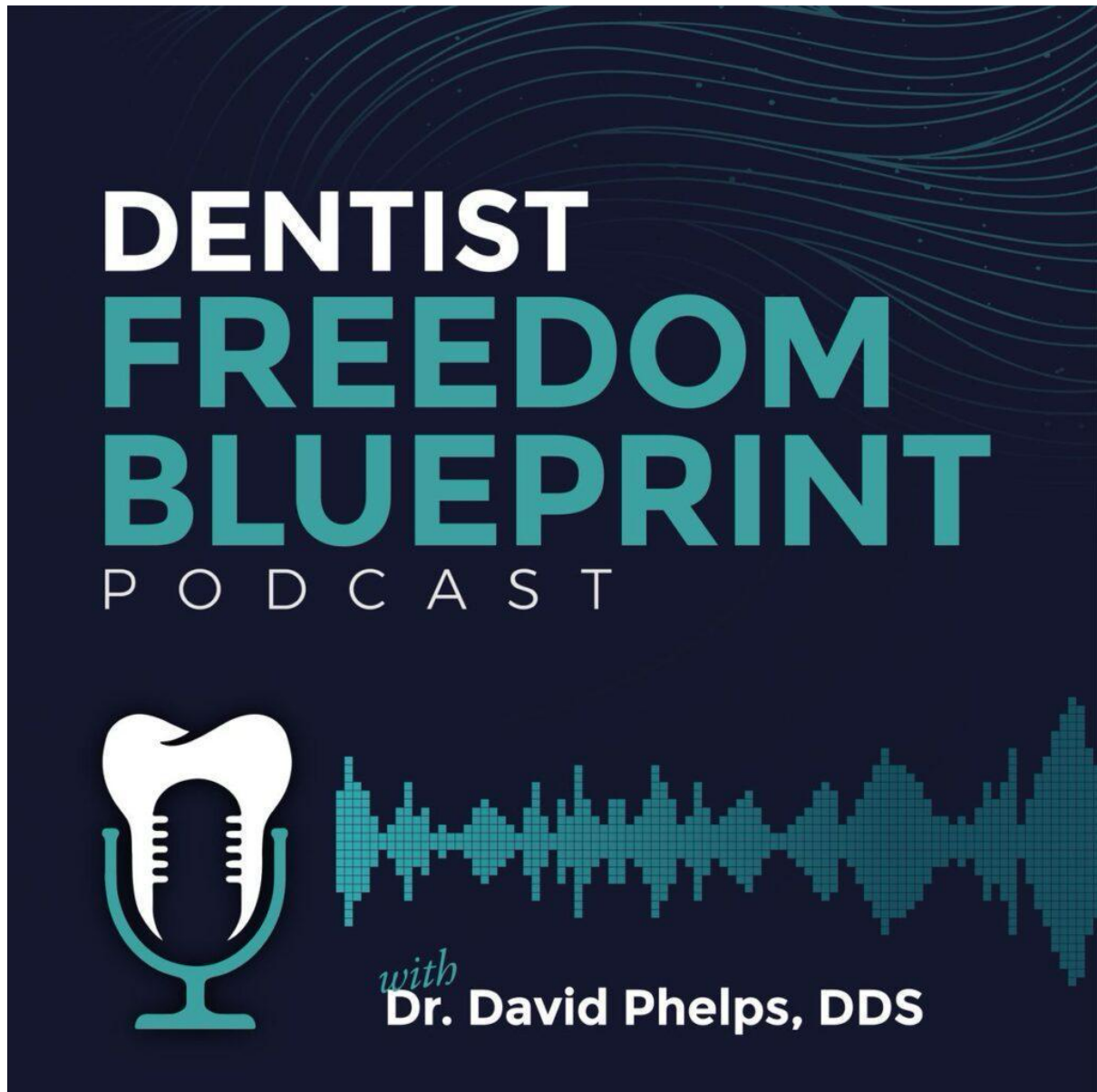


**Time Management Principles and
Strategies For Success and Enjoyment - Ben
Glass: Ep #508**



Full Episode Transcript

With Your Host

Dr. David Phelps

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

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Ben Glass: There has to be a time block for me to pay attention to this thing. When you first start to do this, David, as you know, you will suddenly realize, “I don't have time for everything.” And people say, “It doesn't work, Ben, because I don't have enough room on my calendar to put everything in.” I go, “Well, that's the point. Because if you don't have enough room when you're sitting calm in your planning session to try to find space on the calendar, you certainly aren't going to have enough room when the world is running 100 miles an hour around you.”

“David was of course a dentist, but he was a very sophisticated real estate investor. He had run with a circle of probably the most sophisticated housebuyer types in the country.”

