

The Definition of Wealth: Vision, Gratitude, and Relationships – Jason Medley: Ep #445



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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 the Dentist Freedom Blueprint Podcast.

Today, with me is someone who's become a good friend, a mentor, a colleague in the space, but not just the space of real estate, I'd say the space of life. And that's why I've got him on here today.

Mr. Jason Medley, he's the CEO and Founder of The Collective Genius Mastermind. We'll talk a little bit about what that's about because that's really where we connected first.

But he's also got 20 years background in the real estate and finance markets. He's participated in over 2,600 plus multifamily doors through partnerships and aggregations. And he's actually funded over 1,500 private transaction loans, let's put it that way.

So, he comes with this world of experience and real estate and finance, and that's really what you, I guess, built your foundation, your cred off of Jason. Everybody has to hang their hand on something; experience in life and business and whatever it might be, and that's really where you came from.

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We'll dig into a little backstory, but we're not going to dig into the nuts and bolts of real estate. I'm not even going to let you go into the economy today because we can do that, but everybody wants to talk about that.

I want to talk about you, and this is actually something for me because I know a lot of your story, but there's pieces of it that probably certainly have interest to me and have other people.

We're talking today to probably a lot of health professionals, probably a lot of dentists, but also many who are entrepreneurial in different respects, and many, actually, like real estate. So, I think there's definitely some connection there, Jason.

But what I want to talk to you about is maybe start off with KPIs and metrics. Now, again, I'm not going to go into the weeds of analyzing camp rate and that kind of return, I want to know how do you measure wealth in your life today. I'd like to just hear from you, how do you measure wealth?

Jason Medley: Okay. Yeah, we're going to get right into it.

David Phelps: I told you to be prepared, start us off.

Jason Medley: When you asked me to be on, I was like, "Yeah, I'm going to do this, but I don't want to do the typical, how do you get started? I'm like ain't doing that."

So, the way that I measure wealth — honestly, I'm at a stage in my life ... I'm 51-years-old, and when I wake up right now, every day, and when I say every day, I mean every day, I get to thank God for everything that I have that has been given to me for free.

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I hit my knees before I hit my feet each day, and I just thank God for His grace, mercy, forgiveness, the ability to walk, to talk, to taste, the touch, to laugh, to cry, to see, to hear, to smell, to look over and see my wife, to hear my little girl's sound machine to the coffee that's brewing in the kitchen.

Like I just start with the basics and fundamentals that truly make me wealthy before I count a red scent. Because those things I just listed off, you couldn't write a cheque big enough for me to trade.

There's not a cheque big enough. And so, for me, again, that's where I'm at. I may not have seen it that way when I was 20 or 30-

David Phelps: Well, and that's very fair. Because same for myself, same for myself. So, that's why I appreciate you. We all go through life. We have different journeys, different experiences in life, we all start somewhere. And we have our goals and priorities. We have the things that we think we want, the things that will make us happy.

And typically, it's like, well, more money will make me more happy. And there's nothing wrong with wanting more money, working hard. No, there's nothing wrong with that at all.

What allowed you to make the transition from, again, what we typically want is the money, the prestige, the respect. What was the turning point, if there was one or was it over a period of time that allowed you to develop, I'd say the gratitude that you have today?

Jason Medley: Yeah, I think it's probably been two different phases. The lack of money and excess of money. When you're younger, that's what you're thinking about. You're trying to pave your

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way, you're trying to create stability, you're trying to take care of yourself, trying to care of family.

And when you're pushing for that, and being an entrepreneur has its risk. I lost pretty much everything in 2008. And so, you get a perspective at that point that's hard to come by without going through something like that. And so, the lack of money leaves a mark on you.

And then, to be honest, and I know I may not articulate this the right way, and some people may say, "Oh, woe was you, or whatever." And it's not my intention to create that dynamic, but I think you can also reach a point in your life to where you make so much money and it exceeds what you actually need so many times over.

And then money kind of has a sterilization to it to where you don't get that rush from it anymore. You still want to play the game, you still want to win. You still want to grow a business, you still want to get better at life. You still want to get healthier and you still in your marriage, but the money part of it loses its rush, it loses its dopamine.

Because in reality, when you hit that point, it's not going to change your life. And then when you realize, when you come to the conclusion that, "Okay, more money is not going to change my life," you start looking at, "Well, what is going to change my life?"

