Founders Mastermind Community and the Dentist Freedom Blueprint podcast, back with you today with a really great interview with a gentleman who's become really one of my lifelong friends, a guy I met probably about 6-7 years ago. He had just come out of, really, some adverse times in his life, which we'll talk about here in a minute.

This gentleman I respect so much not just because of what he's able to do, because he can do a lot. He's got multi talents. You're not going to believe it when we roll down his resumé, his CV, but primarily because of his character. I've watched him grow and bring to many other mastermind groups, which is where he and I met, several other mastermind groups ...

We're now part of probably 3 different ones right now. It's not surprising, but I've just watched him and how he's able to bring together some key components that every business owner needs, whether you're a professional practice owner, you're just a business owner of any particular kind, this gentleman has it all. Without further ado, let me introduce

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #79: Creating Levers in Business with Jeff Dousharm

my guest today, Mr. Jeff Dousharm. Jeff, are you there?

Jeff
Dousharm: Yes, I am. Thank you.

Dr. Phelps: Well, Jeff, thanks for being with us today. Let me give our listeners just a little bit of your background. If I read the long version, the podcast would be over and we'd have to go through the episode, so I'm going to abbreviate some things. I'll try to bring up the high points. Today, Jeff runs multiple companies.

He started out in martial arts. I'm going to ad lib this a little bit, Jeff, because I know your stuff, but he started back out in martial arts a number of years ago, still has martial arts multiple locations. You also do tactical safety and firearms training for citizens, which I think is awesome. You're in that arena. Then you've got a development company, Victorian Development Company, currently dealing with multiple properties in your area in Nebraska, near Omaha, Lincoln area.

Then, more recently, you have created the Paradigm Group, which is a conglomerate, I guess if you will, of bringing together the best of the best of authors, speakers, consulting people, so you can go to different business platforms, different groups, and bring just a pot pourri of some of the best people.

Ep #79: Creating Levers in Business with Jeff Dousharm

Also part of the Tomorrow's Online Marketing. You're an awesome marketer. You teach marketing at a number of masterminds that I'm a part of and do an awesome job with that, helping business owners figure out all the ins and outs of what real marketing is. Not just a bright, shining object, but how to be strategic about it, how to put the right things in place the right time.

Not only getting new patients or clients in, but also how do you retain them? How do you increase the transaction value of those people? Just a master of so many things, and Jeff, also your beautiful wife, Kory is also in the health professions. She's a chiropractor, correct?

Jeff
Dousharm: Yes, that's right.

Dr. Phelps: Your son, Henry, now I've got to think back, but he's about 18 months, is he, about 18 months now?

Jeff
Dousharm: Yeah, about 14 months.

Dr. Phelps: 14 months old, okay, 14 months old. Henry has grown up following his dad's footsteps, in his mom's footsteps, I don't know which direction he's going in, but I know he better be prepared to deal with all of it, because you guys have ... Jeff, take us back to where you want to. Talk a little bit about where you came from, as you grew up into adulthood. Then the stuff we talked about, you had some serious, serious,

Ep #79: Creating Levers in Business with Jeff Dousharm

major setbacks back in 2008.

Jeff Dousharm: Yes, absolutely. Growing up I had a unique opportunity. My Dad was in the Navy, which comes with 2 things. 1, you're going to move a lot, and 2, you're always going to be the new kid in class. That led me to a lot of really great places to learn about different areas of the country, which is fantastic, but it also had the point of not always being the insider. I was always the outsider, the new kid.

That led me to some different things, and a pursuit of more education, learning. I buried my nose in some books, things like that, and I was one of those kids that, well, whenever we had a group project, let's put it this way. If we had a group project, it means I'm doing it all and you can enjoy the A, because I was one of those guys that didn't really play well with others.

I was very dedicated and I didn't really trust a lot of people. That was an important thing to me that changed later on, because I took that mindset when I opened my first business. I actually opened it when I was still in college. For high performers, whether it be a sales person, whether it be a technician, whether you be a certain kind of operator, whatever it is, you might be able to be a superstar by yourself, but eventually you're going to hit a wall where you can't go further without involving other people.