“David is a student of the game.”

“I would never say this about most people. I would get in a foxhole with David.”

“His knowledge is unreal. I mean, it's off the charts.”

“This is not some person in front of you going, ‘Yeah, just give me your money and I'm going to invest it in real estate.’ It's way more elevated than that.”

“The most common message I get, ‘I want to thank you so much for introducing me to Dr. Phelps because my wife and I—we went to Freedom Founders. We're on a path. We're going to be financially free. We are going to retire sooner. We are going to be happier. This changed our life.’”

David Phelps: Today, I speak with Ben Glass, a prominent attorney, business leader, and legal marketing expert with over 40 years of experience representing disabled and injured clients against insurance companies. Ben hosts the Renegade Lawyer Podcast and the ERISA Disability and Life Insurance Litigation Podcast, which shares innovative legal approaches.

As the founder of Great Legal Marketing, for over 20 years, Ben has coached solo and small firm lawyers nationwide on building successful practices. Today, we're going to focus on several principles and strategies from his co-authored book on time management, including time blocking, how to delegate effectively, and creating playbooks of key processes that anyone can follow.

We'll also discuss how to stop hesitating and make a decision, the importance of agenda-focused meetings, creating an environment of growth, and much more. Please welcome Mr. Ben Glass.

Ben Glass: My mantra that I include in every public talk I do, and so some of your listeners may have seen this because if they've watched any of my videos they've seen it, is this.

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You have one life to live. You have zero control, David, over who you were born to, when you were born, and into what circumstances you were born. Some control, maybe. For most of us, over how many years you get based upon your habits, the way you live your life, but it's a one-way journey and you never really know when your last day is.

And I believe that your life was meant to be lived in happiness for you first. That happiness is a primary. I'm a huge fan and a student of Ayn Rand and her philosophy and I've done just tons and tons of reading and been parts of groups and stuff. David, the alternative is we're going through life, and we are sad, we are struggling, and not that there isn't sadness and struggle in the world, because things happen.

Things have happened in your life, things have happened in my life that we have zero control of. But for those things that we have control of, and to the point of the book, the "No B.S. Time Management for Entrepreneurs" book. It's like our environment, who we're going to engage with, how we're going to use, you and I have the same number of hours in a day, a week, a year, right?

To the extent that we have control over something, we are going to preference our own happiness first. I believe that we serve the world better when we do that. When you and I are working in our zone of genius, when you and I are energized, whether it's work or play, whatever it is, we make the world better.

So why not deliberately architect a life for that? And in order to do that, you do have to reject the notion that other people's opinions of how you were living your life matter.

David Phelps: So important, so important, and hard for the majority to do because, well, we tend to find safety in numbers, right? So if I'm doing what everybody else says I should do, even if I'm not happy, at least I'm safe there because I'm following the crowd and you just spoke to the antithesis of that, just through your opening here, right?

A hundred percent. Let's jump in a little bit to the actual book, but where the nidus of that came from? And I know that you found what we today refer to as Planet Dan. Dan Kennedy, longtime mentor, and talk about a man, a visionary who has always been at the forefront of personal sovereignty and autonomy in the way he lives his life, and we just accrued to that vision, that thinking and continue to follow his path. I don't know where you jumped in with Dan, but I do remember you talking about the fact that this being the fourth edition of the No B.S. Time Management for Entrepreneurs book. Dan's first edition, I think it was at '96, the first edition come out. So what's that? 28 years ago?

Ben Glass: Yeah.

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David Phelps: So the fourth edition, you're contributing co-author with him. And I think the aspect of that was Dan's pretty much always run as a solo entrepreneur. He had his time that he speaks about when he was quote managing people, which is not his forte, but he wanted to bring somebody in that also was like a lot of us, and we do have staff, employees and contractors, and vendors.

And I think you add a lot to the book along the lines that you follow, as we both do the philosophy of Dan, maybe talk a little bit about what was your wake-up call, maybe through your interaction with Dan, or maybe this was the actual book that caught your idea and what kind of changed the dynamics for you to take what was already in your DNA, you being someone who's not going to be like everybody else, but finding a pathway to actually accelerate your desire.

Ben Glass: So interesting, David. So, yeah, so I was living the life, the typical life of a lawyer, right? And only looking at things from the way all other lawyers look at, like you go to law school, they teach you something, you go into the profession, they teach you something. And when I started my own practice after working for other people, good trial lawyers, but bad business people for 12 or 13 years, I'm like, "I'm a good lawyer. Like, how hard could this be?"

