

Ep #286: Steven J. Anderson - Creating a Culture by Design; Not by Default



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David Phelps: Good day, everyone. This is Dr. David Phelps of the Freedom Founders Mastermind Community and Dentist Freedom Blueprint Podcast today with a gentleman that many of some of you don't know, are going to be really in for a treat today. I've got Mr. Steven J. Anderson with me today of Crown Council ToPS and a whole lot of other things as well. There's a laundry list of things that you're involved in. Steve Anderson, how are you, sir?

Steven J. Anderson: I am very well and honored to be with you, David. Thank you.

David Phelps: Well, Steven, you have really been an industry leader going back decades now, decades. And for people who don't know about that journey, to me, it's always fascinating to go back into the roots of people and kind of what was their foundation, what formed them? And I know that we can go back into your family lineage, which I've gotten to learn more about and where all that came from. Just, well, I got to say being at Crown Council Annual Event in Nashville and seeing the video of your mother baking that chocolate chip cookies that were... I mean, the story there, that's legacy. And I know the Anderson

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family, that's where you all come from. So obviously that's where it starts, that's where you came from.

But then as you continue to move through your educational process, into graduating from high school, going to college, and then figuring out your next, I'd like to get just a little piece of that before we dive into my topic today. So could you give me a little bit about you're in college and kind of what are you looking at for next and how are you seeing the future and how you're going to figure this thing out?

Steven J. Anderson: All right. We're going way back.

David Phelps: I know. I know. I had to take you back a little bit.

Steven J. Anderson: No, which is great. And this actually has a piece involved in one of the things that we do, David which you know is our Eagle University program. There's been in existence now for a long time and its whole purpose is to give high school and college students a seven-year head start on their career. And a lot of it's based on my personal experience. So I figured out a way to get in and out of college in two and a half years and completed a four-year course in two and a half years. And which was great. It sounds great. And sometimes speed is not the best solution for everything because what happened was I got close. So I was about six months away from graduation and it suddenly dawned on me that college was going to be over and maybe I needed to figure out what I was going to do when I grew up.

And I was doing a lot of things in college. I was running my own business. I was doing a lot of things with that. This is now we need to get serious about this. And so I had started a chapter of the largest fraternity in the country, Sigma Phi Epsilon. And on the national board of directors was a Texas entrepreneur by the

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name of Walter Hailey. And he was doing some weekend retreats at his ranch in Texas. And the national organization sent me down to spend the weekend with him to learn how to build our fraternity. And so that's how we originally met. And at the end of those three days, he gave me a challenge that changed my life. And that challenge was to go out and get a mentor. I emphasize the a because that was the original challenge was go and get a mentor.

Somebody that was doing something thing that I thought that sounded interesting to me that was willing to share with me how they did it and learn from them. And I took that challenge seriously and went home and sat down with the first one and had such an amazing learning experience that, that led to a second one and a third and a fourth. And so I ended up over the course of about six to eight months, ended up interviewing over 60 different people that were doing things that I thought sounded interesting to me. And the process of that, what happens subconsciously, I didn't realize it at the time, but subconsciously that educated my intuition. There are so many things I picked up that I didn't even realize that I picked up, that I used to this day and that whole mentoring process I don't think it matters how old we are. We all need a mentor. And that's one of the things that I value so much about your organization and the way you've put it together is all about mentoring.

It's about getting together with likeminded people who have a similar objective and you exchange ideas. And inevitably the result is more than the sum of the parts. The result is a multiplier. And that was certainly my experience. And so that kind of led full circle to come back and Walter and I got back together at the end of that experience. And we were at the fraternity convention and we started talking and I shared with him what I had done. And I said to him, I said, "You and I ought

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to think about doing something together." And he kind of blew that off and said, "Yeah, yeah, yeah give me a call." And which I'm sure, hoping I never would.

And so I through that whole process decided based on the education I got from all these mentors that I wanted to go figure out a partnership with somebody who had built companies because that's what I figured out I wanted to do. So I just loaded up my car and drove to Texas and showed up without permission, because I knew he would never agree to it. And I just showed up and I told him, I said, "We're going to go into business together." And he didn't know what that meant. And I just said, "Look for starters, all it means is I'm going to go to work and we're going to figure this out, but don't worry. I'm not an employee. Don't worry about paying me. We'll just figure it out." And we did. And that led to a 15-year business partnership and I learned a lot. And I valued that experience. I learned a tremendous amount from that whole experience together.