And that's all the stuff I was just talking about. It's a better marriage, it's a better relationship with your kids, it's a better relationship with your body. It's a better relationship in your faith. It really boils down to better relationships.

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But I think sometimes you have to go through that path to get to where you realize that, if that makes sense.

But that's been a cycle for me, is being stripped down to nothing and then getting to a point also where ... and making enough money that it exceeds what we need so many times over, then money kind of gets sterilized.

That doesn't mean you don't want to grow your business. That doesn't mean you don't want to keep making more of it. It just means it doesn't have as much of an impact on your life or your lifestyle. And then you start looking at, well, what does, what does?

It's all the different relationships in your life, whether it be with your spouse, kids, friends, your body, your faith, all those things.

David Phelps: So, one of the things I know about you, Jason, that you haven't actually articulated yet, but I'm going to help set you up for this. When we had a privilege of meeting, you talked about relationships. So, I met you through another relationship of just our good friend Eddie Speed.

I still remember, gosh, it was back like 2013, like 10 years ago. My good friend Eddie Speed, our mutual friend, but I'd known Eddie for decades, and he just reached out to me and said, "Hey, I just thought of you David, I just want to connect you to somebody I've met fairly recently, and it might be a connection that would be valuable to you."

And when someone who I respect already says, "Hey David, here's something to consider, look at, whatever," yeah, I take that seriously. Go, "Yeah, they're not going to feed me something wrong."

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So, I still remember the call and it was a phone call. We weren't doing anything Zoom, there was no Skype going on. It was just a phone call with you, so I couldn't even see your face.

I didn't know what you looked like. I don't think I even looked you up on the web. I just took Eddie's word for the fact, "Here's someone I think you'd be interesting for you to talk to, David," and so I did.

But that first call we had, and the thing that came across to me, which is a big part of your persona is your genuineness. You're genuine, you are who you are, you don't put on some kind of front for anything.

And when I came to the first meeting — so again, Collective Genius, it's a mastermind community ... I think some of the origins of where that came from, I'm going to feed in that in a minute.

But a group that you started just catalyzed from, I think your experience and your desire to have impact, that's where I kind of want to lay this. I know that you're a man that wants to have impact in so many different ways, and impacting other people through what you learned in your own life.

The trials, tribulations, the lessons, the failures, the things you wish you hadn't done, the things you wish you would've done, but you have this heart about, "How can I take what I've learned and transpose that to other people?"

So, I come to the first meeting, Collective Genius, probably 2014, and way smaller than it is today. But everything starts with the man, the leader, the culture of which you define; you define the culture, you attract the people that appreciate that

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culture, and those who don't, nothing wrong with that. They don't come, and that's what makes the culture strong.

So, you define this culture, I come there, and I go, "This guy's different." Again, nothing wrong with being out there making money and getting tactical of all that, there's a place for that.

But you work different, you are different. And I could see it in you, I can hear it in you, and you are authentic, genuine, authentic about actually exposing vulnerability about things that you did like about your life or had in the past, what you aspired to change. And I think that's about leadership, Jason.

Leadership is saying, "I don't have it all figured out, but I have a mission. I've got something that is important to me, something I am figuring out right now. And if anybody wants to join me, I'm on that track, let's do it." And that's what you are.

I'm just going to fast forward for you and then I'm going to let you jump back in here.

So, small group, I think back then, I think 25 or 30, whatever — the number's like well over 300 plus, ancillary groups. But that's not because you had some vision, I don't think back then to have it this big.

I think you start out with impact. Tell me if I'm wrong — impact and then what you figured out how to have impact, have the ripple effect, because that's another thing I want to talk to you about, is about your leadership.

But let me just back up and let you sew into anything I just said.

Jason Medley: You would be correct in that I did not envision it would turn into what it has today. I'd love to tell you some story that I had this big grand master plan, but that would not be the truth.

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And so, how did it get here, I guess is the thing to dig a little bit deeper into.

And I think it got here through a number of different things. And one is my ability to ... I do love helping people. And then I found that I knew a lot of people that could help each other. If I just introduced them, I could probably get out of the way.