And it was hard and I didn't know anything about marketing. And so, by fortune, God's fortune, probably. I get the sales letter for the magnetic marketing product. And that's how I got into Planet Dan. And it was shortly after that that I read the first edition of "No B.S. Time Management for Entrepreneurs" and it changed my life.

That was really the very first time, David, I'm like, you don't have to do this the way all the other lawyers do it. Just because somebody calls you, it doesn't mean you have to answer the phone and respond to them right now. And in fact, there's a lot of good reasons to not live your life that way. And so I remember going to a phone booth.

I was on vacation, reading the book—so it was a long time ago, calling my office and saying, "No more unplanned inbound phone calls." And they told me I was crazy, but I haven't for whatever, 30 years. Everything is scripted as much as I possibly have control over is scripted. So that was my entree.

And then Dan Kennedy faxed me a year ago, a little bit more than a year ago, and he says, "Hey, I'm going to do the fourth edition of the book. You're a busy guy. I would like you to contribute to it because you have perspective that I, Dan, don't have." And again, you alluded to it, like running businesses with people.

I run two businesses with people, like running around. Big family. I'm engaged. I have multiple realms of my life from religion to athletics, CrossFit, soccer refereeing, things that you mentioned. Funny thing was Dan says, "You want to do it?" I go, "Yeah, but I'm really busy because I have this conference coming up. And how much time do we have?" It was 30 days, 30 days. I said, "Of course." I said, "I'll do it. I'm

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honored to be.” And so I read through edition two and edition three and David, the process was I thought about where are areas that I could add some value and a different perspective to the book, and I wrote them pretty quickly, but they were, it was good.

‘Cause Dan said, “I could use it all just about exactly how you wrote it. And could you write on technology?” I said, “Well, I'm not a technology expert.” He's actually has a new book. He and Parteev, our friend has a new book, “No B.S. Technology,” which is a really good book. I just read that or I'm reading that.

And so we did, so literally I'm running my conference in Orlando. I'm getting up early to finish the technology chapter and then we launched it and Dan has been very kind in his newsletters to say, “Hey, Ben added a value that wasn't there. A perspective that wasn't there before.” And I think, people who know me, who maybe follow me or have been to our events.

They know that I'm pretty congruent. I'm consistent. So the Ben you see here as we do this interview is the same Ben who's talking to clients in the law practice, is the same Ben who's on stage or another podcast. So living by a principled life where you just have rules for engagement with people and with things you're led into your life just makes decision-making easy. And I have a chapter in the book on decision-making.

David Phelps: Yes. Yes. No, I love that.

Ben Glass: I tell a story of how my wife and I are like, we're kind of different about that, but it's okay. We're still, 43 years we're still good. A careful reader of the “No B.S. Time Management,” but we'll recognize that it is a philosophy book.

It is a principle and a philosophy book. Yes, there's a lot of strategies and techniques in the book. But if you don't buy into, David, the philosophy that this is your life, deserve to be run your way, then strategies, I mean, there's hundreds of time management books out there and they're all got good stuff in them.

Most don't have an overriding philosophy of living. And both Dan and I are fans of Ayn Rand, and not all of the book is about Ayn Rand's view of the world, but it is about you get to make the rules.

David Phelps: I saw a quote just within the last few days from Naval Ravikant, and I'm going to paraphrase the quote 'cause I don't have it in front of me, but he said something to the effect that we are still living in many ways, lives today that are vestiges of the industrial age, where you got the training or the education or the license or the credentials, and then you went to work on a 40-hour per week or more, if you're an entrepreneur, call it 60 hours a week, we're still living the vestiges of that era.

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And what you're saying, which I'm a totally fan of because I had to also find the philosophy myself and then implement it into place. It doesn't have to be that way when you change your mindset. I read just a top level of your quote resume, but many people would say, "Well, gee, Ben, sounds like you're good at juggling a lot of things."

And I would say, "No, you don't know, Ben. He's not juggling anything. It's all by principle. It's all by blocking priorities." And many people would say to me today, and I'm sure you get the same thing, "I wish I could do that or take on that new thing or that idea or something, but I just don't have time and so I'm going to wait," get this, "I'm going to wait until," air quotes, "everything's just right in my life, in my business."

Talk about time value and some time blocking. How have you so successfully been able to, you know, I'm just using the word juggle, but that's not what you do.

Ben Glass: Yeah.

David Phelps: But implement all these things that are joyful in your life, that you enjoy even outside the specific expertise that you've developed in personal injury law, which again, you're doing that part and taking on just the cases and clients that you want to do. You're not trying to be all these other people. And that gives you the opportunity to be all these other parts of your life that you're still engaged with and passionate about.

Ben Glass: We'll start back up at philosophy. And I don't know if you know this, you may, but back in March of this year, I had emergency triple bypass surgery.