Dentistry came along during that experience and dentistry is now a huge part of my life as you know. I think the big takeaway from all of that David is to this day, one of the biggest things that he taught me was the value of borrowing other people's experience, of copying genius, that you don't have to figure out how to do it alone. That all of us are smarter than one of us.

And when you're in a business like dentistry, that can be somewhat isolating that you have to do it by intent. I mean, you really have to go out and seek out good mentors and good mastermind groups like you've put together. And like we do in the Crown Council. I had one this week, met with a group that I belong to. And just the takeaway from that meeting was, I mean, every time we get together, there's a tremendous

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amount of learning that takes place. So that's one of the things we teach the students how to go out and get mentors. We teach it to the dentists. It's such a simple idea and yet uncommonly practiced and I practice it to this day.

David Phelps: Yeah. So well said, and I think there's a little bit of a culture amongst people, younger, older that we need to be self-reliant that we should be smart enough to figure it out because we achieved certain accolades in school. We got certain grades or we graduated at a certain level and being willing and vulnerable enough to ask for help sometimes it's difficult, isn't it? You find for a lot of people it's just, in fact with all the formal education, there's almost an expectation that you should know more than most of the people around you, or maybe within your company or your practice, you should know more. And therefore it makes you even more reluctant to ask for help.

Steven J. Anderson: So here's four of the most powerful words I know, and they're difficult for some people to use and difficult to utter, but four of the most powerful words are: "I need your help." And so here's some application. So in our Total Patient Service seminars where we train case acceptance. Case acceptance, verbal skills, treatment acceptance for the whole team. And that's one of the treatment acceptance verbal skills that we teach is that you sit down with the patient and you ask the patient for their help, which seems backwards. They came to you for your help and the psychology behind this, is most people cannot resist the request for help. And if I didn't know you, David and I bumped into you on the street, and I said, "Excuse me, could you help me?"

Now, you're going to have one of two reactions. Either you're going to be afraid that I'm going to mug you, but a guy my size, that's probably not much of a threat to a guy like your size. Or

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your first reaction is going to be, "Of course, what can I do to help?" So most people can't resist the request for help. So every place in the patient interaction, even from the very first a new patient walks in and we say to them, "Thanks for coming in and I need your help to get started today so that you can have a great experience. Could you help me by filling out this paperwork, all of this stuff, so we can do a better job serving you?" And a dental assistant, "I need your help. We're going to take some pictures." In other words, we all need help. And most people can't resist the request for help.

So yes, it's hard to do it. And once you get in the habit of doing it, it is amazing to me how willing people are to share, because it's flattering when somebody asks you for your help, you're basically saying you have something that I view as being valuable. Would you share it? That's pretty hard to turn down.

David Phelps: Yeah, exactly. A couple other things you said about your relationship with Walter Haley is that you said that you just showed up. So that's kind of taking things in your own... You didn't wait for permission, you showed up. And another other thing, I think a lot of people too easily accept no for an answer. Would you agree?

Steven J. Anderson: So true. And a principle that we have taught for years is called the 15 system, and this is based on science. And basically the lesson is persistence. And the basic science says based on years and years of tracking this is that after four requests or four conversations or four contacts, you might get 20% to say yes. After another four, you might get up to 40%. So we're at eight. Another four you might get up to 70% by the time you get to 15, you'll get to 90%. In others words, it takes a lot of repetition, especially today with as many different communication channels as we have, we're getting bombarded.

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So there is no such thing as a no, and I want to be careful the context.

David Phelps: Yes. Certainly.

Steven J. Anderson: To say that, I'm just saying is that especially when rarely in dentistry, do we get a no, it's usually a, "I want to think about it or is my insurance going to cover this?" Or we get a maybe, but rarely do you ever get from a patient, "Absolutely not. I am not going to do that ever." Rarely do you ever get that. And so the reminder is, hang in there, things change. We need to talk about it. We go through various stages of change when we get hit with new information. And so it does, it takes a lot of hand holding and a lot of asks 15, just staying in there.

David Phelps: Stay with it, stay with it. Yeah. Very good. One other follow-up question on seeking, finding, working with mentors. Obviously you teach this to young people at Eagle University. For those people who might be listening, they're not at that age and want to do what you did. You interviewed 60 some in a period of six to eight months. Is that the process and how do you go from one mentor to another? Is there some hacks to finding that next person, or do you just do research and find a list? What would you tell people about starting that first one and then the next, next? And my follow up question to that so I'll just give it to you all at once Steve, here just pack it in.

