

Ep #364: Trey Taylor - A CEO Only Does Three Things



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Dr. David Phelps

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Welcome to the Dentist Freedom Blueprint, a podcast about freedom—freedom from expectations of society and the traditional path to success that has been ingrained in us from our early years, I'm joined by mavericks, renegades, and non-conformers to discuss an anti-traditional path to financial freedom, freedom of time, relationships, health, and ultimately freedom of purpose. My name is Dr. David Phelps. Let's get started.

David Phelps: Good day everyone. This is Dr. David Phelps of the Freedom Founders Mastermind community and Dentist Freedom Blueprint Podcast. Today, we're going to have some fun and talk about the business ownership position, which we might also be called the CEO position, the C-suite level, something that many of us aspire to be, many of us are maybe there out of default because someone had to fill that position and we were the ones that decided to build the business because that's what was in our DNA.

Today, someone who has really gone through all the different ascensions from starting out in that position of, "Hey, here's the business, take it by the reins and run it," to someone who has really ascended in many categories to be in a position where he leads today, not just his own teams, but is actually a keynote speaker in many different forums. And that is my good friend, Trey Taylor. Trey, how are you doing, sir?

Trey Taylor: David, I am well. Thanks for having me on this show. I listen to it anyway, but great pleasure to be with you today. Good to see you.

David Phelps: Well, giving a little bit of your background, I alluded to it a little bit, but we're going to dig into that background and

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let you give us some of the specifics because I think the story behind what got you to today, where you are now is always interesting for all of us. It's never a straight shot. It's never what we thought, right? It always comes with twists and turns, but many times those twists and turns can turn into something greater than we thought on the forefront.

So today, Trey Taylor is the CEO, he's a mentor and coach to business owners and other CEOs. He has varied experience in tech, venture capital, real estate, and law. He started his career as a law clerk at WebMD. See, I didn't know that about you, which he left to pursue a career as a venture capitalist and began working for AOL. However, life had other plans for him and after his father passed, suddenly he returned home to run the family business, a business in which he had no experience and no desire to run. Perfect, right?

He didn't know the industry well, nor did he know how to be a good CEO, but it was out of the frying pan into the fire, he knew he couldn't let his family down. So he stepped up, went on a journey to discover just what a CEO does. His journey led him to gaining the knowledge and confidence to run other businesses and eventually write the book we're going to talk a little bit about today, A CEO Only Does Three Things. So, let's go back into your past and give us a little bit of that backstory as to how you got to today.

Trey Taylor: Yeah, absolutely. So when I graduated college, I went to see my dad and I said, "Hey, nobody seems to be beating down the door to hire a history major. What do I do?" And he said, "You go to law school. That's what you do. You go to law school or you run for office, one of the two." So

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both of those seemed particularly bad choices, so I definitely went to law school and pursued that. And I got into law school, and I hated most of it, but I really loved some of it. The parts that I loved were tax and corporate transactions and all the things that I thought would sound very dry to me were really fascinating and I learned a really good skillset from a group of professors who were a little bit iconic classic in the legal education field.

So lawyers, as you well know, we all do, are taught to kill deals, not to and make them. And Tulane has a Corporate Law Institute, which is very highly regarded, and the professors in that know that deals have to be done. And so we received a different style of education, so much so that when I came out of school and watched how other attorneys behaved, I was aghast at it. I couldn't believe that you would get paid to say, "This is a deal you shouldn't do," and walk away instead of saying, "This is a deal that should be done in this manner," and that sort of thing. So largely I'm a deal aficionado. I fall in love with deals, I talk deals all day long even to this day. So that was the benefit that I had for my legal education.

Well, when I came out, it was Web 1.0, the big internet bubble, first one was coming to the surface at that point and nobody was going to practice law in firms. We were getting snapped up by the big five accounting firms at that point, all of the internet startups, all of those kinds of things were coming to the forefront for us and available for us. And so a mentor of mine who I had worked for as a summer clerk took a job with a company called Endeavor Technologies, which six weeks after he hired me became WebMD. And so we ran an M&A strategy and execution there for a couple of years. And we even were almost close to launching a clone of WebMD called WebDDS as

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well. It never actually launched as a separate company and that sort of thing, but we were involved in those kinds of corporate development activities. How do we build the brand better through acquisitions that are strategic in nature?