And the scary part, for your listeners, I'm 66, heavy CrossFit, heavy refereeing, athlete, zero symptoms. Zero symptoms. Listen to that. Screening, the test is coronary artery calcium exam, it's a CT scan, boom. So my philosophy of you don't know how many days you have and you have some control over the end.

Yeah, that was proven true. So again, we start there. There's a great book, and I forget the author, but it's called "Die With Zero," and it really is about living your life today because you just don't know. And so I'm ruthless. And when we use the word ruthless, David, it means we pay attention. So "Ruthless Management of People and Profits," another one of Dan's books.

Dan Kennedy wrote and spoke enough where I could give myself permission to live my own life. If you want to go to a religious or spiritual view, that's what we're supposed to do, and that's exactly how we serve the world. So I was talking to a woman in our church last weekend, she says, "I read your newsletters and I kind of believe what you're saying about—but I'm not you, I couldn't be you."

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And I said, "Well, no, you can't be me," right? "I'm the only one in the whole history of the world that has this combination of gifts, talents, and interests. But you have yours. And I can't be you. And that's the way we are made." And David, there's things that you do really well that I would have zero interest in.

Things I do that you would have zero interest in. But together, we make the world better because we explode our gifts and talents. And when I talk to young people, David, about this subject and about picking a course of life or a course of study or something. I'm like, "Damn it, you are special. Let's just get that into your head. You were created for a reason." And so that's, again, philosophical, spiritual, I believe it is true. But once you get there, you say, "Okay, now how can I achieve that? How can I engineer my life?" It really is creating and guarding the environment, including the people in the physical environment around you. So let's just talk about something like time blocking.

Easy to do these days with electronic stuff. Time blocking, the strategy here is I don't have a to-do list. If we're in a meeting and I've got a couple of things and I'm now accountable for, I have to get it done and they're on my plate, great. But they don't stay on a list. They have to be moved to the calendar.

There has to be a time block for me to pay attention to this thing. When you first start to do this, David, as you will certainly suddenly realize, "I don't have time for everything." And people say, "It doesn't work, Ben, because I don't have enough room on my calendar to put everything in." I go, "Well, that's the point. Because if you don't have enough room when you're sitting calm in your planning session to try to find space on the calendar, you certainly aren't going to have enough room when the world is running 100 miles an hour around you." And that's caused chaos, causes stress, causes distress, right? So that teaches us.

It's not just that I should pick and choose, David. I have to pick and choose what I'm going to be involved in. I have to let go of the fine. David, the biggest mindset block for lawyers is we think, "Nobody could do this as good as I can. I'm so smart." And the truth is that's not true. A lot of people could do stuff as good as we can.

But also, it doesn't have to be done the way Ben Glass would do it. There's a lot of people, excellent skills and talents that can get us 70, 80, 90% of the way there. And so when you realize that the guys and gals that you work with or who work for you or whatever that, or you joint venture with, they have their own gifts and talents and our job is to help them explode that for them.

That's how the world goes around in a win-win relationship. The time blocking is a really simple exercise that everybody who's listening to this can start because now you start to really sort of physically see. Here's my things. Here's the calendar. There isn't enough room for all the things. How do we solve for that?

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David Phelps: Let's take that, Ben, and let's take it up one more level, which is, I know, is something that you've always been a fan of, as I am too, as I learned to utilize the talent's time, resources of other people. And we're both fans of, call it an executive assistant, a virtual assistant. As you are coming up with what would normally be a list, but instead of a list, it's going on the calendar.

Or if it doesn't go on a calendar, then I assume someone else has taken care of it. Can you just tie in how you utilize this philosophy of getting everything that you see that you want to have done on a calendar, how do you tie that in with your assistant? Is there a way that she helps you get these things on a calendar or delegates them out somewhere where things that you don't need to be doing anyway, talk about that.

Ben Glass: The simple thing is, as you're looking at that list and trying to move into the calendar, you realize there are things below your pay grade, right? That you really shouldn't be running your own schedule. You really shouldn't be the first screener of your email. You really shouldn't be responding to the hundreds of pitches you get on LinkedIn.

But some of those pitches might be important to something in your life. And so having someone do it. So again, we employ in the law firm, we have seven out-of-country, Philippines-based workers, along with our 12 or 13 live people who come to our office. Each of these individuals has skills. So my son and I each have an executive assistant through Athena, highly trained, highly vetted, and she has her own coach over in the Philippines as well.

So we're doing a couple of things. Number one, "Hey, first, let me just teach, manage my email, how to manage my calendar." So we create people lists. These are the people that are important to me. If they pop up somewhere, we both need to pay attention to this. A great strategy, like your listeners, you think, how could we do this?