But a question that's always been asked of me at least multiple times a year is, "Well, how big do you want this thing to be?" And I've never been able to put a number on that because I said as long as people keep coming to our organization and they keep getting benefit across their lives, why would I want to put a number on that. Why would I want to put a cap on that?

And it's not some excuse about like, "Oh well, I'm just trying to get it as big as ..." Well, no, it's like that's a legitimate ... that's my best answer is like, if we can continue to attract high-quality, high-caliber human beings that want to grow and this organization can help them do it, why would I ever have a good answer to that question?

And so, and as long as we can keep doing that, I just want to keep doing that.

David Phelps: Yeah, but still, you're so intentional about the other aspects of your life, your faith, your family for sure, other key relationships. So, we were just talking just about the fact that you intentionally have a day in the week where you just spend time with your mother.

So, it's hard for people who are drivers ... I guess the question is, how much is enough? You sort of said it earlier, like how much is enough? And there's nothing wrong with building something, and if you're having impact, you enjoy doing it.

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But I'm not speaking to you personally, but speaking to the audience, like are you prioritizing the things in life or maybe putting things off because well, you'll get to those things, get to those people, get to those important aspects of life when you get to where exactly?

Like is there some number? You know what I'm saying, Jason? There is no number, I mean, what you said-

Jason Medley: I don't think there is a number. I think there's a place where you just have to mentally get to a spot where whatever facet you're talking about in your life where you don't enjoy it anymore.

I genuinely say that I have big business goals without a doubt. And those big business goals, part of the equation of those big business goals is that it's going to be a lot more money than I have right now.

I don't need more money, but I'm not doing it for that. I love to build, I love to create. It's not about, "Oh, well, when I get here, I'll stop," it's not about that.

I think sometimes people look at, "Oh, Jeff Bezos, they're just bazillionaires and they're greedy. And why do they keep ..." because they ain't got nothing to do with that. They're innovators, they're geniuses. They love to build, they love to construct, they love to create.

And I love to do the same thing. And that really how that transfers over into my life is I want to get better. That whatever I'm doing all the time, it's not about like, well if I get to this place in my relationship with my daughter, then I'll stop. I'll just continue being ... stay at that spot as a father.

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Or if my marriage reaches this point, then I'll just kind of stop my growth there as a husband. Like I just don't see it that way. I want to get better in every facet of my life, and that is the pursuit, not the result.

I am pursuing growing my business, I love to grow it. The result is the money, it's not the pursuit. I think sometimes people can confuse the pursuit with an outcome or the result of that pursuit.

And so, I don't put a cap on when I get to X dollars, I'm out, I'm done. Because right now I am not doing it for the dollars, and I enjoy making money. Don't misunderstand me, I enjoy that.

David Phelps: Yeah, that's a big difference when you're not having to do something for the money, actually, you know, the money comes easier. Once you say when you're not doing it for the money, the money comes ... to me, that's the way I see it. I don't know if that's true for you.

But boy, when I'm not doing something for the money, when my intentions are — yours is purpose, meaning, impact. And I'm doing it with people that I love doing it with, go back to the relationships, I don't have an issue, God willing with money, I'm not of a scarcity mindset.

So, I don't know, do you find it's easier to see the money flow when you're not actually focusing on the money. I mean, your business has to be profitable, you have to have metrics. Don't get me wrong, I'm not saying that that's not important, but more money is not the thing that I had to focus on.

Jason Medley: I think I'm pretty clinical on how I look at questions. I knew we were going to have up a show here that would be ... where that's what you were looking for. And that's great because that's kind of how I operate.

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But I think a lot of that question revolves around the level of momentum that you are accepting of.

Like if I wanted to just be like, “Hey, CG’s good where it’s at. We’re going to cruise along, make some minor adjustments here and there,” I could do it and I could do it with ... the money would flow and I’d have probably not any stress at all.

But if I want to do it at a certain pace, then that means the business is going to be put under stress because the growth is braking systems and processes and requiring new team members to be added to it.

And all of those things can be — although the money may be coming in, the growth in and of itself that’s creating that money may not be easy. And I’d say that’s where I’m at right now. We’re doing amazing financially the best we’ve ever done. But it isn’t easy at all right now with some growth that we’ve got in place.

So, that doesn’t mean necessarily that — I mean, our profitability is consistent, predictable, and reliable, I call that CPR. So, it’s not that it’s difficult as much as I think the growth associated with it can be brutal at times.

