

Flow-Driven Performance: Unlocking Human Potential in Dentistry and Beyond

Dr. David Maloley: Ep #551



Dr. David Maloley

In our industry, when I talk to dentists, default is, I just need better systems. And that's kind of true, but if you don't have good people to work with in the system and then allow them to own that zone and own that system, that person will check out because burnout is a problem, but the unexplored problem is really boredom.

Dr. David Phelps

Decades ago, I hustled to grow my dental practice and real estate empire. Society patted me on the back and every new deal and patient reinforced the success they said I had. Then, my daughter Jenna was diagnosed with leukemia. Nine years, several intense chemo treatments, and years of epileptic seizures, my daughter was given one more miracle, a life-saving liver transplant. In that hospital, I realized I wasn't successful. I had money, I had real estate assets, and a business, but the only thing that mattered was time with my daughter.

In that hospital room, I decided to sell my business, leave active income, and sustain my lifestyle with my real estate assets. Now, Jenna is healthy and all grown up, and me? I am teaching others to do what I did, and I continue to uncover the principles, strategies, and lessons we can apply in business and investing to create ultimate freedom for what matters most to each of us. Welcome to the Freedom Founders Podcast.

Today, I'm joined by Dr. David Mulholley, a former US Army dentist, entrepreneur, and the visionary behind Flow Driven, a performance coaching company focused on creating high functioning, purpose driven teams in dentistry and beyond. After building a highly successful practice in Vail, Colorado, David made a bold pivot, selling the practice at its peak to help other leaders unlock fulfillment and sustainable performance through the science of flow.

This isn't your average leadership conversation. We dig into the intersection of neuroscience, culture, and business to uncover how high achieving professionals can avoid burnout, elevate

team engagement, and build businesses that feel as good as they perform. If you're a practice owner, team leader, or entrepreneur looking to reignite your sense of purpose and scale your profit, this episode is for you. Please welcome Dr. David Maloli.

Well Dave, my friend, it's been a while and it's really good to see you.

Dr. David Maloley

David, I'm excited. It's been too long. Time flies, but then you look in the rear view mirror and you're like, how did I let that much time go past? You've been a really good friend of me and supportive of me since I started podcasting 2013.

Dr. David Phelps

You

didn't want me to bring this up, but I was one of your early guests because you were actually one of the early podcasters. I mean, period. mean, not just in dentistry, but you were like one of the first ones out and you were kind enough to have me on. And then I remembered that we had to do it again second time. The record button wasn't on. we did it. But it probably was a good thing for me to do it second time because maybe I was a little bit better. You know, here we are today. It's been a fun journey. It's been a fun journey just to know you. And really, I get to live vicariously through some of my best friends. We're always on journeys. I love the fact that we are on journeys to evolve and

find our next and you you've done that really, really well. That's why I'm excited to have you on here today.

Dr. David Maloley

Thanks, David. I'm excited as well.

Dr. David Phelps

Let's go back in time. You served our country. Talk to me about leadership with your time as an Army officer and a dentist and how that also emboldened you to think about also peak performance.

Dr. David Maloley

Yeah, if we're going to talk about peak performance, I have to go even a little bit earlier than that. When I was 17 years old, I made a vow that I would never take anything to study hall and I would never take anything home. If I can learn it in class, it didn't need to be learned. So I was sitting in ■ study hall one day, not really making use of my time. the supervisor was one of my football coaches. And after a few weeks, he came up to me and he said, David doesn't really look like you're utilizing this time.

said there's a kid that they want another student to help out. Would you be interested? And I think I said yes because he was my football coach. end. But every day, third period, I start going to the resource room, pick this kid up, was struggling. I knew he was bullied in school. He was also bullied at home. Didn't take long and all of his failing grades turned into Cs. And when he would get a C, it was like, Dave, guess what? Like he won the Super Bowl.

And I realized at that point in time, that was probably my first taste of high performance coaching or performance coaching because he didn't really need instruction. He just needed somebody to hold them to a higher standard and believe in them and tell them that he was capable. And I really believe that opportunity that was call it serendipitous anchored something in me where when somebody finds their new level, that is the greatest reward for me more than my own next level.

So that's where it started. And I went to college as a health and human performance major and worked in athletic medicine and work with a national championship football team times two. Tom Osborne was for a long time considered the great, I think now you'd say Nick Saban is, but to see all the inner workings of athletic medicine, strength and conditioning, nutrition, the internal leadership system that was called the Unity Council.

and sell that vision on a national title, what these kids were from all different backgrounds, all different academic levels, all different talents. And to unify that, I still think about that opportunity every day because I saw it at the highest levels. At 1920, I probably didn't appreciate it like I should. That really anchored that through line that's been ever since 17 into my twenties, thirties and forties. So that's, I think where the seeds were planted.