It was a part of the CEO's office, and so I got to be in the room a lot of times with people who were older, more experienced than I was, and who were very good at being CEOs. And I was just able to observe that. So, I've been in the room with Jeff Arnold, who was the CEO and Founder of WebMD many times, but also people like Rupert Murdoch, his son, James Murdoch, we negotiated a very impressive four-way deal with those companies that they controlled and that sort of thing. And I was always paying attention to, what makes that guy the guy in the room? And taking those notes.

So after finishing at WebMD, I got some offers to come and do some investing and do it professionally and institutionally through a DC firm in Atlanta. We did. We made 11 investments out of what we would consider a micro fund today. Those 11 investments, every single one of them reached profitable exit, except for one which is still in business today. So it was an incredible average on those deals and something we were really proud of. We were rolling into raising our second fund when some idiots crashed some planes into towers and the entire world in DC and Atlanta just evaporated. So I found myself popping around a couple of in-house positions. I raised a couple of rounds of capital for some companies. And then ended up in the corporate development arm of EarthLink, which was an ISP until I was recruited into AOL.

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I was on the way to accept that job, the moving trucks were coming to pick me up and get all my furniture, and then I got a call from my mom, which you alluded to, and my dad had passed away at 52 very unexpectedly. So then I had to go home and take care of business, which I thought was going to be a temporary assignment. 16 years later, I'm still doing that work, and two years ago, we took the family assets and put into a family office. And so I've stepped up to run the family office and we have general managers running each of the separate business units now. So that's my life today is figuring out, how do we deploy capital into very profitable deals? And then I do a lot of consulting and coaching with business owners and CEOs. When they aren't the business owner, they're the CEO. So we do a lot of that kind of work as well.

David Phelps: What was the primary business that your family was involved in when your father passed?

Trey Taylor: Yeah, my grandfather got a sixth grade education and he wanted to earn a lot of money for his family. So he started knocking on doors and selling life insurance in the 50s. And so he morphed that into one of the biggest voluntary insurance agencies in the country. And so when I came in and took that over it, it still had legs in that business and we used those legs to expand it into multiple line of business and sign clients in 38 states. So it's an employee benefits consulting and brokerage practice today.

David Phelps: Very good. So let's dive into the book. A CEO Only Does Three Things. As I said earlier, because I've lived the lives and still do as a CEO, but I also made the note that many times we wear the title of CEO, but it doesn't really

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feel good many times. You said it's the most challenging job three times over the next position in a company.

Trey Taylor: Absolutely.

David Phelps: Because the buck stops with us, we got to make decisions. You talk about making decisions in the book as well, but let's start with the three thing. Let's just, for benefits of listeners who don't have the book yet, which I would highly advise you pick up the book. Again it's A CEO Only Does Three Things. What are those three things? And let's do a little bit of a deep dive into those because they're the crux of the book.

Trey Taylor: Yeah, for sure. So just to set it up a little bit, the CEO is the only position in the company that doesn't have a job description. You can pull up your receptionist and you put it on Indeed or wherever you hire people from, and everybody knows what that person is supposed to do, and more importantly, not supposed to do. It's never true for the CEO. So the CEO really runs amok inside his own organization. Right? He's fixing things that he shouldn't be fixing. He's launching things that he shouldn't be launching. He's doing work largely that he pays other people to do on a constant basis. It's a very Tasmanian Devil feel to it.

And so, in looking at that and wanting to be a good CEO, because I was guilty of all of those sins and watching other really good CEOs, I was always struck when somebody would say, "I don't know. That's not my job. Talk to this person. That's the best person to talk to about that issue." When that comes from a CEO, it isn't shirking a responsibility. Largely, it is a sign of confidence and focus, and that's something that I picked up on early on and wanted to emulate.

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So when I came into that role for myself, I said to myself, "What are the things that a CEO is supposed to do? What do I put in the job description for myself?" And what I was doing at that point, David, was hoping to God no one had to come into the job the way that I had to come into it. So grieving for your dad who's gone, taking care of your mom and your brother and all of his friends and colleagues that work in the business, and in the meantime trying to run a business and figure out what the day to day job was. So I said to myself, "I'll just write a job description, 15-page job description, something like that to pass on to whoever my successor is." And so that was the genesis of the book.