Ep #79: Creating Levers in Business with Jeff Dousharm

At that age, I really hadn't learned that lesson yet, and it really did hold me back. In fact, it got to the point where I was working and doing so much, stressing myself out so much, and working beyond levels of being a workaholic. I mean, that was baseline. I was way beyond that, that I had developed some medical conditions and problems.

In fact I had a condition called ulcerative colitis, which is an ailment that attacks the whole body systemically but more specifically in the intestines. It created a major problem for me because eventually it got so bad that one day my doctor looked at me and said I'm going to have to have some major operations or I'd be starting chemo very soon.

I tell you, that's a wake-up call, but it still wasn't enough. Over the next year or 2, during that period, and this was round '08, as you mentioned, not only did I have to have major surgeries. There was also complications, blood clots, pulmonary embolisms, words thrown about such as, "He's not going to make it through the night," or "You have a 50-50 shot of making it through the month."

Those are the conversations we were having. That really changes the game. I went from being somebody who was high-performing, or at least what I thought was; somebody that buried himself in work and was proud of that, and still didn't really play that well with others, to realizing that everything was crashing down around me.

Ep #79: Creating Levers in Business with Jeff Dousharm

Just before all that happened I'd actually lost my father. The year before that I'd lost my father to cancer. I'd had a failed personal relationship, and now I'm laying in the hospital wondering how my business is going to survive without me, let alone I may not even survive. That's those defining moments where you realize that all the crap that you've done before that ain't working out so well. You might want to try a different strategy.

That's when I really started having to scramble and make sure that my business was going to survive, just in case I did, and get systems in place that didn't require me as much, because laying in a hospital, literally with stitches, staples, tubes, and stuff all sticking in and out of me, I wasn't exactly running a business. That wasn't really an option at that point.

That's what really drove me to change so much about what I was doing. It didn't change my Why. It didn't change my inner drive. It didn't change what I wanted to do. It just changed how I was going to get there. When that happened I started putting a lot of other skill sets into place that I had, that I just wasn't using. It's like having tools just laying in the tool box rusting for no apparent reason.

When I did that, that's when I started developing my own systems to expand, and I focused really on 3 areas that I found everything fell into. Once I did that, not only did my business survive that week it grew even without me. Then, as I overcame these things and came back to work and was

Ep #79: Creating Levers in Business with Jeff Dousharm

able to contribute more and move in and out of my business, I had this new-found freedom, which is something, obviously, that you teach about and help so many people with.

When I discovered that, I realized I could be in my business when I wanted to, but I could work on my business when I wanted to, and I could also step the heck away from it and go enjoy time with people that mattered to me. When that happened that was like this great reveal to me. Now, obviously there's been a few other people that have figured this out in the world.

It was just new to me that I didn't have to be the one to micro-manage every single task in my business. I didn't have to be the one working till 2 am and working 7 days a week, and it didn't have to be all about me. When I realized that, I started really building a business. In fact became addicted, so I opened another business and another and another, and then started working with other people.

It's gotten crazy from there, but it's the same idea. It's the same concepts. That's where that turning point and that redirect came, so to speak.

Dr. Phelps: You know, Jeff, so many times we find that people that we look at today, wherever they are in their life, and we might define them as successful, depending on what our definition of success is, but I would put you in that category. Meeting

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #79: Creating Levers in Business with Jeff Dousharm

you and knowing who you are I'd say, "Jeff, you are successful," yet you went through, as you said, that turning point, that point of adversity that you had to get through.

I think that pretty much goes along with most people who have become quote unquote successful, they've learned some serious lessons through some kind of adversity, whether they could control it or they couldn't. You could not, in this case, but either way, downturns in life, health, finances, relationships, business partnerships that fall apart, all kinds of things that can get in the way of that path to success; many times people who persevere as you did through that, come out on the other side.

As you said, you knew some of the things that you weren't utilizing, as you said, tools in the toolbox, but you weren't forced to actually use them because before you had the health crisis, you were what? Comfortable in a way. Comfortable because you wanted to be a loner, do-it-yourself, a rugged individualist like a lot of us are as entrepreneurs.

That's how we were trained, to do it ourselves, to be smart enough, work hard enough, and we can just get there, but you through your adversity found out, "You know what? That's not the smartest way to go." You opened a loop on us here. I've got to close this thing because I'm dying to know what it is. You said there were 3 areas that you concentrated on, tools in the toolbox or systems. Can you allude to what those are?