In working with mentor, there's different ways to work with a mentor. Do you start with just again, asking for help and see what they're willing to provide? "Hey, let's meet for lunch." If it's local. "Let's get on a Zoom call." Or give a little guidance there. So how you're teaching both dentists and young people, how to seek and work with mentors.

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Steven J. Anderson: All right. So here's the question. Fill in the blank. Who do you know that? Fill in the blank. So regardless of who it is I would say, first thing you have to determine is the specific area in which you want some help. So if in my original situation, I was looking for guidance, career guidance. I had a few ideas of things that I was interested in. I was interested in strategic management consulting. I was interested in real estate because I had a real estate business I had started. So I had some interests. And so that's where I started. I went to the people that I knew had a vested interest in my success that cared about me. And that was my first question is who do you know that has had some success in these areas that would be willing, you think would be willing to sit down and give me some direction?

And that holds true today. As I still ask that question to people that I know, if there's something specific, I did it this morning, David. I was on the hunt for a very specific piece of information in a particular area for my business. And so I made some phone calls to people I know. And I asked that, I said, "Who do that knows the most about this specific area?" And I got their names. And then I just said, "Would you be willing to introduce me to that person? I've got some questions." And of course the response is always, "Happy to do it." So it's who do you know? Is really the question.

And then I always ask them to make the introduction for me. Because they know them they'll respond to somebody they know versus me trying to approach them cold. So I always have them make the introduction. And that's what we teach the students that they can get in any door that they want if they're willing to borrow influence, borrow other people's wisdom and knowledge, that's the most viable thing you need at a time when you don't have very much of it.

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David Phelps: So when you were introduced to a potential mentor and they accepted the invite and you said you were doing interviews. So I assume back in the day, this was on the phone. Most of them or could have been in person.

Steven J. Anderson: I did phone. Yeah. Phone, face to face, whatever worked for them.

David Phelps: And you just had your list of questions and good mentors, probably ask you questions back again to help you develop some clarity, just because they were outside eyes interested in you, your questions where you want to go. So was this kind of the format or interviews did do it one time? Did you have some that you stayed on and had mentoring for a period of time and just give us some flavor?

Steven J. Anderson: Yeah. I always went in with an objective, with questions. I don't think David, I don't think I ever asked anybody to be my mentor. I think that's a little scary for a lot of people. They don't know what that means. So it's always just been, "Can I ask you a few questions? I've got some things that I'm looking for that I think you probably have had some experience with, if you could give me some direction." And then if there was things that led on to other things then I just I'd wrap it up by saying, "Would you mind if I stayed in touch if I have other questions, just keep you posted?" Keep it light. And I still do that. I think that's how we all learn. And the more you do it, the more you learn and the faster you get where you need to go.

David Phelps: Yeah. Good. Good. All right. Now that we've covered all those things off. I want to get to a little bit more, but I also know that you're very, very good at espousing, especially through the culture of ToPS and how you helped dental professionals with the issues that we all face as entrepreneurial people in our small business environment. And being very educated in the

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technical expertise of what we've learned to do, but having typically very little foundation in people, management skills, communication, HR, staffing, all the things that hit you in the face once you get out there and realize how much you don't know about those parts of the working world. And one of the books you wrote, which I love, and I've got it in front of me today, *The Culture of Success: 10 Natural Laws for Creating the Place Where Everyone Wants to Work*. Almost sounds like utopia to me, Steve just because I could be a Negative Nellie and just list all the issues. Easy to list all the issues that we've faced today. All of us, I don't care what business you're in.

We can blame millennials. We can blame the low unemployment rate. We can blame high minimum wage. We can blame insurance companies. I mean, the list goes on and on and on. So you can be negative. You can decide to be bitter about the situation or you can decide to be better, but you can't be both. Right?

Steven J. Anderson: Absolutely. So here's the backstory on all this. So we've done educational seminars for a long, long time and dentistry showed up literally. So we were doing seminars for businesses, as you know and-

David Phelps: This is you and Walter?

Steven J. Anderson: Walter and I. Yeah. And dentistry showed up and more and more dentists showed up and got our attention. So we had to figure out the dentistry thing, what was the attraction to what we were doing? And so we started going in dental practices to understand the business and just the whole dynamic of what was going on. And of course that now has led to all kinds of things that we do in dentistry like our Total Patient Service seminars. And of course the Crown Council, which was the outgrowth of our training. So it was, it's really a community

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of practices and dentists that subscribe to a philosophy of, we call it a culture of success.

