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With Your Host

David Phelps

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you can ever be in a place and see what's possible you could probably do it. If it's been done it's probably possible and if you see it done every day you can do it every day and that's the value of somebody working in a great practice.

- Announcer: You are listening to the Freedom Blueprint Podcast with your host Doctor David Phelps. You'll get straightforward advice to transform your practice into a self-sufficient cash machine, compound your net worth and multiply your cash flow streams with hassle free real estate and more at freedomfounders.com.
- Dr. Phelps: Good day everyone this is Dr. David Phelps with the Freedom Founders Masterminding Community and Dentist Freedom Blueprint Podcast. I have with me a very good friend, Doctor Bill Williams. Bill, how are you doing sir?
- Dr. Williams: Hey, David, good to hear from you. I'm glad you survived. You're in Texas, I'm worried about you.
- Dr. Phelps: Well, thank you Bill. We were just talking about the hurricane Harvey, which has been recently destroying a lot of the southern part of state down in the Houston area. Being in Dallas or far enough north that we really escaped unscathed up here but that a lot of people that have come up from Houston that are being sheltered up here and got a lot of people from the Dallas area that have trucked a bunch of stuff down that are right down there mucking it out, helping people clean those houses out.
- Dr. Williams: My heart goes out for all the people of Texas, especially Houston. We're thinking about you and were sending donations.

Dr. Phelps: Well, thank you, thank you all. All that is much appreciated. Let me give people a little bit of your background, Bill, which you've got, we were talking a minute ago and you and your wife Sheila's family but you've got such a depth of background and resolve. I've known you for, gosh, five or six years now. Your character, your family, your faith, the way you've built your practice and gone through the typical, what I call, entrepreneurial roller coaster that virtually every one of us a been on but how you persevere and what you've done with the blessings you've been given I think this is really part of story so let me just give the background a little bit.

> My friend Dr. Bill Williams is a master of the Academy of general dentistry, very few people achieve that level. The International College of cranial mandibular orthopedics is highly involved in the American Academy of Cosmetic Dentistry. The American Academy of Implant Dentistry. The American Academy of cranial facial pain. The American Academy of oral and systemic health and the dental organization for conscious sedation. He's a past president of the Georgia Academy of general dentistry and travel the USSR and Scandinavia on an AGD, people to people dental tour in 1987.

> He was named the small business person of the year in 2005, received the Ron lamb award from the Christian Dental Society as the outstanding mission's dentist in North America in 2007, having built in or worked in hospitals mission outposts and clinics in Kenya, Tanzania, Haiti, and Honduras. Doctor Williams has lectured at USDI, Myotronics, Bioresearch, the advertising dentist, and the Implant Efficiency Institute, as well as teaching in Japan, Italy, Canada, across the USA on TMJ

Orthodontics, reconstruction marketing and practice management. Got to take a breath. Okay. There we go.

That's very, very impressive and that's only the beginning. Over his 43 years at dentist, he has been a founder, or one of the founders of the Stone Mountain Dental Group, the Atlanta Cranial Mandibular society, TMJ Freedom Work, the Solstice Research Group, Suwannee dental care, Web centric dental marketing and design. Kenya Medical Outreach and Solstice Dental Advisors and the Deserving Diva make overs. I got to see that, by the way, that was fun.

He is a graduate of the Medical College of Georgia School of Dentistry, as well as, the AAID maxi course in implant dentistry, and the MISCH implant institute. Bill's in private practice today, working two days week in the group practice that he founded, Suwanee Dental Care. His coaching consulting firm, Solstice Dental Advisors helps dentists discover how to double their practices by implementing proven marketing management efficiency and leadership skills. His book "Marketing the million dollar practice" debuted in 2013 and went to the top of Amazon.com as the number one bestseller in dentistry and number 15 among all books on marketing, and he's just published a new book on, early new book, on cosmetic and neuromuscular full mouth rehabilitation called "Smile 360" with Dr David Fry. I know a David Fry, but I know Doctor David Fry, so that's somebody else. That's awesome.

Your new book, which I want talk about today a little bit, Bill is the "\$10,000 a day dentist" and that sounds like in just a couple weeks, this month in September, you leave masterminds in awe with masterminds and you give

online instruction to dentists worldwide. You and your wife, beautiful wife Sheila have been married for 40 years now, you've got two sons Will and Tyler. Will's married to a wonderful British lady Sarah and they have a daughter, your granddaughter Harper. Sheila has been intimately involved in all aspects of the dental profession with Bill and is the chief consultant in Solstice Dental Advisors. Sheila and Bill founded Glory City church, Atlanta in 2011 and the senior associate pastors having been ordained as ministers in 2012.