And in doing that and going through the work and processing it, what I found was the most effective CEOs do the things that they can do and no one else can do. And those three things, as far as my lens is concerned, are culture, people, and numbers. So culture's the ethical water that we swim in. It's the agreements mostly unspoken between people of what we value most and want to work to make true in the world. People are those people that we select to be on the journey with us. Sometimes that selection is positive, "Come along with me," and sometimes it's negative, "Go your own way, but just not with us." And then the numbers are the agreed upon scorecards, those are the points that we say, "This is how we know that our culture and our people are doing the right thing by showing up in the world." And that translates into dollars, yes, but a host of other metrics that are important and largely isolated to be different for each individual business.

So, culture, people, numbers. Those are the three things that a CEO should do. Not to say he won't do other things of course, because we all have to-do lists, but those are

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the three things the CEO can do in a way that other people in the organization cannot bring to fruition.

David Phelps: Right through your own experience obviously, and the fact that you've written a book, you're definitely an authority, a product of the product. You coach and mentor others in the role of ascending to a real CEO position. What do you find are the common errors, mindset or otherwise? You alluded to the fact that many times the CEO just jumps in and does things because that's how he's built and, "I don't have time to train or find the right people, I just do it." But where does that come from? Is that a mindset? Is that a belief system? You mentioned confidence. Give me a little bit of just short shift on how you start with someone who really, really is committed to the process, where do you have to dig in and start?

Trey Taylor: Yeah. The first thing, and we have all of this mapped out of course, that we sit back and watch and wait for the CEO to get these light bulbs that go off. The first thing is you absolutely have to realize that you putting 1% of your effort behind someone else's 60% to 80% effort is worse than letting that person put 60% to 80% effort in. You're not adding value most of the time you're touching something, unless you take it over and really ram it through until it's finished. And to do that, that means you can't do any of the other stuff that is still filling up your inbox and your to-do list.

So, that will lead us into a very good conversation about, do you have the right team or do you have the right mindset? Because sometimes those things aren't aligned. And so in accomplishing things, you really have to bring on your team and either decide, are they the ones to do this work or not? If they are, what training and guidance

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are you giving them to make sure that the end result is good without doing the work yourself? If they are not, then you have to figure out a good way to let those people go find their happiness inside their abilities elsewhere, and you do the work of hiring and replacing that person with a person who is capable of getting it there.

What I find, David, is that CEOs are good people. They don't want to tell anybody, "You should know how to do this and get out of my office and go do it." Rather, they will time and time and time again stop what they're doing, put their entire to-do list on hold in order to help out someone who's struggling to get something done. And so if we train our people that they're to do everything 80% of the way, and then come ask us for help finishing it, guess what they do. They finish everything 80% of the way and bring us and put a massive thing on our to-do list. So we work with CEOs really to step back from that and to find their own focus back on those three things of culture, people, and numbers.

David Phelps: Are there good methods that you have found, Trey, to help the CEO evaluate behavioral aspects of certain people, their profiles, what they're good at? Because I know from many years of being in this position that when you're looking at bringing someone on, of course everybody puts a good front face on. I mean, there's people that can interview very, very well, of course, and show the bright side and enthusiasm and energy and, "That's what I want on my team." But what are some of the ways that a CEO could better filter and have a better chance of having the right people? Never perfect, right? But the better chance of finding people for the right seats, right fit.

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Trey Taylor: One of the big insights that I came to in my career was when I was exposed to the work of a Canadian organizational psychologist, whose name was Elliott Jaques. Elliot is one of these famous guys that nobody ever knows. He coined the term midlife crisis. He wrote a book, David, called The General Theory of Bureaucracy. It's like 800 pages. Nobody's ever read that book. He consulted with Jack Welch, the US Army, NATO. In other words, he tasked himself to figuring out how do large groups of people function? And then he wanted to spend his career boiling that down so that you could figure out individually, how do you function best?

And so the best learning from him is this concept of timeframe. So you and I may think that, "Oh, I need to run a personality test on somebody in the interview process and that will tell me everything I need to know about whether they'll be a good fit for the position." Elliot would've wadded that up and thrown it out the window because what he figured out was that every position, every job has a certain period of time that it takes to do the work of that job, to complete the major task of that job. You hear terms like bricks or flywheel or whatever, but whatever that self-contained excellence is in that position, it takes a certain amount of time to do it. Every person, likewise, has a perspective level, a timeframe level that they can work and produce the optimum result without recourse to additional assistance from other people.