And they help each other. It's a mastermind group, large mastermind group where everybody's helping each other create a culture of success. So part of the realization that came along is that we would work with a practice. And we have David, as you know we've got a whole team at Total Patient Service we got a whole team of practice advisors that implement our systems and practices to make it work. And occasionally we'd come across the practice where there was so much background noise, that it was almost impossible to make any progress or improvement or implement anything new. And what I mean by background noise is there was so much going on emotionally in the background that it was very difficult even to focus on patient care because of broken relationships between team members and just all kinds of stuff going on.

And so we took a step back and said the culture really is the canvas on which you paint your practice. If you want to use an art analogy, it's the backdrop. So you got to have really a great culture. And one of my favorite quotes and I'll paraphrase this, but basically says, "Culture starts at the top and if a culture is great, it's because the people in it are great. The people at the top are great. And if it rots, if the culture rots, it does so because the top rots. If it decays it does so because the top rots." And so for the dentists that are listening, it's really a sobering thought.

And I'll give you this example. I had a dentist that called me the other day and he goes, "Steve, I don't know what to do." He goes, "I want to bring my team to one of your courses, but I don't think they're worth investing in." They show up late, they don't take responsibility. There's no accountability. They don't

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do their jobs. He's going down the list of infractions. And so he got done and I asked him a few questions. And then this was what I asked him to do. I said, "We're going to finish this phone call and I'm going to ask to go into your bathroom and shut the door and look in the mirror." I said, "Because I guarantee you that every one of those things that you've listed, if you'll look at yourself in the mirror, there is something in what you are doing that is leading them to that kind of behavior. They didn't just come like that. They're doing those things because that's the way they're being led or that's what you put up with. I don't know which one it is, but that you need to go look at yourself."

And he did. And he came back to me later and he said, "That was one of the most sobering moment." He goes, "I did not expect that as a response." He goes, "I wanted you to fix my team." And he said, "What you forced me to do is look in the mirror and fix myself." So culture starts at the top. So what is culture? Culture, I subscribed to Dr. Clayton Christensen's definition, Dr. Christensen was a management professor at Harvard Business School, just passed away recently.

David Phelps: Just passed away. It's so sad.

Steven J. Anderson: Brilliant guy and his definition he said, culture is the combination of priorities and processes. Those two things, priorities and processes and how an organization and the people in it act on them daily. So there's three components. Priorities are what you value, what's most important to you. Processes are the systems that you put in place to run your business, to act on those values. And then the third piece is you got to do it. You got to act on it. So to translate it, is what do you believe, what systems have you put in place so that those beliefs are part of your business? And then the third piece is what do you have in place to make sure you act on it? Do you

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implement it and do you keep it in place? Because the implementation, the application is that's the challenging part.

We all have to work on all those three things all the time is what do we really believe in? What are the systems that we put in place to make it all work? And then what's the accountability and the process we put in place to make sure we stay on track. Because David as you know, things come unraveled so fast and you got to be constantly combating what I call entropy. That's a physics thing and everything tends towards chaos and disorder. And so unless you have things to keep everything in line and checking on it, that's the name of the game. That is the practice of management is combating entropy.

So back to the culture thing, I mean, those are the three components, values processes, and then action and accountability and what that feels like every day. And so we have a model that I love it, called the Culture Cube that basically two aspects on it, which is one is productivity. How effective are you at accomplishing your goals? And then the other factor is what I call fulfillment is all of the intangible things that go in that make up a culture. And as you know we always talk about the fact that we all make decisions emotionally, and then we justify it with logic.

As human beings, we are not as rational as we would like to think that we are. And so that makes up a big part of the culture is what is the emotional environment in your office? And here would be the measure that I would ask is what is the emotional temperature when you start your morning meeting every day? And I hope you're having one and what is it when you finish? Is your team excited about going to work or not? And when you get done with that morning meeting, are they fired up about making stuff happen, excited to see the patients? What is the

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overall emotional temperature? That's an indicator of what your culture is. And you can either have a culture by default or a culture by design.

Every organization has a culture. I mean, you have one, whether you think you do or not, and if you never got, give us a thought, you've got one, it happened by default, but you have one. So my preference is habit by design. Choose what kind of culture you want to have and then go after it. So here's how that works is and again, this piece came from my own personal experience and I'll abbreviate it, but we had several years ago, a major change in our business. We moved locations, a 350-mile move. And anytime you have a new beginning like that, it does cause you to kind of rethink your business. But when we did that, I sat down and wrote out what I wanted our culture to be like, it was kind of like an opportunity to reset.