I don't know how you have accomplished all you've done, and you're still a man of great physical stature you go, go, go, you've got all this energy Bill. I just got to start there. What's the secret to having the perseverance and the ability to manage so many different aspects of it, a really servant, a giving style of your life because that's who you and Sheila are. I know you will. Just give me a little bit on that and then we'll dive in your book.

- Dr. Williams: I think the reason that we are so involved in everything and live life so full is that it's in our DNA. Our family was like that. My dad was like that, my mom and they gave us an upbringing that allowed us to fully appreciate how it is to be a giving family, a supportive family. Sheila's family's very connected and mine is very accomplished, and we put those two things together, accomplishment and relationships. It just seems to be a good match. I work hard and never say no. That's probably to my detriment, I say yes to too many things. I like to be on the go. I'm probably a workaholic. I'm trying hard not to be. I work two days a week at the office now instead of five.
- Dr. Phelps: Sheila's at the office, but I says right on here, your CD, you're involved in so many other things so if you want to

call it work, I think when your passionate about what you do, other people might define it as work and all but I think you and I would define what we're passionate about is not so much work is just what we love to do, and it is in our DNA. It depends on, I think, perspective there but you've done so much. Let me ask you one other quick question, and I think we all have this in our background.

I would call you and Sheila very successful in many aspects of your personal life, professional life, your family life, people would look at you and say, "Yeah, Bill Williams, Sheila Williams, definitely role models, in so many ways." We all know, we all go through difficult times in life. Times when things aren't so good and you don't have to name a specific time unless you want to. I just want to ask you, how do you resolve when you've done everything that you thought was the right thing to do, you're a man of integrity, you do work hard because that's your work character and doggone it, things just don't work out. I know your faith gives you sustenance there. Faith, what else? What other tips could you give people that when times get tough, because they will. Not just once but multiple times over a lifetime. What would you tell people?

Dr. Williams: There's a time when I thought I could do it all myself, and I could plan my life, and I could be the one who decided what I would do to be successful, and I did that for 23 years in Stone Mountain in my first practice and when it came down to brass tacks I decided I was going to turn it over to the Lord and let Him lead me and so prayer came to be a larger part of our life, and we follow God's will and when we started to realize that, that was the secret to success, everything turned around and what was a good life became a great life, so I would say just go to the Lord

in prayer about difficult situations. One of the things that I do is look for mentors who are well grounded and when I find somebody who does things better or different than me I will listen to those people. I'm looking for wise counsel all the time.

Dr. Phelps: Let me just take you, take that one step further. I totally agree with you, totally agree. There's a lot of people that we could say are our wives, or they have expertise or may have had success in a certain element of business or life or it could be marketing or that kind of thing but maybe they don't necessarily have the same core values. Let me just ask you a question and this is something you and I haven't really talked about.

Do you listen to people like that or do you listen to part of their message or because I'm with you I like to find people that have a great mentor have that wisdom but also, they're living a life that I fully respect? Many say other people that are wise, and they don't have the same core values, I'm not talking about the being bad people, okay. Not bad, not nefarious, not fraudsters. I'm just saying there's some things about their life that maybe I just don't, it's not part of me. Do you listen to those people at all Bill? You take nuggets from them or do you dismiss them or just go, "Nope, I'm going to keep digging deeper" with somebody else.

Dr. Williams: I'm working right now with a business coach and I worked with Mike Rowe in the mastermind we were both in for three years. His core values were excellent and I fully align with him and now I'm working with a fellow Eric Lawhome and his core values are aligned very similar and so I tend to gravitate toward the people who have the same core values as me and I might listen to somebody

and hear what they have to say but I won't buy into what they're doing if they're not strong and so I think you if you ever set yourself up to be in a mentor relationship with somebody then you really do need to look deeper than just what they have on the surface and what they offer in their classes or courses because you're going to get what's down deep eventually and this was going to drive the whole package. The core values.