I have what I would consider a great business, a great team, awesome members of our organization, very profitable. It’s consistent, it’s predictable, it’s reliable. And yet to this day, after 21 years of my entrepreneurial journey, there are days I want to lay in the floor and kick and scream like a two-year-old kid.

David Phelps: Back to the terrible two, is that what we’re talking about here?

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Jason Medley: Yeah, there's days when it just tests you and tries you, and it's not about that the money stopped flowing that day or that they got harder to make the money. It's just that you're trying to break through new plateaus. And when you're trying to do that, sometimes, you just feel like I could pull my hair out.

David Phelps: So, you like the challenge. You are not going to let yourself become bored or complacent in life. Is that clear?

Jason Medley: I love to build.

David Phelps: Yes, and building requires you to step out of that proverbial comfort zone of just sitting back and resting on your laurels. You're going to build ... you love to build, you're good at building, I think because again, the qualities that you have are leadership qualities, that's huge.

And every business today talks about leadership and how you bring on team members and partnerships. Whether they're definitive partnerships, equity partnerships or whatever they may be, I certainly have seen that growth from you in the years I've known you.

What makes that aspect of business building today, 2023 where you are with multiples of business vectors as opposed to where you were in business 2008 where so many people got slammed to the mat.

As you said, just got kind of wiped. Obviously, you got back up again, but where are you different and how's your mindset different? Because back 2008, I'm not predicting anything at all here Jason, but I think there's chances there could be some correction coming on some level.

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What gives you the confidence (not the ego) — but the confidence to say, “Hey, I've been on the mat before, I'm taking some chances out there because I love to grow and build things.”

Is there any chance you put yourself in danger? Because I know you care about your family. I'm just throwing some provocations at you. Just take them wherever you want to go.

Jason Medley: I should say, again, getting technical, it's not that I may not end up in a chance of danger, but a danger smaller than what is possible for me to handle. Because when I got wiped down in 2008, I began to put financial disciplines into place.

Where I built what I would call a moat, if you will, that like, “Hey, as long as I don't mess this up, I can go out, I can take some risks and creep up on some things that might create danger, but the outcome or the danger associated with it is not greater than or exceeding the security that I've built.”

And to me, that leads to something that I think a lot of people kind of miss out on, is that your active income is driven by skillset, your wealth is driven by discipline. They are not one and the same.

Now, it doesn't mean there isn't skillset to create wealth, but I'm saying you can create predictive processes in your life that if your active income begins to exceed what you need to live, you can then create a very predictive process that if you should so follow it with methodical precision, that you will end up wealthy. And so, I learned that the hard way, but I did learn it.

And so, over the years of getting back on my feet and then developing some momentum, I put in the disciplinary measures

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behind the growing active income to ensure that I would be in good shape regardless of what takes place in the economy.

It doesn't mean I would get out and escape, it just means that there's not a very good likelihood that I could end up in trouble. I'm somebody who believes in building the skyscraper a storey higher, but digging the foundation a foot deeper.

And I think as long as you do that and you aren't just building a storey higher, building a storey higher, building a storey higher, building ... you end up with a house that curves that way.

You got to go both ways. You got to build a storey higher, go deeper on the foundation, that way the wobble is prevented.

And so, that's what I've tried to do financially and that really boils down to creating methodical processes where, "Okay, my income exceeds what I need to lift, so I'm going to build certain thresholds that I want to make sure I have from a cash perspective for my family.

Then once my family's taken care of, I want certain cash thresholds that ensure that my business is taken care of, if we should so have a bump or COVID or high interest rate hikes inside of a six-month period.

And then I want to make sure that no matter what, that I am methodically allocating money aside taxes. And then I want to make sure from there, when I hit those thresholds, then I say, okay, now I'm not putting monies into those buckets, I'm going to invest all the overages."

That's a very quick synopsis of those disciplines. But if you practice that methodically, it reduces the potential impact.

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David Phelps: I want to talk a little bit about the active income component of someone who's developed skills expertise in a certain area. You have that, you did that to a great deal in finance, in structuring loans back in the day. You were known as the “money man.” Look, it was part of the stage of evolution, we've all been there.