Ep #79: Creating Levers in Business with Jeff Dousharm

Jeff Dousharm: Absolutely. As part of that process, as I mentioned, I figured out that everything filtered down to 3 areas. For me, no matter what business I look at. I have owned martial arts businesses. I have digital marketing companies, I have consulting businesses. I have commercial real estate; now, residential real estate. It doesn't matter what it is.

You and I have heard many people come up with this idea that "My business is different," which is just beyond stupid. That was even worse than how I was trying to do it all myself, because every business has some of the same components, right? It's just a different product and a service, et cetera. Those 3 areas came down to filter to time, team, and tools.

When I put all that together, that's what I call, or my platform, which is about the lever, this idea of leveraging your time, team, and tools to dominate the competition. Now, when I say dominate the competition that may be your direct competitor, but a lot of times, for example in my case, that competition was staring back at me in the mirror.

It's getting past those obstacles and things in your way. If you'll allow me to break down those 3 Ts there for just a moment, time is really figuring out what things are important to you, how to best use your time. It's the why, the what, and the when. That's why things are driven for you, why things are so important to you, which leads to what, as in where are you going to spend your most time, things that

Ep #79: Creating Levers in Business with Jeff Dousharm

matter most; and the when, by being able to prioritize things.

Then, there's a lot of substance to that, but then, going on to the second T, which is team, that's about who. Who are you going to involve in your team? Who are you going to lead? As I said before, I was trying to do it all myself, which is just ridiculous because you can only do so much, and nothing of any great accomplishment or achievement was done by just one person.

There's always been a team, whether it be your network, whether it be your staff, whether it be your peers, whatever else it is, you've got to have that team. You've got to find ways to engage that team. For me, at one point during one of my medical crises, I had to have 8 different specialists working on me, 8 different doctors who were highly, highly accomplished in their field.

2 of them had been to the Mayo Clinic and worked there, so if it had just been 1 of them, even though they were highly accomplished in their field and their area, I probably would have died. It couldn't just be 1 person. The same is true in any business or service, is having that team, including your suppliers, your vendors, your people, all that great stuff.

Then finally, the last T, which is tools, and this is about systems, having a system of how you do things that you can replicate, everything from how you turn the lights on to how you reconcile your books, to how you answer the phone,

Ep #79: Creating Levers in Business with Jeff Dousharm

and everything in between, so you can create a replicable experience. That's what franchises are about, and I've consulted a few franchises.

They're about having that exact system so it doesn't matter who you talk to, who you're serviced by, et cetera, you have a consistent experience. Then those systems can also lead to some great automation tools and ways to give a lot of value to a business so it's more than just a job.

Dr. Phelps: Jeff, I got all the way through dental school without taking any of the required business courses. I don't know how I passed. I got through somehow; I skipped through. They didn't catch it or something. Of course, I'm being facetious. There are no business classes in professional school. There's not time. The focus is all on our clinical skills and becoming the best we can be as the individual producers of what we do, or what we're trained to do.

You're so right, one of the things that you say on your blog ... You give some great daily tips, by the way. I picked some out today. Maybe we can just touch on a few of them as we have time, but one of the ones is, "If your business can't ever run without you, you didn't really build a business, you built a job." Let's face it, we're talking about doctors today.

You consult with a lot of doctors. You consult with a lot of the docs in our Freedom Founders mastermind group and help them with these very strategies, whether it's with our

Ep #79: Creating Levers in Business with Jeff Dousharm

marketing, but also so much goes into the fact that you can take the tools, as you said, and tools are great. Tools are great, but if you don't have the infrastructure in place, if you don't have a real business, then the tools are just add-ons that maybe give slight linear improvement, sometimes not any at all.

Then the business owner or the doctor gets frustrated and nothing seems to work. I had a doctor, I was just talking to you before you on a call. She and her husband love to give back. They give a lot to humanitarian projects, not only money but they actually go and serve, like mission trips. She'll leave her orthodontic practice for months at a time.

She puts locum tenants in there and something to keep it going because, right, you can't just leave the patients. She can go do what she really wants to do, and that's to give back for it which is awesome. I said, "Man, that is so cool." The big elephant in the room for her, she goes, "Every time I come back, things are just in shambles."