Dr. Phelps: Yeah, I agree. Good advice, good advice. All right, I'm going to go back to what you first said about starting out your life, again, I identify with you so much about being, I'm a rugged individualist, I can do this myself, I'm smart enough, I've gotten to this point in life. I can just slay that myself and like you I found that that was not the best way to go. Your new book 'The \$10,000 a day dentist' it's a great story because it talks about Alex. I'm going to let you tell a little bit more about it, about Alex being a great mentor, someone who helps the hard working, ethical, rugged solo entrepreneur, in this case a dentist, but also gives them guides because you talk about the fact that you shouldn't seek to hesitate to seek guidance because the guide will keep you from stepping into the guicksand in the dental jungle. Only the guide can give you the Swiss Army knife you need to institute strategies like what you call the gold key list, Leap Frog strategy and more. Some of things we can talk about a little bit on this call. What was the impetus for writing this book? Obviously, it's part of what you learned, right but give me some more background on it.

Dr. Williams: I run a Mastermind. I've got guys that come in, dentists that come in for a year, for a single Mastermind. They come in six days, two days every 120 days. I put together lectures and then we do the hot seat and we go over their

practices very detail trying to ferret out what's needed to make them grow. Okay, I always like to give two or three four lectures per weekend, in addition to the hot seats and so I put together this one lecture when I did the mastermind and it was called the \$10,000 a day dentist and that lecture was based on the fact that I had a revelation one day that I need to tell people how I do that because I've been doing over 10,000 a day for 15 years, average.

For every day I go to work, that's what I average. Some days is eight, sometimes it's 20, sometimes it's 40, sometimes it's 10. It just varies and so I just wrote down all the things I did and it came out to be 50 things and if I do 50 things pretty much guarantee myself to have a \$10,000 day every day. I wrote down all the things, I put them in a lecture and I taught them to my Mastermind and low and behold, within six weeks every one of them was doing \$10,000 days. One guy did 10,000 every day of the month. I mean, used to be a \$10,000 day was like a big celebration. Now he says he's a \$15,000 a day dentist and he has \$20,000 days, periodically. It's a teachable event, it's a significant event. I don't think to many dentists averaged 10 a day. I know some that-

- Dr. Phelps: No, definitely not.
- Dr. Williams: I know a lot that do actually because they come out of the woodwork when you start talking about it and they'll tell you that's nothing I can do so and so. The average guy really doesn't have that ability because they don't see themselves doing it and the first point I make is mindset. If you don't have the mindset-
- Dr. Phelps: That's exactly what I was going to say. Thank you, thank you for going there because I think you're exactly right.

We all set limiting barriers. Ceilings, if you will, right Bill, because our vision is built on, it's trust we know for our world is and it's like the four-minute mile. That was the one that couldn't be broken for all those years right. Until finally it was broken and then how many people after that started breaking the four-minute mile. Talk a little bit about that, talk a little bit about that mindset and the people that come to you that are part of Solstice mastermind, do they typically when they first come, I assume that most of them are not doing \$10,000 a day, so they don't have that mindset, so is that where you start?

- Dr. Williams: I've never had anybody that joined our mastermind that was doing that much consistently. Everybody can hit \$10,000 every now and then because the cases add up.
- Dr. Phelps: Sure.
- Dr. Williams: It's all about what they believe in their mind and we really work hard on that one concept, get the mind right and the rest of it's going to follow. You've got to have follow up in the team. You've got to have other things too. I broke it down into five dental, five different things for the dentist to contemplate besides mindset there was coaching, and there's team and there's marketing and there's capacity. Once you've got all those things looked at and the book really goes into great detail with each of those. I think if a dentist actually learns how to understand those five concepts then they can become a \$10,000 a day dentist. It's very possible.
- Dr. Phelps: Give me some ideas on how you help frame a new perspective, a new mindset. Is it based on the fact that you have done it or that a lot of dentists who have done it or do they get to watch you do it or how do you help a

dentist or any person visualize something that they, to date, don't feel like that they can do because they look at you and they aspire to be you. What I call a decathlon dentist but I'm looking at you and going, "I don't think I could ever do that." If that's me and I really want to do it, how do you break that mold where I'm saying, "You know what, I don't think I can consistently do 10,000 a day."

- Dry Williams: I can tell any dentist that they can do it and any dentist can do it because you can do it all with one technique, if you want to. I did a decathlon dentistry because I believe in being a dentist that can do everything and I've trained over 40 years. I went through the orthodontics training. I went through the TMJ training. I went through neuromuscular dentistry, implants, cosmetics, sedation, sleep apnea. It takes time to go through all that didactic work to get to be good in all those areas so a young guy coming out of school is not going to do that kind of dentistry but 20 years, 30 years out everybody could be doing that decathlon dentistry. A lot of the guys that are doing the best in our group, have been in dentistry 30, 40 vears. I would tell you I know some young dentists who are doing it too.
- Dr. Phelps: All right, you said you could do it with one technique. What do you mean, what technique?
- Dr. Williams: You could become an Invisalign guy.
- Dr. Phelps: Okay.
- Dr Williams: I know there's dentists doing 200 to 300,000 a month in Invisalign.