And so one of the things that we've done is to put it, it's in the book and also in our consulting, that we go through organizations and figure out first, what does the position require? Is this a position that takes a year to get through and do everything perfectly? If so, you really should have somebody who can go and work almost independently for

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a year inside that position. Or is it position that is a daily or weekly type position? So in my own business, we have a receptionist who knows that there are 12 things that must be done every single day, and she does those 12 things magnificently every single day. She doesn't get bored when the 12 things are the same things every single day. And she feels a sense of accomplishment that she can put a little bow on that level of work that's done every day.

Now if you took me and put me in that job, it would drive me crazy. I would say, "Well, I just did that yesterday. I don't want to do the same thing again today. Why don't we re-engineer this so that it looks a little different?" Or something of that nature, right? The same thing happens if you take her and put her in my job, because I don't get the luxury of doing the same thing every single day. The challenges and the problems that come to a CEO are, by their nature, very different and they require a little bit different nimbleness mentally to solve problems and that sort of thing, which maybe she was educated to do or not. It's not really about being trained and educated, it is really about finding the right timeframe for the person to fit the right timeframe for the position.

And so I'm a large believer that personality tests are absolutely worthless. Everybody has a personality. You can put people with the wrong personality type and the right incentive structure and they will make out just fine, because underlying all of that, you can build positions that benefit people's timeframes. And it's something that I just don't think is trained. When I first heard this, it was like the third leg of the stool that I was looking for as far as considering how to hire and retain people, but then also make them really good at their jobs. And so that's what

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we do now in our businesses and in our coaching businesses.

David Phelps: I know it probably depends upon the size of a company, and the size could be based on revenue, could be based on size of employees. I mean, there's different categories, right? But let's say in smaller businesses where maybe the employee count is, I'm just going to make up a number, you can tell me if there's a better definition Trey, but 20 or under. There's a place where a lot of times the CEO says, "Well, I just need someone that kind of creates a moat around me to let me do these things that are more visionary and I just want that person. So I want a second in command." Maybe that's a COO, I mean Director of Operations. In a smaller company, does that make sense? In other words, what I'm getting at is, what size do you really, truly need middle management and where in a company size is middle management just extra overhead that's really not moving the dial? I don't know if I phrased that very well. You-

Trey Taylor: No, I think you're nailing it.

David Phelps: Okay.

Trey Taylor: Yeah. No, I think you've got it. And I think your instincts are right. That it's roughly 20 to 25 people, and it's roughly that \$2 to \$6 to \$7 million run rate depending on the industry. So it's in that range where you have additional money to pay people to do solely management-based tasks. So if you're much smaller than that, if you're a six or seven-man company, maybe you're a dentist in a practice or maybe you're an insurance guy or something of that nature. If I have six people in the practice, it doesn't make sense to me to take 13% of one of those positions and make a manager of everybody else. People

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will resent it and it's sort of a suck on resources to do that, for sure.

There are different ways you can do it of course. So, a lot of times we take the highest-producing person and make them the manager of other people, which then affects their production. And that's one of the management sins of course, but yeah, I think you're right, that if you're ready to build that moat, there are half steps you can take that will produce results. But around the time you hit that early \$2 to \$6 million, depending on the industry, run rate with about 20 to 25 people that are answering to you at that point, then it's really time to put a management structure in place. The Chief of Staff position is getting to be something that is more and more popular. Lots of times we call a Director of Operations or a COO by that title as well. And to your point, it is, "Hey, I want to be freed up to do the really important work, the higher level work without having to be involved in decisions that I really don't add much value to. I just have an opinion informed by a longer viewpoint point typically or I have to go do the production itself to some extent."

And so we see that a lot. I just worked with a surgical practice last year and it came to them that it was time to hire a CEO, that the Chief Surgeon maybe just really was more happy being a surgeon and benefiting from a well-run business, instead of trying to do both. It wasn't a capability issue. If he had stopped doing surgeries, it would've cost the practice millions a year and he wasn't ever really permitted to get really good at being a CEO. So, that's all the challenges that you have to tease out with your executive coach and figure out, are we on the right cadence? Are we on the right path to do it? But yeah, I see a lot more, what we used to call professionals,

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hiring CEOs as professional managers or Chief of Staffs or Director of Operations. Yeah.

David Phelps: So in that smaller-sized company, and I'm thinking about myself and probably a lot of the listeners that are listening to us today, Trey, would be, like you I love the art of the deal. I love to envision and create and orchestrate, put things together. I don't want to take them to fruition, so that's why I need the people around me that will take my vision, hopefully I create enough buy-in, the mission, the culture, the right people that people can take it. I don't enjoy a lot of meetings. To me, it sounds like if I'm responsible as a CEO for culture and people, in a smaller company I've got to put some time and spend some time with the people because, as you say, you either have culture by intention or culture by default. So can you give just a few minutes, I'm not asking you to do a full consulting job in a manner of a podcast, not fair to you at all, but give it your best shot if you would.