There's just issues everywhere, and she goes, "It puts a lot of stress on me and my husband, so it's not fun for us to go do that." That's the elephant in the room, Jeff. We don't learn in our highly technical, professional training, how to really run a business. It's what we have to learn somehow, somewhere, after the fact, or we're going to stay on a treadmill and be frustrated our whole life, and eventually get burned out and never really get to freedom.

Ep #79: Creating Levers in Business with Jeff Dousharm

You brought the 3 areas out: time, team, and tools. Let's just talk about team, because that was one of the things that she was alluding to. Let's talk about, there's A-teamers and B-teamers, or even C-teamers or D-teamers, and most people are content to have B and C-teamers. I tell people, Jeff, that the difference between an A-teamer and even a B-teamer is not a linear equivalent, it's logarithmic.

Jeff
Dousharm: Oh, absolutely.

Dr. Phelps: Talk a little bit about, because I know that you've done so well and I've watched you. Everything you have has got systems and processes but those are run by people. Talk a little bit about your investment in the right people, because I think that's where most business owners short themselves. They think, well, I can go cheap; I can go for the average of what I can hire. Front desk receptionist or an assistant, I'll just go for the average because, well, that's what everybody says to do. Right that paradigm, will you?

Jeff
Dousharm: Exactly. Now, confession time here. I used to be that way. When I used to do some of those things I look back and I want to smack myself in the head, because we get in this trap of thinking, "Oh, maybe I can get it done cheaper. Maybe I can get it done for less." I think back, hey, none of those specialists that worked on me, what if I went out and said, "No, no, no, doc. I want to find the cheapest person to operate on me, to take this scalpel and cut into me, and do all kinds of magical stuff they have to do to make sure I live.

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #79: Creating Levers in Business with Jeff Dousharm

Let's find the cheapest person I can find to do that."

That would be pretty stupid. Yet we do that in our own business, that our family ... Here's the way I look at it, more real than ever for me now with a 1-year-old. I am not going to make any decisions intentionally to spit on my child. As far as I'm concerned, when you make decisions like that to do the cheapest, which is usually also, by the way, the worst, in your business, that your family's relying on, you're spitting on your child. You're spitting on your family.

Now that might be a little blunt, a little extreme for some people, but that's the truth, because when we make decisions like that we're putting the wrong people on the bus. We're putting the wrong people on the team. We're going to get minimal results, and we're holding back the potential of what we could do for our family, let alone the families you could help.

Whatever you do, whether you're a dentist, a doctor, whatever else it is that you do, if it's worthwhile, then you're holding back from more people you could help. The second part of that is this, not only should you try to hire the best and brightest that you can find, but also, and here's another mistake I made, I used to hire people just like me.

Dr. Phelps: Oh, wow. No kidding.

Ep #79: Creating Levers in Business with Jeff Dousharm

Jeff Yeah.

Dousharm:

Dr. Phelps: Yeah, I've done that, too.

Jeff Yeah, you know what I'm talking about, because in my mind
Dousharm: I'm pretty awesome, I'm pretty great so if I'm great I better
hire other great people, which means they think just like me
because anybody that doesn't think like me, they must be
weird, right. What I found out is, if you hire a bunch of
people just like you, or just like myself, well the stuff you
don't like to do, they don't like to do it either. It never gets
done.

It was another shock to me that some people actually like
doing the stuff that I don't like doing, and they're actually
really good at it, because there's a high correlation between
stuff you like to do and stuff you're good at. As I figured that
out and I started asking people and interviewing people in a
different way, and asking people more about what they
really liked to do, because I learned the hard way through
experience, otherwise known as mistakes, if you ask
somebody, say "Hey, are you good at book work and
details?"

What they hear come out of your mouth is, "Say 'yes' and I'll
hire you." Of course, they're going to say they are. If you
give them some options and ask them what they like to do,
they're going to be more honest, and that way you can get a
little closer to the truth. When I've done that, here's what I've

Ep #79: Creating Levers in Business with Jeff Dousharm

found: There's a lot of stuff I can do, but that I shouldn't because I'm not great at it.