- Dr. Phelps: So they focus on that. They make that a top tier service, they market it, most everything's focused heavily on that, obviously.
- Dr Williams: That is a technique that is very, very workable for any dentist because it only takes a very small skill to do Invisalign. That's not one of those difficult areas to become excellent.
- Dr. Phelps: All right. so again, I want to use your book as the framework so every question I ask you feel free to dig into the book and bring out points of the book or spell that. Let's say, I'm a young dentist. I'm a young graduate. I'm out of school just a year or a couple years and I'm quarter million dollars in debt. Where should I put my focus, Bill, if I want to become a decathlon dentist? Do I focus heavily on increasing my clinical skills? Do I need to focus on a business acumen and marketing or is there a balance there? Give me a little guidance here for that young doc who's looking at the world and going, "I need a paycheck because I've got to pay some debt and I've got a young family or whatever." How would you counsel them because there's a lot of them out there today that are looking for answers.
- Dr. Williams: The first thing they ought to do is to go to classes on extending their reach. You really don't have an ability to do anything unless you have skills. Your marketability is minimal as a graduate dentist and you're not standing out in the community at all if you don't have extra training in something. You start with one discipline and you just become really good in one thing and then you become good in two things, three things and so I talk about in my book you come out of school with about three or four things you can do well and then you go about five or six

things well and then you get to 10 so you just stack up the abilities one by one and at some point in time you're going to have to become an excellent manager, marketer, communicator and leader and those things can't be left behind to the detriment of the practice to doing just education. Just didactic of technical dentistry.

A lot of dentists never get into the management, they never get into the leadership and they certainly don't get into the marketing. If you're an excellent marketer you can make money faster than anything if you have the flow of patients coming through there. You've got to have patient flow so a hundred pages a month is what we've always had a goal for our practice and when it was just me that was a little tough to handle. Got another dentist in real quick but we've had a hundred patients or more for probably 15 years. I never went crazy on marketing either. We just do good marketing, we don't spend 30% of our budget on marketing. We just spend 5%.

Dr. Phelps: So, if I'm a younger dentist then certainly extend my reach work on adding skill sets over a period time don't leave behind the business acumen, the leadership, the communication skills so should a young doc, you think because you and I understand the value of Masterminds and there's all levels of Masterminds there's informal, there's formal there's those that investment is higher but the value's there for those who participate in them. There's other masterminds that would be more entry level. Is that a good place for a young doc to be and if so, would that be like a dental study club, like you do or what? I'm just trying to pull from your experience and your wisdom. What would you tell that young doc they should be a part of besides the other civic duties that they might be taking.

I didn't get a lot out of dental study clubs that were run in our town because they're meant to serve the few that run them. I found that the dental study clubs have a ulterior motive and they're more of a social club and so you shouldn't look at it as your training ground. Now we did start one group called the Atlanta Cranium society that was dedicated just to one topic and that's the kind of study club to belong to is one that is all about business or all about marketing or all about TMJ or all about implants but just a general study club of guys around that meet and talk is scattered and you don't get depth so that's my thinking on dental study clubs.

- Dr Williams: Talk to me just a little bit in brief about the elements of facility of the five major things in the book, facility, what criteria do you feel like is important in facility?
- Dr. Phelps: I feel like I came up with an earth shattering concept and I don't think it's ever been talked about, you can tell me. I think that the dental practice should be like an accordion and expandable. If you could design a facility where you could start off small and grow big in the same place and not have to start over three or four times in a career. That would be the most ideal thing because you would save yourself so many iterations of design building and moving and so I hit upon that in my last move. I started out in 1,200 square feet and moved to 1,500 when I first got in practice and then I built a huge thing that was like 8,000 square feet. Then I moved back to a 1,200 square feet when I sold that business and then moved to a 3,000 square feet and then I expanded to 4,000 then I expanded to 10,000.