And so I wrote it out. I mean, it was like, wrote out specific descriptions of what I wanted the behavior to be like and what I wanted the interaction to be like, and you and I joked about this before we started. But one of those things that was on there as part of our culture is that when you're early, you're on time. So when you're early, you're on time, when you're on time, you're late and when you're late, you're lost. And there's so many things that... And so you and I have this contest now to see who's going to show up earliest. But I'll tell you that the shift, just as one simple example, it's a cultural thing. Before we sat down and talked about that, it was like if we had a meeting at 7:45, I mean, we were lucky if we got started by 8:00 or 8:05, just because it was like people wander in and because we never talked about it, it's just like, "Hey, we'll get started whenever we get started."

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And then we talked about that and said there's so much that is implied around start times, which is if we say we're going to start at 7:45 and we do, that sends a settle message that we keep commitments, not only to each other, but ourselves, right? There's another message if we honor each other by being present for each other when we say we will, it's dependability, it's trust. There's just so many underlying messages around that. And so that was part of our culture. And it didn't happen overnight, but gradually now the culture became, "Hey, when we have a meeting at 7:00 AM or 8:00 AM or whatever it is, that we're all getting there early. We're talking to each other. So by the time we start the meeting at 8:00, we've already done the preliminaries. Everybody's comfortable, everybody's fired up everybody should there."

So that's just one example of many that were in that original of what I call culture guide. And it was a document that codified the culture. And I had never seen anybody do this before. But it's really, it's not a policy and procedure manual. It's really the behavioral norms that are expected in our organization and I said, it's not a policy. It's just like, "Here's what we expect of each other. We're not perfect. This is what we strive for. And this is what we're going to help each other to do internally." So it just we hire with it and I recommend practices hire with it to say, "Hey, here's what we're about. We're not perfect, but this is what we're striving for." It becomes part of how you run the business.

David Phelps: Yeah. It's how you do everything. It's how you make decisions on dealing with a patient or a staff member. It gives you clarity on how you make those decisions. Sometimes those decisions are difficult to make, but at least you have the clarity because you develop the culture, the guiding principles that allow you, the team, whoever needs to be involved, how to deal

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with it. And you're so right. So, all right, this has been great, Steve. So my last question for you is, and I ask this question because I was there. I was there. I was that dentist sort of like the one you talked about who worked really hard to be a great dentist, but had some of the background noise. And I wanted to fix her. I just wanted to hire the fixer.

And you talked about that and how looking in the mirror is so hard to do. It's the last thing we want to do because we, because we work so hard, we think we're doing the right thing. We're doing the thing, but we're missing the other pieces that we just don't know what we don't know. So a dentist is listening to this today and feeling that frustration of being on that hamster wheel and, "The staff doesn't do what I want them to do." And just all the things. Trust me, I could tell you the whole story. And they reach out to you, to ToPS and, "I need the help." How do you again, look in the mirror, but then to take the next step, do you need to have that dentist, that leader of that practice, that organization before you take them on and be willing to say, "I've looked in the mirror and I realized that it begins with me."

Do you need that commitment before it's worthwhile engaging, going to the next step? And if that dentist doesn't get that, is there other training or other books they need to read, or how do you help them get that when they're not ready to accept it that day?

Steven J. Anderson: So a couple answers that one, is personal responsibility is one of the keys. I had a dentist that called me up recently and asked if we would send one of our practice advisors to come in and tell his team. And he had this long list of stuff. And I said, "Absolutely not." He said, "Wait, why?" He goes, "I'm handing you a business opportunity." I said, "Yeah.

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And I appreciate it. And that's not what we do because all of those things you're telling me, that's your responsibility as a leader, not to hire somebody to come in as the axeman, and do your job for you." So there's a way to do it, to get it through. So yeah, I mean, we all need to take personal responsibility. I think the key to it, David is how. All of us are always looking for the how. How do I do it better? How do I do it more effectively? How do I do things so I get better results?

It's the, how we're really looking for. So if I've taken personal responsibility and if the question is how do I do this and what do I need to do? And what's the best direction? Then we're on a great path. Then the next question is where do we start? Whereas what is the most logical place to start? You cannot solve everything all at once. So it goes back to priorities. What are the priorities? So some of that requires some analysis and we do that every day. We'll take a practice. We do a pretty in-depth analysis on the front end to see where the best starting points are, where the best leverage is, what we're going to do to have the biggest impact and help the practice go where it needs to go.