I'm okay at it, I'm good at it, I'm going to waste a lot of time on it and the opportunity cost is too great. I'm not going to build my own back deck on my house. In fact we're getting one done here pretty soon. Could I do it? Yeah, I could probably fumble around, maybe do some of it, watch a YouTube video when I get stuck or something like that, and get most of it done, but that's not the best use of my time. It's sure not going to get done nearly as well as if I hire somebody that that's what they do. They're a specialist.

On my team what I learned, is that when I hire specialists or I hire people that are really good at certain things and keep them in their lane so they can do that, number 1, they're happy, because they get to do the stuff they want to do anyway. 2, we both win, because we both make more money. I incentivize the daylights out of my people.

If they do a great job and I don't have to micro-manage them, there's that word again, that freedom word, that frees me up to do stuff that I'm really good at, or to, I don't know, take my wife and go to Costa Rica, or take my family and go down to Florida. The stuff that I should be doing to enjoy my life instead of being miserable doing stuff that I can do but that I shouldn't.

Ep #79: Creating Levers in Business with Jeff Dousharm

Now that I add more and more people on the team, it provides more opportunity, because not everybody should be a business owner in my opinion. Not everybody should be an entrepreneur. Now there's some versions of it, but there's also some people that would be really happy working for a really great boss or a really great business or team.

You allow them to sit on their seat on the bus and make it so they can be progressively profitable and happy, and now you win as a team. To me that's really a great position to be in, to provide those opportunities for the people on your direct team, as well as people that maybe you contract with. Maybe you outsource some services.

I don't necessarily mean overseas, but I mean outsource as in, get it off your plate or your company's plate and bring in another team or another individual that does a great job at it, and by doing it that way saves you time and money in the long run.

Dr. Phelps: That comes down to what you mentioned a minute ago, was becoming a good leader. Again, something that I was never taught in school. How do you become a good leader? It wasn't even part of the protocol. It was just, you go out and be the best you can be and hopefully everybody else will just follow suit and do what you need them to do.

One of your tips, Jeff, is "Loyalty goes both ways. If you can't show loyalty or hold the right priorities in life to support

Ep #79: Creating Levers in Business with Jeff Dousharm

your team, then you have to ask if you are really behaving as a good leader." What are some of the qualities just in brief. I know we could talk a day about this, but in brief, what are some of the qualities of being a good leader? Once you bring that team around you, how are going to empower them as a good leader?

Jeff Dousharm: Absolutely, and there's a lot of ways. I'll tell you, the simplest thing comes down to, and the thing I see most often violated in any market space, is that you have leaders and managers and people in place that expect or demand loyalty from their people, loyalty to the company, sacrifice, engagement, contribution, all these buzzwords, right? Then they don't give it back the other way.

They think that money's enough. They think, "I pay them well, so that should be enough to tell them to give up a Saturday or stay an hour late, or expect them to do extra whatever else it is." To me, that's something that thankfully I saw first hand actually, at a very young age. My father was in the Navy. He was enlisted and eventually made it up to some pretty high positions as a Master Chief in the Navy.

I was very fortunate to watch how he treated people, and how others worked in the military, and the families and like that. One of the things at the time that I noticed is that loyalty, like I said, doesn't just go up, it also goes down the chain of command, so to speak.

Ep #79: Creating Levers in Business with Jeff Dousharm

If I expect people to break their backs and bend over backwards for me, then I better be able to do the same for them, or not wonder why they don't stick around with me, because you can ask anybody on my team in any of my companies, how I feel about them or how they feel about me, or if I've got their back. I assure you, I mean without a shadow of a doubt, they're going to say that I do, because they can probably all give an example, or 10 or 100.

One of the easiest things that comes to my mind is that not too long ago one of my staff, my key staff members actually, very important role in Omaha. His family had some medical problems. He knew that if he left, was going to be gone for any period of time, that it literally would cause some problems at that business. Now, we could still function but it was not going to be at full capacity in some of the things he needed to do.

He was worried about even asking me for time off. I knew this. I talked to his wife and she said she already talked to him. He was thinking about it, trying to figure out what to do, blah blah blah. I said, "Why are we even talking about this?" I said, "Hold on." I put her on hold. I called my travel agent, I said, "You get a ticket right now, as soon as possible, and here's the name. Get it done. I don't care what the price is."