The last time being in the same place but being able to expand into extra rooms was such a benefit to me I could

add dentists without having to go to a new building. That's one of the keys and I talk about facility being the bottleneck. If you're in a to offertory practice, you have limited your income you have a bottleneck. You can't add associates, you can't have more than two patients at a time and it just doesn't work. I travel all over the world and I see dentists in Europe working out of one and two chairs. I see six dentists sharing five chairs, in a single building. It's just like they don't have a concept like we do and so in other countries it's just not the same model.

I think having an expandable clinic situation where you can grow extra rooms when you need them is very important as a dentist. It's building his first building so if you build that first building, Bill and you build it so that until you need that additional space to move into you build it so what you could maybe possibly lease out that space and then have it convertible relatively easily when you want to expand in it. Would that be the game plan?

Dr Williams: Yes, that's probably the best plan is to have it income producing until the point you need it and a lot of people who build a building is bigger than what they need and then move into it. You may not want to move into it but if you ever got the desire to it wouldn't be any sweat because every time you add an associate dentist you're going to and a hundred to \$200,000 bottom line income to your bottom line as an owner. That's just an attractive number if you just look at how many associates could you put in a building. One, two or three. I decided three was as many as I could do I didn't want to do a bigger facility or bigger number of dentists, than four dentist in our practice so that's kind of my goal when I just finished up is stay in at four.

Dr. Phelps: Let's dive in that little bit because having associates in the office is dependent upon obviously facility, capacity, marketing and dependent upon the ones leadership, team, the culture, so many aspects. All those things have to be there to actually say that, that associate can bring in X amount of dollars per month or per year but you've done it so let's talk a little about associates. Let's start out, say, if a young person is coming out of school with that kind of debt and they don't have the wherewithal and probably shouldn't be starting a practice. They have today, they have corporate America they can go there. They could find or maybe another practitioner. What would you suggest a young doc do and then we'll turn around from your standpoint and say, no, you're the senior doctor, you're looking for associates How to make this a win win for me both ways is what I'm looking at, Bill. Can you make it a win win? We've got a need out there both ways.

> We've got a need for senior doctors who want to maybe phase out or expand like you have and we've got a lot of young doctors coming out that are not going to be able to start up practices. Build a conversation there that brings those two together.

Dr Williams: All right the ideal dental associate for me is one who's been through a residency that can do implants and IV sedation. Top, by far, the best associate a senior dentist can get, to grow the practice, because those guys come out of those residencies capable. We're capable, they have capacity. It takes years to get capacity if you have to grow it homegrown. I'm picking the cream of the crop if I'm trying to get somebody to come into my practice and be instantly productive already over the hump you might

say because doing implants and doing I.V. sedation is not for the faint hearted.

I know that the care for these people is that they're going to be somebody who'll challenge, they're not afraid. I'm going for that kind of a bottom line person. If I'm a dentist getting out of school and I'm able to get into a residency I'm doing it. You'll make three times as much money in a career if you have your residency and your training than if you don't because you're able to hit the ground running and you're able to do the bigger cases. You treat the phobia patient if you're an IV sedation person. That's 30 to 40% of people out there who phobics. Nobody else will be able to touch it if they're not going to get treated, a general dentist that doesn't have any sedation skills, they missed the boat and the IV guy doesn't.

I don't do I V. I trained on it but never tried to get the license. I do oral conscious sedation and I get about 80% percent of the people that would like to be treated and I'll do it and then I'll send others to my associates if they want to be IV sedated. I'd get my conscious sedation immediately if I was anybody out there and I would go for IV if I really wanted to be in this area.

Dr. Phelps: So if I'm a graduate and I have gone through a residency program and I have those skill sets in sedation, implants. What's in it for me as that young graduate to come be an associate with you? We're talking about your associate, would there ever be a time when you would bring on someone as a partner? If not, how do you keep a good doc like that as an associate because he said they don't have fear, they don't have phobia. What's init for them, how long they typically stay?

- Dr Williams: I always tell dentists that talk about associates say it's good to get associates but they never stay and they never buy. There's going to be a time where they all leave so you just need to know they all leave. Some of them'll stay five years, 10 years but this seems to be a time about 10 years where they all want to go do something of their own and I'm like that too, I'm a 10 year person. I taught TMJ in orthodontics for 10 years. I traveled the world and did multi-level marketing for ten years. I did missions to Africa and did trips to Haiti and all that for about 10 years so everybody has their natural time element they'd like to do stuff and they get tired of doing it they want to go do something new and I'm like that and I've been teaching marketing now for eight or nine years so I'm not getting tired of that though. The building of a practice and this is like the endgame for me is to teach dentist how to do what I'm doing. Your question's a good one though.
- Dr. Phelps: Well, I know it comes up, and I think as an owner you have to be very decisive about what you want. You need to write those expectations out and definitely if you've got a great practice. See, I would want to come be an associate with you, knowing who you are because I know my time spent with you, my return on that time spent with you outside of the income I would make being a great practice would be almost immeasurable. Now again, like you said, how long does that last, down the road 10 years. So, I think it's a good answer. I just think it's good for both sides to have that in place and realize there's going to be a value both ways to keep that relationship long term and when time's up, time's up and you both are prepared for that. Let me ask you a little bit about ... Go ahead, I'm sorry.