Loom is a fantastic software. It screen captures and voice captures everything you can walk through. So what we did for that was for like three or four days, as I went through my hundreds of emails, I just captured everything on Loom. "This kind of email always goes to trash. And if you can figure out how to unsubscribe, please figure out how to unsubscribe from that. This kind of email is a person in my life. I need to pay attention. This kind of email is something that I'm going to teach you," David, if you're my EA, "I'm going to teach you how to respond to it." That's how we transfer brain power to the next person. But then on another level, the second level of this is we're building playbooks.

So much of our lives, David, are repeatable events. So you may, for example, in your world, have a live event in a city not near where you live. Well, there's certain steps that have to take place over and over again, same steps to make sure that you can come and do your art, right? You can get on stage, do your thing, but there's 40 billion other line items here.

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So as we plan the next event, we're building playbooks so that my assistant, or if something, she leaves or we hire someone else to work for her, they can just go and read the playbook. "Here's the playbook for an event in whatever, St. Louis." And here's what the really cool thing working with the executive assistants is, so you don't go and find them on your own in the Philippines. There are enough companies now that are recruiting, vetting, training, dealing with taxes and all that, all the rules, right? When you work with a good executive assistant, like the third time they do something, they should be coming back to you and saying, "David, here's a better way."

Like, "I went and talked to my other team members over here in the Philippines and Ben and his team are doing," whatever, "social media videos this way. Let me try that for you." And then people will say, "Well, what if it's not perfect?" It's not going to be perfect. It's not going to be perfect. But there's hardly anything in your world or my world that would be fatal to a person or to like an enterprise.

There's any number of good podcasts now out there of guys and gals who are using executive assistants. That's how you do it. Athena is a group we work with. We love them, but we also have other sort of specific task executive assistants that are serving like the legal community, how to get medical records, how do you get stuff from doctors.

That's a very long answer. When we started, and I first heard about my friends who were using high-level EAs, we're like, "That sounds impossible. You're going to let someone else read your email? You're going to let someone else make your flight arrangements?" But with technology, I'm able to share passwords and credit card numbers in a framework that they never see actual numbers, understanding the technology that's out there to help us.

Why do we do this? So you can do your art and shed your gifts, talents, and interests on the world. Because that's what you were born to do.

David Phelps: Let's talk a little bit about the chapter on time vampires. That's a big one, too. We've kind of gone from talking about time blocking, but even within time blocking, there are so many distractions that again, without good boundaries, they're going to happen all the time.

Let's lay out some of those, whether that's in person being the open door policy where people's going to interrupt you to just how cell phones and instant information access is pulling people's attention left and right all the time.

Ben Glass: Well, so time vampires is either a human being or a device that is there and sucking time, like sucking the blood out of you, human beings are—or this is a, you have to recognize it before I was good at this, you know, the line outside my door would grow long in large part because we did not have established written procedures that were enforced, that other people were accountable for doing. So

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there's the whole world for the entrepreneur of developing, especially the small business owner of developing the Ben Glass way of doing something, that David Phelps way of doing something and then hiring people who will actually execute on that, but your team does need you. And so the small shift that most business owners can make is you got an idea, you got a question, you can't just come knocking at the door. All right. I will block time, so there will be time on the calendar this week. It's kind of open door, all right? But David, when you come with your question, I need you to do something. I need you to bring me the three top solutions that you would do if I wasn't here, and I need you to bring to me the one recommendation that you would do if I wasn't here.

And most of the time, David is going to be a hundred percent correct. He may not do it exactly the way I would do it. And maybe he picks option two and I would have picked option three. Okay. Big deal. Most of the time, like big deal, but that's how David learns. Okay. And David goes and does something and maybe we don't get exactly the result that we both pictured in.

Okay. So there's learning there. But the next time David, he's got confidence. Now he's got confidence. "I don't need Ben to tell me exactly what to do." So that's one thing. Bring me the solution that you recommend. And the other is this, and I don't know anybody else who's doing this. I write about it in the book, told Kenny about it.

He was like, "That's awesome." When I'm on a call with a client, I don't have a ton of client calls, but when I'm on a call with a client, it's speakerphone, it's open mic. My team can come in and sit, particularly if you have someone who may be mad at us, like maybe we made a mistake or maybe they're mad for some unjustified reason.

How do we handle that? So my team is here, they're listening in, they see how do I speak, how do I react. When the call's over, we do a short debrief. So now rather than going to lecture someone, how do we deal with someone with this problem? I got two or three people in the room who are watching me perform live on stage without a net, as they say, and that's how you teach people to do things.