She got it done. I got back off that line, went back and I said, "Tell Mies to be at the airport in about 8 hours. He has a 6 am flight." She said, "What?" I said, "I already bought him a ticket. I'm not giving you the option to even ask to get off

Ep #79: Creating Levers in Business with Jeff Dousharm

work. You're taking off. Go down and take care of your family."

That's the kind of decisions we make. We'll pick up the pieces and do whatever we have to do because we also had team members to back that kind of play. Again, we have the right team to make that happen, but when it comes down to values and when it comes down to doing what's right for our people, it's never going to come down to just a dollars and cents decision where I think, "Well, if he's gone I'll lose this much money."

We'll do this and start trying to do stuff like car companies do with a recall and decide if they're actually going to make a safety recall. I don't make decisions that way and my team knows it. They know when it comes down to it, I'm putting them first. There's too many companies right now, it's lip service, but when it comes down to it they're not willing to be there for their people and to me that's just the most foundational part of leadership.

If you screw up a whole bunch of stuff, your people forgive you. You can make some mistakes, they'll forgive you, as long as they know that you're really there for them when they need you. If you can do that, everything else is building on experience and finding ways to engage them, treat them like individuals, give them rewards that match to them. All those nuggets and good things, those are great, but it has to come from a place of really caring about your people and have that reciprocal relationship that builds a real team.

Ep #79: Creating Levers in Business with Jeff Dousharm

Dr. Phelps: Rock solid, Jeff. One thing I know that gets in the way for a lot of us, and again I'll raise my hand high and say I was this way, is that when we come through a lot of training, we've gone through a lot of school, a lot of education, sometimes our ego gets in the way. What I mean by that is, we think that if we're the business owner then we should know everything, right?

We think, well, then I'm going to hire people just to support me or do what I ask them to do, but I learned, Jeff, the hard way, that I should think differently. I should actually hire people that are a whole lot smarter than I am in a whole lot of areas. Now, maybe I'm the doctor.

I'm the one that needs to go in the mouth and do the technical work, but everything else around me is marketing and customer relationships and experience, scheduling and working systems, all those other areas, if I would hire people that are a lot smarter than me in those areas, that's okay, isn't it?

Jeff
Dousharm: Oh, yeah. That's one of the things, somebody will think, "Oh, I want to be the smartest person in the room." If you're the smartest person in the room, you're in the wrong room, because I mean, if you want to be successful, that is. If you want to learn, if you want to put bright people on the bus. I remember I was doing the training ... It was with a doctor one time. I won't name him.

Ep #79: Creating Levers in Business with Jeff Dousharm

We were working with his staff. We were building a systems of communications, systems of how new patients and prospects call and how they're taken care of et cetera, et cetera, this whole process, to have all these touch points in place. The phone rings, literally during the training. It was off hours, but the phone rang. The doctor turned to reach for it because he was closest to it.

I said, "What are you doing?" He looked at me, it was a look of shock." One of his ladies grabbed the phone and answered. I waited till afterwards, and I said, "Okay, let's have a moment of learning here. Number 1, doc, what do you think you're doing there?" I said, "You're the last person in this room that needs to be answering that phone, and it's not because you're the highest paid, by the way, it's because you're the worst one on it."

He was a good guy, so he took that in stride. Then I turned to one of their ladies and I said, "You're within range. You should have checked him like you're playing hockey and knocked him out of the way. You do not let him ever touch that phone. It's not his job." Right? That's the whole idea, is there's some people ... For example, thinking about some of the people I've dealt with ...

Actually I offered a lady a job the other day. My staff and I, 3 of us, were at a Famous Dave's Restaurant. I literally offered the waitress a job because she was so good in how she dealt with people. There's some people that have such

Ep #79: Creating Levers in Business with Jeff Dousharm

amazing skill sets in their area. There's no way you can be the best at everything, so stay in your lane and be good at what you do, and find people that are just amazing in whatever else it is they do.

Figure out a way to get them on your team in whatever capacity you can, whether it's a contractor, an employee, a joint venturer, whatever else it is. Figure out a way to get them to help you, and take advantage and leverage that relationship and look for ways you can help them. When you do that, now you start building an all-star team.