So, what I'm doing is I want to bring this back to a lot of the people who are listening to us today. They're also skilled in a technical aspect of maybe in this case, it's healthcare, it's in my field, dentistry.

So, you go to a school, you learn how to provide a certain service. It's a high-level for people who pay you money for delivering good service.

So, transactional, it's transactional income and that's where we start in life in school, that's what we're taught to do, is to go out and get a job of a business career and do the work.

So, you were doing a lot of that back pre-2008 and doing it very, very well and making fine living. Okay, 2000 comes along and wipes a lot of people out and you come back with a different mindset.

And as you have grown and you have left the technical of making loans, you could still make loans today if you want to make loans. But you've evolved from that, nothing wrong with it.

But you've evolved and to evolve, to do what you do today, to have a greater impact, to build a business, not just your technical skills, is you have to be able to lead and rely on good people.

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Can you talk about, was that always something you had the ability to do, and you've just now kind of skilled your leadership and your people relationships, your human-relationships more so post-2008 or was that something that you really latched onto after that? How did that come about?

Jason Medley: David, if I was being completely and 100% honest with you, I would say that I don't feel that I do that now. I still struggle every day. This is a reflection of me, not my team. So, I don't want this to be misunderstood.

I still struggle daily leading people, it's so hard. Mostly because of the way I'm wired. I have a great team, I feel very fundamentally strong about saying I have a good team.

But leading that team is ... remember the two-year-old flashback on the floor kicking and screaming? Is usually because I'm trying to temper my desire for speed and precision with good enough and fast enough. And on most days, that is a big challenge for me, and that's due to my wiring.

I'm not trying to put that on my team. I got a great squad, but man, it's hard because there's a pivot point when you're doing everything yourself to having a team, well even though you don't want to do it yourself anymore, you felt like when you were doing it yourself, you could do it way faster.

And then when you are out of the doing and into the directing, and you can see all the pieces right in front of you ... so your livid vivid breathing color and you're like, "Well, if I can see it, then it should probably take two weeks." When in reality, no, it should take two months.

But when you can see that clearly, you lose perspective on what it takes to actually implement something and how long it

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takes to actually implement something. And so, if I'm being completely honest with you, I struggle day in and day out.

And I would also say too, something that kind of keenly point out, I can come into CG and get up on that stage and feel completely comfortable leading a group of hundreds of high-performing human beings.

That is completely different than leading a team on a day-to-day basis inside of an organization that you're trying to grow.

Two completely different facets, both leading but in very different ways. I'm completely comfortable doing that at CG. I am completely uncomfortable doing it daily inside of my organization.

David Phelps: Well, I understand that, and you're very humble, I appreciate your honesty and how you feel and you see it, and I get it. And I think a lot of people listening get it because I think we all — you certainly have high standards, and it doesn't mean your team doesn't have high standards.

I know they do because I get to see the results of the high standards that you all set, but I also understand the impatience of having a vision and seeing it there right in front of you. It's like, "Yeah, I could just make this happen right now."

But you know that the people that actually make it happen, because again, you're directing more than doing, they have a place of ownership that they're going to take it.

So, I understand that dissonance there and I appreciate you making that clarification because I think a lot of entrepreneurs, maybe we all struggle with that and to have someone actually

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articulate it like you did, I think it's a healthy thing. So, thanks for doing that.

Jason Medley: For me, I almost had to get to a point where I was like, “If I'm going to keep doing it, I'm not going to do it like this anymore. I'm at a breaking point and I'm willing to take the chances of trying to build a team because I'm making a ton of money and perfectly miserable.”

You can word yourself to that spot as an entrepreneur, and then you can just get to a breaking point and you're like, “I'm not doing it anymore like that.” I'm unhappy, making a bunch of money, perfectly unhappy doing the majority of everything in my business, or trying to control everything and I'm tired, I can't take it.

Sometimes, that's the point you have to get to. I think you got to get there mentally, and then I think you got to get to a point financially where you can truly look at an individual on your team as an investment, not an expense.

Because I don't care how much money you're making, you still have a tendency, a conversation in your mind to say, “Okay, I need to hire this person, they're 200 grand.”

Holy moly, that's like \$17,000 a month. It's going to take them a year to figure out what they're doing. They're not from this business, that's a crap sandwich. \$200,000 crap sandwich I got to eat for a year before they start making an impact.