So team needs you. You have to hire well, that can always be a challenge but at the end of the day, it's the owner's responsibility. A friend of mine said, "The quality of your communication is measured by the results you get." So if you're not getting results from your team, look to yourself first.

We take full responsibility for this. What can I do as a better delegator? And I think that's the new sort of business science. How can I be a better delegator of things so that you understand, David, not just the one, two, three things I want you to do, what's the context? Like, why are we even doing this anyway?

Because the more you understand, the better. And the last thing I'll say on this, 'cause I always have long answers, my friend. Some lawyers will say, "I don't want my associate to learn all of this stuff." I'm like, "Great. So you want someone who's

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still working for you five years from now who's the same person they are today. You're an idiot. We're here to build entrepreneurs.”

David Phelps: Yeah, no, exactly. No, I love your answers. That's what I'm looking for. Looking for some depth here. So, and I know you've got lots of depth, so this is good. You mentioned earlier the book on decision making, decisiveness, that's a big one. I'd like to hear your take on that because I know in my world, and I'm sure it's in any arena of fashions that require detail, making decisions oftentimes is something difficult because there's the idea that somehow we're supposed to be perfect. And if we quote, make a mistake, as you said, work that we do is not life-bearing, but if we make a mistake, so instead of making a decision, we'll often overanalyze, right? The process of analysis that doesn't get us anywhere, speak to that and what you've learned over the years and how you bring that forward into your own environment.

Ben Glass: Yeah, so I wrote the chapter on decision making, and here's my view, and look, people will disagree, and my wife Sandy says, she will disagree, and I write about this in the book. Again, there's very little downside to making a quote, wrong decision, because we are going to learn something if the decision that we choose was not the best decision.

Now, this is not an excuse for sloppiness. This is not an excuse for being really good at whatever it is you do, being knowledgeable and being considered. But I can really quickly go through like a decision matrix and go A or B. Ben does not spend any time going back and forth. And I'm also really good with, “David, you think the wall should be blue in this room that we're building out? Awesome. Perfect.” I don't really care. So there's that. Now, Sandy will say, “I feel bad 'cause you didn't, it sounds like you didn't think about it deeply. So you don't care.” Well, some things I don't care about most things. I'm like, “You're smarter than I am, Sandy.”

So again, bring me the three ideas you have. Those are really good ideas. And we know this too, as entrepreneurs and business owners, it's much easier to change direction once you're going than it is to start. And so, so many of us just take marketing or marketing campaigns. “Oh, what if this doesn't work?”

Or, “It's going to cost X.” I don't know, but we don't know anything until we put the thing in the mail, or build a website, or whatever. So let's start. Most of the ideas that Ben has are not great ideas. If you look at all of the ideas I wake up with every day, most are not great. I built a team around me that will tell me, “Dude, that one's not good.” Or, “Let's sit on that for a week.” That's fine. And guys and gals who tend to be successful, it's like a major league baseball player. You hit 300 like you're a hero, but you're missing 70% of the time. That's my view. Again, this is not an excuse to be sloppy. It's not an excuse to not have accurate facts or to use reason, right?

If you're using accurate facts and you're using reason, again, not what someone else says to me, “But what do I, what can I actually observe about the facts of reality?” Then we just put things in there and that's how we get, that's how people like you

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and I appear to get so many things done. People can't see the other 70% of things that we had ideas about, we never got done because we're getting so much done in the 30% and we're moving the world.

David Phelps: Yeah, exactly. And I love what you said about building, creating a team environment where, same thing, I'm always bringing ideas out and I expect my team to dissect and push back on certain ones that are not great. Or you said, maybe it's just the timing, right? Maybe a good idea, not now because we'll overload, right?

But we want an environment where it's open forum and respect both ways, is, "I want pushback. Come on, show me why this is not a good idea." Now I'm expecting to hear some pushback on this before we just dive and say, "Oh yeah, David, another great idea," because you're right. They're not all good ideas.

They come up all the time, right? I mean, we're sleeping. We wake up, we've got ideas. That's, it's crazy.

Ben Glass: People like you and me need people who pay attention to details. That doesn't make either one of us good or bad. We're just different. So visionaries need integrators and money people and detail-oriented people for sure, right?

But that's what makes the world go round is that there's all these win relationships that you can engage in and hire for and joint venture with, but again, we're controlling the environment. We're figuring out who we're going to work with, who is going to work for us. That's what we get to control.

David Phelps: That's so critical. So critical. Let's take just a couple of minutes because I know you've definitely got a cadence for how you manage meetings, minimizing meetings, because it seemed like people always want to call meetings, right?

Ben Glass: Yeah.