The army, saw both excellent leadership and not so excellent leadership, call it old school leadership, command and control leadership, which is kind of what the military is built on. Had leadership roles in the military. I've kind of had leadership and mentorship roles all along, but even in the dentistry and my dental practice, it was a steep learning curve. Just when you think you know everything, you realize that you should start with a beginner's mind.

and have some humility and all my breakthroughs in the dental practice were that same inside out approach, personal mastery leading into a next level of influence and helping that hygienist assistant administrator find their next level, turning that into an exceeding expectations experience for the patient. And then that's where business performance really comes from. So that's been a common theme in my life for the last 30 plus years.

Dr. David Phelps

So take us a little bit down the journey of your life and career span in dentistry.

Dr. David Maloley

I went to dental school at the University of Nebraska. took a health profession scholarship for the U.S. Army. essentially at the time it was year for year. They paid for my dental school education for four years. I owed them four years. I ended up doing five for good reason. I had a residency for one year, had two years in Germany and two years in Italy. Those European experiences really got me on this focus of lifestyle design because I grew up on a farm.

And there was one virtue and that was work ethic. And you spend time in Germany and Italy and they're more about celebrating life. It's not that they don't work hard. It's just not central. So I had worst culture shock coming back to the States than I did going to Europe. And I was in an associateship, fantastic associateship, really fortunate to be in it. But one, I realized that I'm not a very good employee. I had my fill in the US Army. I needed to do my own thing. And two,

That environment, which was in North Carolina, didn't really provide what I hoped it would. I was looking for more of a European lifestyle, something that reminded me of Switzerland, Austria, Southern Germany, Northern Italy. So I started looking and found lots of acquisitions and literally 16 years ago, almost to this day, we've happened to drive through I-70 through Vail and I was like, I wonder if there's any dental practice for sale. Of course there weren't. And I was on the real estate.

website and then I went to the commercial real estate website and I was like, that's an old dental office. I could see the sterilization set up and I reached out and the next day the real estate agent and the selling dentist that had relocated walked in here with me and I made no sense on paper. I had very little support from anyone with any business prowess or concern about their young boys starting off on their own. But I, I think

You and I around enough entrepreneurs. Sometimes you hear the phrase, I couldn't not do it. That's how I felt about the situation. And so we decided to make a life here and it wasn't easy. I had to learn to market. had to learn to lead, but it was really a crucible where I met my future self and it's been an incredible journey. can walk to a gondola and go skiing from here. can walk to a lake. So it's to me, the epitome of lifestyle design. We work really hard, but

We also had a vacation in our backyard and I kind of coached to that standard of if you're waiting for your next vacation, there's probably something wrong with your lifestyle design. What's it like on a random Wednesday is a more relevant question to me.

Dr. David Phelps

Yeah, no, it's a great question. In how many years did you continue to own, facilitate, lead your practice there?

Dr. David Maloley

I started from scratch in 2009 and I sold it almost 10 years exactly after. Worked as an associate for a few years and saw my last patient like literally three weeks before COVID by design. So I wasn't pushed out by COVID, but good timing. I don't always have great timing, but that was good time.

Dr. David Phelps

You built the practice. You hit the income goals. But if you're honest, you still feel trapped. Prisoner of your own success. You didn't get into dentistry to grind forever, chained to the chair, hoping a 401k will eventually set you free. It's time to stop working for your practice and start building a life funded and protected by it. At the Real Wealth Conference, you'll learn how to optimize your practice to run without owning your schedule.

Ad

Replace your income with real cash flowing investments. Exit your practice on your terms without selling your soul to a DSO. This is not another CE seminar. It's the blueprint to real freedom built for dentists who refuse to die in the chair. This October 23rd to the 25th in Dallas, Texas, go to realwealthconference.com to purchase your ticket. That's real wealth conference.

Get out of the chair, get into the room. It's your move.

So 10 years in private practice, a lot of people would say, okay, sound like you worked hard, but you had a lifestyle business like many people don't. Why give it up? Why sell it? How is that transition formulating in your mind?

Dr. David Maloley

Purpose has always been very important to me. I feel like I either care deeply, deeply about the situation or it kind of becomes irrelevant for me. And I was feeling there were several chapters in that dental practice growth from struggling to successful to exceeding my highest expectations, financially working three days, know, 12 days a month, 11 days a month. So there was nothing to run away from. It was more of a question of what's next.