There's a reason, just since the call's been on right now, the Olympics going on, right? Well, any time it goes on, almost every year, somebody says something in the conversation about the dream team, thinking back to when Jordan and all those guys were going and just crushing everybody. There's a reason. They didn't just take Michael Jordan. They got a bunch of other guys that were really, really good at what they did in their roles.

Well, that's what you can do when you build your business. Don't find one superstar and expect everybody else to be a bunch of flower girls around him, dancing around him here. Put a bunch of all-stars together and start crushing people, because that's the way business is won in my book. You can hear just from the kind of words I use, I'm a little bit competitive.

Ep #79: Creating Levers in Business with Jeff Dousharm

When I talk about crushing competitors, dominating like that, but that's what I want, because I know when I do that, that anybody that's a client of mine, a customer of mine, whatever else it is, I can help them even more. Whether you're a doctor, an entrepreneur, a big business owner, whatever else it is, if you have that mindset of combining that time, team, and tools and being a little competitive, winning does matter, then you actually help people.

Dr. Phelps: Yeah, I just make sure I always get picked on your team, Jeff. I don't want to be opposing you. That's my words of wisdom.

Jeff
Dousharm: That's a wise strategy.

Dr. Phelps: You spoke about levers, and you actually have a book entitled "The Lever: How Highly Successful Entrepreneurs and Business Owners Leverage Their Time, Team, and Tools," the 3 areas you talked about, "to Dominate the Competition." That book is out and available if people want to pick that up, correct?

Jeff
Dousharm: Yes, in fact we're just getting ready to do a relaunch on Amazon, so you can check that out. It's coming out in hardcover now, so that will be available here as soon as we get back from the printers, on Amazon. Again, it's called "The Lever," and then there's also a couple new books. This is going to come out as a book set that comes along with it, which will include "Social Media Lever," "Authority Lever,"

Ep #79: Creating Levers in Business with Jeff Dousharm

"Prospect Conversion Lever," and "Online Marketing Lever."

These are all sub-books that are task and role and area-specific that applies some of those same concepts just in different avenues.

Dr. Phelps: You've been busy.

Jeff
Dousharm: Yes.

Dr. Phelps: Number 1 on Amazon in the Lever niche, awesome!

Jeff
Dousharm: There we go.

Dr. Phelps: You've got that wired down. We're fortunate we get to have you down to our Freedom Founders meeting here this week. You come to every one of our meetings. You're one of our trusted advisors. You bring a tremendous amount of value. We appreciate that. If people would like to contact you, find out more about what you do, and maybe get some help or some tips, what's the best way to do that, Jeff?

Jeff
Dousharm: Again, here's where I start working on building a lever. My last name is very difficult for some people to spell, so I'm going to make this really easy for everybody. My first name is Jeff. You want to contact me, you go to contactjeff.com.

[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris

Ep #79: Creating Levers in Business with Jeff Dousharm

It's got all my emails, addresses, social, everything else, even a way to reach out to me, so contactjeff.com, and that's me.

Dr. Phelps: That's perfect. I love it. Simple, well-stated. Well, Jeff, thank you so much. You brought some great tips. The reason I like to talk about this stuff with you is because you live it. You live it every day, and I've watched you do it. It's so important, it's so important. Everything else that business owners, professional practice owners try to do in their life, if you don't start with the core, these lever areas that you talked about, most other things don't work very well at all. You hit the foundational pieces today. Thank you so, so much.

Jeff Dousharm: Thank you very much for having that. I sure appreciate it. In case anybody hadn't heard before, David Phelps is one of the people I respect actually most in any business community, not just in real estate, not just in the medical profession and dentistry, but in any community.

David, I've appreciated your friendship. I've appreciated your mentorship, the skills and the things you've shared with me, the people you've introduced me to in your family and network of individuals, and amazing people that you surround yourself with, so thank you for the years that we've been together. I look forward to many, many more.

Ep #79: Creating Levers in Business with Jeff Dousharm

Dr. Phelps: Okay, I certainly owe you dinner for that. Thank you, sir. I appreciate it. All right, thanks everybody. Have a great day, and I hope you enjoyed this episode. We'll see you next time on the Dentists Freedom Blueprint podcast.

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