David Phelps: What's your format or framework for how that works in your environment then?

Ben Glass: We are fans of EOS, Entrepreneur Operating System, and the book "Traction." And when I first got involved now, probably four or five years ago, I thought, "Oh my gosh, like really a 90-minute meeting once a week at the highest level," and the reality is if you have a meeting that runs by an agenda, if you have scorecards, and you are focused on the next 90 days and what you've promised yourself at your quarterly meeting, you're going to get done.

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Then that 90 minutes becomes the most efficient, beautiful thing in the world. So we have meetings. We don't have random meetings. Like we are agenda-driven. We are scorecard-driven. Here's the challenge. Our law firm goes two-day offsite annual retreat leadership team, food, wine. But two days of full-on work, right?

And all of these ideas, all these ideas, part of that meeting before we leave is throwing out 80% of the ideas that we came up with so that we can focus and actually get done in the next 90 days. Something that we have all decided is going to move the needle of the firm. And that's a challenge because again, you get together with your team and a team that you care for deeply and are behind the mission.

Two days with nobody bothering you, you can crush the world in your head, right? But the reality is when we leave, it's a limited list of things to do that we have set. I'm going to be accountable for this. And every week we're holding each other accountable. That's the rhythm. We don't meet just to meet. We meet with agendas.

We meet with goals. We meet with a rhythm. We celebrate good news. We deal openly and honestly with each other. We debate. We wrestle. My son and I practice together. We wrestle in the mud sometimes, but when we leave the meeting, we're aligned. We are aligned on where we want to go with the firm. We may have disputes about what is important this quarter.

That's what these things are for. And when, you know, there's a whole science of having a trusted leadership team that likes each other personally as individuals, and there's a line behind the mission. That is beautiful. We haven't always had that.

David Phelps: When you create that kind of environment with that kind of a team, I know it is for you, it is for me, it's just such a pleasure to get up every day and know that the vibrancy of the mission and the work that all of the team is doing is at the forefront and you don't have to do it all yourself, that you can focus in on the things that you love to do and everybody else is doing the things that they love to do because you've designed it on purpose.

Ben Glass: Yeah, and that's how you serve the world. That's where you have clients, members, patients, customers, whatever it is. That's how you best serve the world.

David Phelps: Let's end on this. It's a chapter that in the book Dan wrote about masterminds. And I know that you and I both are huge believers in, it's about the environment again. That's what a mastermind, a group, a network is. We talked about our teams, right? But we personally have to continue to feed ourselves as we want to feed our teams. And to do that, we have to continue to grow and be challenged. So what would you add to just the concept of the environment that we personally need to grow from?

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Ben Glass: So I think in legal and probably in dentistry and many other professions today, there's a new mastermind group and a new pop-up coach every week.

So the challenge is finding the guy or gal who is putting people in a room who will A, some of them, if not most of them, are doing things bigger, better, and faster than you are. But B, and this is hard to tell from the outside until you get in, they're sharing. What I find amazing is some of the mastermind groups in the legal space, I hear horror stories of, you know, firms that don't even compete with each other in any way, shape, or form paying a lot of money to be in a mastermind group and not sharing assets like, "Here's my web guy, here's a graphics guy, here's a pay per click guy." I'm not going to share with you even though you don't compete with me.

So, that's the challenge is you want to be in a room where people, some at least, are doing things bigger, better, and faster than you are. Also, some that you can help mentor and bring along because I think that's part of our purpose here. But then, again, it's a trusting environment. When we bring our good news, when we bring our challenges, when we bring our struggles, it stays in the room, but you will, if you're in a group with me, David, you will give me your everything.

And I will give you my everything. So there are some groups in the Kennedy world that I mean, I'm a part of one and it is, you would recognize every single person like lifers in there, right? We have become friends in that space and we trust each other intimately. That wasn't built overnight. When two or more get together to engage in a common purpose, like there's a third brain in the room, right?

And that is the mastermind. And there's nothing quite like it. And I don't think it's, you know, the whole virtual world is neat and very interesting. It does not come close to getting on an airplane, flying to a place, spending usually two days, sharing, eating, commuting with each other.

David Phelps: As I think back on the conversation that I had with Ben Glass, we talk about growth, personal growth, and also growth within our company, a business, and how we effectively grow and lead our team, our staff. One of the things that comes up often in terms of growth and expectations is the natural instinct that we all have when something goes awry, when something goes wrong, is we want to go out and blame somebody. That's just instinctive. We don't want to feel like we've failed.

We want to feel like we've done our best and something doesn't work out the way we planned it or thought it should go. It's like, "Where did that go wrong? And who's at fault?" How do we switch that off and start focusing on Instead of finding blame, whether we had any part of it or not is how do we learn from our mistakes?