And I, in fact, I would say this, anybody that you're involved in that listens to this, we do that. We call it a practice growth analysis, and we do that every day. And I would offer that to anybody who's listening is if you want an outside objective, different set of eyes to look at where all the opportunities are, just from a different perspective, it's just a different perspective. We would be willing to do that for anybody that you're involved with that listens to this podcast. And it's just as easy. Just shoot us an email at answers@totalpatientservice.com. So answers@totalpatientservice.com and just include practice growth analysis. David said, just tell him I just mentioned that you listen to this podcast. And then what we can do is we'll

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work with you to get the right data, but it's a revealing process. It's like having a physical exam on your practice. You're supposed to do that yourself. When we do that for practices, just different set of eyes to say, here's the overall health. Here's some areas for potential improvement. I think we all need that. We all need that.

David Phelps: Yes, absolutely. We'll kind of end on that, but I think that's a perfect place to end is that I don't care where we are in our life, our path, our growth. We always need some outside eyes. The mentor you talked about, who's the mentor. Who's keeping you accountable? Who's your five or in this case, your practice, Total Patient Services getting those outside eyes, that perspective that we can't get because we're in the throws, within the trees of our practice, we cannot see outside and finding those key opportunities, the things that we just can't see with the person to say, "Let's start here. Here's some inflection points that you're missing." We can hit this one, this one, let's prioritize it. And then now you've got the ball rolling." It's such a valuable opportunity. And thank you for making that practice growth analysis available for our listeners.

Steven J. Anderson: So David, you know I'm an action guy.

David Phelps: That's right.

Steven J. Anderson: That's what I do. So I'm going to give your listeners a challenge as a result of listening to this. Because I always say the only purpose of education is not knowledge. If you just listen to this podcast just to get smart, I would suggest that the biggest purpose of education is results producing action. So the greatest impact that you could have on your business or any organization that you're involved in as a result of listening to this podcast today, my challenge would be to create your own culture guide. So have a culture by design, design it, write it

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down, codify it, sit down with your team, get their input, have a discussion about what you want your culture to be like, what changes do you want?

All of those things have a discussion about it. So one suggestion, if you'd like a copy or a suggested culture guide, you can go to the website. You mentioned the book. So you just go to thecultureofsuccessbook.com. So make sure you include the, thecultureofsuccessbook.com. And it's all the information about the book and culture guides and the whole deal that's all there. So that would be my challenge is, go create a culture by design. And again, that applies to your practice. It applies to family. It applies to every area in your life. I appreciate the opportunity to talk about Eagle U. David as you know, that's one of my passions, it's part of our nonprofit education foundation. If anybody has a young person in their life, I mean, if you have kids at home like anybody at home under 40, however, thinking around a lot longer than they used to, but Eagle U is for high school and college age students 15. So 25-ish usually eagleuniversity.org is where you can get the information we have.

We provide full and partial scholarships for deserving students. We have dental practices, David, that sponsor students every year from their practice to go. It's just I was in a practice Friday in Virginia that has sponsored just in the last couple of years they sponsored 10 different students to go through Eagle U. It's an amazing, and you are going to be part of our faculty this year, which I am so excited about with your apprentice model message, which is so congruent with everything that we teach. So I'm excited to have you as a part of that this year.

David Phelps: Well, Steve, thank you. I'm just as excited to be a part of that as well, Eagle University. This has been a great interview.

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It's so much like the conversations you and I are blessed to have occasionally when we meet for lunch somewhere. And I bring my notebook every time and I'm just like today, I'm just writing things down, writing them down, writing them down because you just, your wealth of wisdom and experience and your influence, not just in the dental industry, but obviously your passion for serving a wider audience, a younger audience as well, and giving them a pathway to success in life that is making the anti-traditional is such a blessing, such a gift, Steve. So thank you so much for your friendship, your mentorship, and for all that you do, especially in the dental industry where you all do it so well.

So you can find Steve again at totalpatientservices.com. If you want the practice growth analysis, answers@totalpatientservices.com, we'll have this all in the show notes. And then you can go to thecultureofsuccessbook.com to get the guide for creating and codifying your own culture.

Steven J. Anderson: You got it. Thank you for having me. Thanks for being a great mentor and for everything you do for not only for dentistry, but for people. I talk about you everywhere I go. You're a great example of setting a goal, creating a vision and going after it. And I'm very excited to introduce you to all the students we'll have this summer at Eagle U. So thank you.

David Phelps: Have a great day, Steve.

Steven J. Anderson: Thank you.

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