- Dr Williams: I want to expand on that associate. The benefit for them to be in a great practice is that they see efficiency in action, they see what's possible. If you can ever be in a place and see what's possible you could probably do it or talk to us about that one. If it's been done, it's probably possible and if you see it done every day you know you can do it every day and that's the value of somebody working in a great practice. The marketing's good and they have constant patient flow. That's a nice thing.
- Dr. Phelps: Yes.
- Dr Williams: Thunder and lightning here in Georgia, you hear it?
- Dr. Phelps: Not yet, that's getting exciting. Tell me a little bit about the social media intensive training for dentists in the dental teams right now. It's called the social growth factor, the social growth factor. What's that look like? What have you built there Bill?
- Dr Williams: I kind of feel like we need to have something for the staff to latch on to some of the things we're doing and talk at a high level to the dentist and I haven't focused that much on training staff and so I put together a program where the dentist can offload from himself the responsibility for some of the marketing especially in the social media arenas for the staff to do things that will really pay back, big dividends and I found some good automation and some delegation tools and so I just put together a little training that will probably benefit a dental practice that does it four or 5,000% of what they have to pay to do it.

It's just a huge benefit for what I'm going to offer it for. It's almost like I'm giving it away because people need it. That's the social growth factor, which is kind of a mirror of what I do in my practice. A lot of people always ask me

what I'm doing to be so successful and I go, "Well, I don't know, I just do what I do and I'll show you what I do and that's what I've done with this little program is showing people how I live life, how I approach every day. As part of the \$10,000 a day that I market a certain way. I'm just focusing on the marketing with this little piece.

Dr. Phelps: Excellent, excellent. Well, I'll tell you what, we'll put the link in the show notes so people can go there and check out the social growth factor. Well, Bill, gosh it's been a pleasure as I knew we would only crack the surface of who you are, what you've done but I think more importantly how much you offer as a servant with your wisdom in the dental industry. I want people to be able to find you so website is Solstice, that's S-O-L-S-T-I-C-E dentaladvisors.com.

> If you're interested in looking at Bill's mastermind that he alluded to earlier it would be solsticedentaladvisors.com/mastermind, easy to remember and then Bill your personal e-mail is doctorbillwilliams@gmail.com.

- Dr Williams: I'm glad to talk to anybody on the phone or through the email, any dentist that wants to discuss anything I'm totally open to talking with them.
- Dr. Phelps: Well, I know you're that way you always been that way, you've always been a huge, huge giver in so many ways in your life and much, much appreciated and I appreciate our friendship and relationship and want to keep doing things with you and the time to come because you bring so much wisdom and experience to the world not just in dentistry but in all respects. It's been a pleasure.

- Dr Williams: Dave, let me tell your audience something. They probably hear you talking all the time, they know what you do with the real estate book. I just want to give you a plug for really helping us along, we've put a lot of our effort in the last five years into what David teaches as part of his Mastermind. We diversified our portfolio, we got into some real estate and some real estate lending and we just have really reorganized some of the thinking about how we want to protect ourselves for the coming days because days are coming.
- Dr. Phelps: Yes, they are.
- Dr Williams: Thanks for the ... You're guiding the dental profession in a way that's going to protect a lot of people from the outcomes that others won't be protected.
- Dr. Phelps: Well, that's our goal. I always say plan for the best but prepare for the worst. You meet in the middle somewhere there, don't go crazy there are some things we can all be doing in our lives and I think that's what we do. Bill, thank you for that. I appreciate it. Great talking to you today and we'll see you soon.
- Dr Williams: Okay, thanks David. We will.
- Announcer: Take the next step at freedomfounders.com. You've been listening to another episode of The Freedom blueprint podcast with Dr David Phelps, the place to be to greet your freedom lifestyle with more time off, security and peace of mind. More at freedomfounders.com