That's a huge add-on, I think, and what I found in my own life to how I've been able to lead better. Here's the thing to remember. Nobody expects us or you to be the perfect leader. There's no such thing. What people really ascribe to are those who admit when they make a mistake, that are willing to be on the forefront of trying

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different things, to be really on a frontier, not afraid to experiment, to pilot tests, different things.

People love that because like you're on a mission and you're never going to stop, but you're not afraid of failure. So instead of having something that goes awry and feeling bad about it, feeling disappointed or frustrated, or again, looking for someone else to blame, just talk about what was learned.

It's a lot easier to change or pivot a moving object rather than one that's static. If you stay static and never try anything, or if your team or your company or the culture is one of fear, fear of making a mistake, no one's going to be empowered to try anything, you've got to envelop a culture of people who are willing to step out, try some things and not fear that they're going to be reprimanded for doing something that didn't work out or that is considered to be wrong or poorly done.

Another aspect of growth is going beyond what we've already learned. The academic arena, going through school and high school and college or vocational or higher degrees is all about getting the degrees, passing the test, passing the exam, and the credentials to go on to the next step. Many people feel like when they've accomplished those academic goals, that's it, that's all they need to do.

And now it's just go out into the workforce and be a good employee or start a business and do that. The issue with that is, is we should never think in terms of being stagnant or that we don't need to learn more. Certainly, we're always about learning about our technical skills, but there's so many, what I call soft skills, soft skills in terms of leadership and communication, maybe it's learning more about marketing, maybe it's different aspects of business that oftentimes are not learned in our academic environment. These additional soft skills of personal growth of just being a better human being and having more understanding about other people are not the things that we tend to put our focus on, but if we're really going to grow in life both as a human being from the personal standpoint of our lives and also the business side of our lives, we've got to engender more of that growth.

I find books that helped me. Well, actually probably three, but you know, it's what I take in. I love to read books, so I'm looking always for books that will challenge my thinking, challenge me to be a better person, a better leader, both again, in my personal life and also in my business life.

I also listen to various podcasts. I'm sure you do the same thing. Podcasts that again, promote my thinking to again, how can I be better? How can I be a better example of the person that I want around me? And then I think thirdly, it's the environment, the actual people that you surround yourself with.

I'm not speaking about your family or business, but I'm speaking about other environments. Maybe it would be a coaching group, a mentorship group, a mastermind group, a place, again, where there's peers around you and that you

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selected to be a part of a group that, again, pushes or challenges you in many of the things that you might believe, might believe to be true, but how many times are those things not actually true? And you have the opportunity to be challenged in those environments. So I'm a big fan of constantly trying to personally grow myself because I know if I do that, I have a better opportunity to grow the people around me, again, whether that's my family, my kids, or my business, my team, and my staff.

It's a win-win across the board. In terms of growth and mentorship, I used to think when I was younger that we, or myself, I had to do everything myself, that it was all on me. And that's really the way school teaches us. We don't get to collaborate on taking tests or exams or passing bar or licensure. We have to do it ourselves.

So we tend to put all the emphasis on how we do things, but learning from other people, someone who's gone ahead of where I want to go, and that's maybe in a business aspect. But it also may mean someone who has core values and a philosophy of life that I also respect. I look for those qualities in people and I find out how can I potentially have some alignment or engender myself to be around those people.

That has become a key part of my life. And I found that as I started to expand my horizons, expand my network of people, and become more vulnerable, meaning that I don't have to act like I have everything together. I don't have to know it all. I don't have to be perfect in every sense. There's a lot to learn.

If I'm open to that, then those people typically are found quickly. And whether I'm part of a paid group to be a part of, paid mentorship, or simply a mentorship that is more based on a peer-to-peer basis of somebody who's willing to help me with something because we've built a relationship or friendship of some kind, there's so much value in being a part of a mentorship program.

I would really implore everybody who's listening today to seek out one or two or three people in different aspects of business, life, growth that you admire, and who might give you the time, or again, maybe it's a paid relationship. Either way it's very important, I think, to find those people in life who can help us excel and push us to become the best people we can and also to save us a lot of time and a lot of trouble because we try to do it all by ourselves. There's a lot that's already been done that we can pick up from other people.

If you're interested in learning how to create a freedom blueprint, Through market volatility using real estate as a cash flow machine to replace your active income. I encourage you to schedule a call with my team at freedomfounders.com/discover.

That's freedomfounders.com/discover and don't forget to hit that and subscribe and follow button whenever you're listening or watching so you don't miss a single episode of the Freedom Founders Podcast. I'll see you next time.

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