Trey Taylor: Yeah. I mean this is exactly who we work with a lot of times. And without talking about the end result, the process is, David, you have to be the one articulating the values and the culture. That is not something you can delegate. You can't hire a COO to come in and determine what the boundaries of your culture are going to be because this is a theme that I've put my foot on this rail, and I'm really developing now, you and I start businesses for the money, yes, for the freedom, yes, but I think there's a much deeper reason that we do it. And I think that is to bring the values that we hold dear and show the world that this is the way to do it. This is the way we should treat each other. This is the way that we should be excellent in what we do. This is the way that we should produce this or this or this.

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We value those concepts, those ideas, those values. So we spend a lot of time with the CEO figuring out what the culture should look like. Well, if you get the culture right, and again, there's no one size fits all. There's not a book you can buy that says, "Here are the four cultural values that you should have." Actually, there are probably hundreds of that, none of them are useful at all. You have to go through and look at your culture and say, "By our actions, what do we say that we value?" And then you pull that out and you talk about it, you write about it, you communicate about it, you share it one on one on, you share it in groups and that sort of thing. And the more you do it, and the better you do it, the more people will say, "I am in for this," or, "This is nothing to do with me. I'm out."

And when you go through ups and downs, people will say, "Maybe I got a better job offer, maybe I can make more money, maybe I can live closer to family, but I don't want to give up my participation in that culture." And then they will stay with you longer or they'll have a better conversation with you. The culture then attracts the right people and it throws the wrong people out the door. They just don't want to have anything to do with it and gives you the opportunity to replace them with the good people. So we work with CEOs to figure that out.

If that means not doing a couple of surgeries for six months, I'm okay with that. That's where the money should be spent. That's where the effort should be invested into the business to get that right. Once you have it right, you can delegate the participation in the culture to everyone in the culture. And I have a client that's named a Chief Cultural Officer, because she thinks that it's so important for her business that that was the second C-suite hire that she had even before she had a

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COO. Working on the culture, working on the values so that the people are developed and come and do their best work.

David Phelps: That's interesting. And it's so contrary to our thinking, as you said, the most important thing would be to you give up a few of those surgeries, which means you're giving up current transactional income, for the long-

Trey Taylor: Short term.

David Phelps: For the long game, yes. Yes. For the long game. And it's so hard to do that, but it's almost a step of faith to do that. And I think that's where having a mentor, someone who's already gone down that path and helped others get through, that's what we really need because otherwise, sometimes having the confidence, and that's another big thing that you talk about in the book, is the CEO's got to develop a level of confidence because again, the buck stops with us. But to take those steps that we are afraid of taking, until we do that, nothing changes. We stay whatever the hamster wheel is that we're on right now, and whether we like it or not, it's going to stay the same unless we step out and make some definitive decisions and potential changes in the culture.

Trey Taylor: That's true. And there's a risk in not doing the cultural work, because like I say in the book, and you've alluded to, you have a culture whether you articulate it intentionally or you just let it come to being. The difference between those two things are a culture that is articulated intentionally is designed to benefit all members, all participants in the culture, maybe not equally, but designed to deliver benefit to everyone. An unarticulated culture, a lazy culture, a lowest common denominator culture is what we call it benefits only those

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people who work themselves into positions where they can't be fired. If you've got a sales guy and he's really producing every year but he is a jerk to everybody in the building, that lowest common denominator culture will benefit him to the expense of everybody else in the organization. Yeah. And then eventually he leaves or gets fired anyway and then you're still left with work to be done later. So I'm just trying to save CEOs and business owners from having to go through that, which is a common trope that we see time and again.

David Phelps: I've just got to ask you one last question, it has to do with today, what we're dealing with in the huge cultural shifts that we are going through right now in society. A lot of it came up through the pandemic this last year and what's happened through that. There seems to be, obviously, a labor shortage for a number of different reasons out there today, and it's difficult to find good people and people that we thought were good or had been with us for some time are making moves today and saying, "Bye-bye. I'm going to some greener pastures," which may be another job, it may be, "I'm just done and I have the capacity to do that."