David Phelps: Yeah.

Jason Medley: And you got to get to where you can kind of tame that beast and have an emotionally intelligent conversation with that little voice in your head that says, “There's some truths in that,

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but we're going to do it anyway because it's just time to do it, so ...”

David Phelps: Yeah, so try to tame that beast because we all have that inside our heads in different forms and fashions. We all have preconceived ideas about what can or can't be done, limiting beliefs, whatever you want to call them.

How important have other people, and I know to you, the value's high, but just give us a little insight — other people from whom you have intentionally associated with over the years.

So, how far you want to go back, they were there for you when maybe you were in some dark times when you were trying to escape 2008 or maybe there was something else.

How important was to have ... whether it was one person or two or three or what did that look like for you to get through and help you see light where when you're in the weeds of whatever you're dealing with, that we can't see it because we've got the blind spots.

Jason Medley: I would go as far as having the right people around you when you're going through challenging times in your life or your entrepreneurial journey, or your spousal journey, your parenting journey. I think having the right people around you are what's keeping you from actually going into possible depression, being wide open.

And for those of you that are listening, I don't mean just kind of being down or being blue, there's a difference between being down, being blue and being depressed. And I think having the right people around you to help you through those challenges and to breathe the life into you or to just walk it out with you.

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Even if I got no advice to give you, but I love you, I'm going to walk it out with you. I think that having those people and being able to have those conversations and connect with other human beings when you're struggling is what can keep you from getting into a spot sometimes you can't get out of or might take you years.

And so, it's my community and my friends and having a sounding board and even on the upside of that, things externally can be so good.

The company can be running fine, your relationships can be good, but you got this challenge at work, and you can't figure it out, and you just want to call somebody up and start a fuss, and just to have them listen and they can relate versus judging, you're like, "Oh dude, you got a great business. It's making X amount of money. It's growing every time. Dude why don't you shut up, quit complaining."

No, I understand, I get it. I feel your pain. Somebody just sometimes to vent to when the venting may not be warranted or if it is warranted, not many other people could understand it.

David Phelps: Exactly, and that's what makes the community Collective Genius so valuable to all the members and which I am on, is that we are there with people who do understand us, and we can be open and we can let those things out that normally you wouldn't have that conversation with anybody else.

You couldn't tell other people what you're going through because they wouldn't understand. They would think, well, you look like you're the successful guy and maybe you have had successes, but these challenges that are deep down inside, you can't share those with anybody and not having people to share that, you've got to have a place to go with that.

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Jason Medley: Yeah. If you've got some problems solved where they have deficits in their life, then they won't respect your problem or your challenge, or your need for help because "Oh, well, you've got these things solved and I don't, so I don't want to hear your nonsense."

Everybody needs that. Everybody needs somebody to walk out the challenges. Everybody needs somebody to say, "Hey, I'm trying to figure this out." And then to have somebody look over and say, "I've already figured that out. I've been there and done that. What you going up on in there, I'm going to walk this out with you, and I'm going to tell you what I learned and I'm going to share with you how to fix that," that's invaluable. And that's what communities bring to the table.

I know most of the folks that are in your community, I mean, they're typically high net worth dentists that have had colored careers and they come in because they still want to learn and they still have struggles in their life, and they still need community and they still need ...

Quite honestly, despite what you might see at societal propaganda, being successful, and I don't just mean monetarily, I mean in every facet of your life, not one dimension, but in many. From financial to your marital relationship, to your kids, taking care of your body, like hitting on all cylinders, freaking hard.

And there are times, no matter how much money you have, it doesn't mean that all that other stuff isn't hard, and you still need people to talk to about it. Whether you have money or whether you don't.

Because you can be all those other things. You can be a great husband, a great wife, a great parent, and then broke. Or you

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could have tons of money and be struggling with being a parent or being a spouse, or you could have it all. In any of those three scenarios, it's still a struggle.

David Phelps: No, I think we can drop the mic right there. What you just said, you just capped off a great conversation. I appreciate you so much for your willingness to go to this level because I know that's who you are, and I know you've got so much to offer in so many different arenas. I just appreciate you going this direction with me today.

Jason Medley: I enjoyed it.

David Phelps: I'll talk to you soon.

Jason Medley: Signing out.

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