So I think you would easily say that culture is as important, if not more important today than it ever was before. It's always been important, but do you think that playing the game of just adding to a higher potential compensation to try to bring people in, is that the wrong move or do you combine compensation today with inflation factors and the culture? How does a CEO need to look at his labor force in going forward into the climate we have today?

Trey Taylor: I think your culture is your biggest strategic differentiator, right? It's the biggest reason to be here than everything

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else. And people will make trade offs to have a pleasant work life. It is easier to live if you're surrounded by people who share the same values, who think that the same things are good ideas. It is a toxic and soul-killing environment to be around people who do what you consider to be morally wrong, at whatever grade you would stalk that. So I think it's no longer this idea that having a good developed culture is some sort of benefit, it's the cover charge to get into the club. And then the price of the drinks or the price of the drinks in good economies or bad economies, whatever it happens to be.

I have a friend who I think you know, Jason Hartman, we have as a friend together. I think he's one of the smartest economic minds I know, and he told me the other day, "Wages are never going back to where they were."

David Phelps: They can't. No.

Trey Taylor: It doesn't happen in history. And so we go through times where people either don't work at all or they get paid what they're used to being paid because they have obligations to meet and that sort of thing. So with that said, if I don't have my culture built correctly and I don't have the mindset of the business thinking, "Hey, we pay for good talent," and then we manage the talent to produce the results, those are the numbers, if I'm not doing that work upfront, I don't know how on earth you can recover when the roadblocks come, because like you've seen now, I mean I have a friend who's entire firm resigned on one Saturday morning.

David Phelps: Wow.

Trey Taylor: And if you asked him on Friday morning, he had the best culture and all of that sort of thing, but there was

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something toxic in that environment. And I don't know what it was and I didn't ask him of course, that's not my job as his friend, but it seems to me that you better get your culture correct. You better get your people correct and compensated correctly so that you can produce the numbers and put up the wins that you need to produce for your own self.

David Phelps: Well Trey, a ton of wisdom there in a short 30-minutes period. The book, A CEO Only Does Three Things, it's a great read. I've underlined and tabbed and it's really, really well done, which just shows the level of experience and wisdom that you have accrued over a number of years in your career.

Trey Taylor: Thank you.

David Phelps: What's the best way for people to contact you or stay abreast of what you're doing, whether they would like to work with you or not? I think you're just so much wisdom, so what's the best way?

Trey Taylor: Well, the fun thing that I'm doing right now is a Substack newsletter. So it goes out whenever I feel like I've got enough good things to write about and put in the newsletter. So you can find that at plantyourflag.live, and it comes out once a week, sometimes five times a week if I'm just really hot and heavy on a topic. And we've got 10 or 11,000 people that get that around the country and we get really good feedback from it, some ideas say, "Hey, you should interview this person or you should look into this aspect of cryptocurrency or here's a great bottle of wine," that kind of thing. So it's a little bit wide ranging by design, but it's the freshest thing and it's obviously delivered straight to your inbox there.

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You can find me personally on trey-taylor.com or consultingwise@trinity-blue.com, that's our consulting firm. And then obviously the book has a website, aceonlydoesthreethings.com, and you can find that on Amazon. And David, I'm really pleased to tell you, one of the first persons I've shared this with, is that we have now published the Audible book as well. So you're out ahead of the book launch period here for that, but I heard enough times from people, "I just don't have time to read books anymore. I need you to do an Audible book if you want me to hear this." And so, against my own advice, the publisher insisted that I read the book. And so it is out, it's doing phenomenally well, and we sold 2,100 copies in Japan-

David Phelps: Wow.

Trey Taylor: ... in a one-week period in October and we have no idea why that was the case. So, that's kind of a fun fact that we're trying to run down right now, but those are the best places to find me. And then you can find me on LinkedIn of course, Trey Taylor J.D. is the LinkedIn ID there.

David Phelps: Perfect. We'll put all those links in the show notes. Well, Trey, thank you so much for being here today. I really appreciate the time, and of course, the insights that you bring in every conversation we get to have.

Trey Taylor: David, always fun to be with you. You know I'm a fan of Own Your Freedom as well, and appreciate the advance peak at that book. Also, I think it's a really well thought out and implementable book. And it's not just somebody's ideas about how you might do something, it's, "Hey, here's how you do it. Step one, step two." I really love that. So thanks for that contribution to the conversation and thanks for having me on today.

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David Phelps: That's all right. Talk to you soon.

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