And I think when we go back to this term high performance, the central theme of any high performer I know is there's this looming question of what's possible, what am I capable of? So it's more of an infinite game where you're not looking for an exit or a number, you're looking to keep playing and a curiosity that keeps you evolving. So I had already started a coaching practice and realized that most of my fulfillment

in the dental practice was actually coaching the team members. So it wasn't the clinical dentistry or the outcomes. I liked it fine, but it didn't seem like something that was really fueling me anymore. And I realized that I was basically doing it for the lifestyle. But if I could focus my attention more on getting people to perform at their best and introducing them to the next version of themselves, then I would find my next chapter professionally. So started to explore that.

and mapped out a three year plan. And within one year without pursuit, I received an offer to sell my practice. So sometimes when opportunity knocks, even if it's not perfect timing, you answer the door and say yes. And I always knew that I still had a dental license, could start a practice or buy a practice and make it flourish very quickly with the skillset that I had developed. So it seemed like a two way door, a door that I could go out and come back in if things didn't go as planned.

Dr. David Phelps

I had sort of the same situation, different reason for leaving my practice when I did, but I held on to the same thing that I have the skill set, I've got the license, I can always go back. And yet I had something that like you was formulating within me that I wanted to pursue, but I had to sort of figure it out and took that opportunity. I think there's a lot to be said there. Can you create enough margin? I just use the word margin, you may have a better word, but enough margin.

in your life to allow for the creativity that is inside each one of us, something that's different than the training, which we've all done and we work hard in that arena. But to your point, OK, here's another analogy. I'll just rabbit hole this. I love to play tennis and the days to be thinking I was going to go pro or play at Wimbledon that's going on this week. ■ I had to let that go a long time ago. Unfortunately. So what I'm saying is, is to be like the top of the top dental clinician and have

renowned people from all over the world come to see me. That probably wasn't going to happen. But that doesn't mean it wasn't a worthy pursuit to be the best. But like you, decided, well, there's something else that I have a passion for. So I kind of just want to nail that for a minute here, not let that slip by that we still had a little bit of a safety net. I could still go back and do this again. So I could take a little bit more risk to pursue something that is inside me that I've never had a chance to explore.

Dr. David Maloley

That's exactly it. And now that I have a lot more background in high performance and I've studied it formally and understand what these things are, those are flow triggers. So curiosity leading to passion, passion leading to purpose. You can look at it from a spiritual angle. I think you can look at it from more tactical angle. Like if you read Robert Green, he calls it your life's task. So I think when you really look at high performers, not miserable high performers,

Those aren't really high performers. They just look like high performers on Instagram. Right. They're pursuing their life's tasks. So it's that question of like, what am I born to do? Who can I become? And how do I give that away in service to the world is the infinite game that most of us are trying to play. But unfortunately, I think most of us fall into scripting and I had an aha moment. I was at a spear class in Scottsdale, great class, great people at a cocktail afterwards, meeting two new dental friends.

We each had a beer, really enjoyed the conversation. And as the conversation went from broad to crown preps to burrs to the grit of the diamond on the burr, I started thinking, man, I am in the wrong room. I don't know if I could come back to these courses. So I think for me, was finding my curiosities, my passions, my purpose, my tribe, and not ignoring those signals because I think they're very important. And if we're

Living in an age of burnout and despair, that's really the antidote is being uniquely yourself.

Dr. David Phelps

So when you and I first got to know each other, your branding, your podcast was around the relentless dentist, which you ran that for quite a few years. And last year or so, just doing the work and the insights, the intellectual curiosity that you bring to everything, you've iterated to what you term today flow driven, flow driven. Could you describe a little bit for our audience what that means?

Dr. David Maloley

Yeah, I think we first have to start with definitions of flow. Flow is a peak performance state wherein you perform your best and you feel your best. So there's nothing lost there. It's just super performance. Mackenzie has done a 10 year study on executives and they're five times more productive. So it's a radical paradigm shift. And I think people have experienced it. They know what I'm talking about. They've seen Kobe Bryant go into flow or they've seen a speaker go into flow.

But what it really is is a neurochemical cascade that allows those things to happen. And group flow is a synthesis of more than one person doing that. So our conversations are always very flowy. There are triggers that allow that to happen. And when I look back at my dental practice experience, my favorite days were very high flow days and very high group flow days. And the

days that were not so great.

The days I didn't want to come back to the next day were a complete absence of that. Well, it turns out from an evidence basis, from the research that's happened over, call it the last 30 years, there's lots of key ingredients on how do we trigger that thing as opposed to just allow it to happen where I do four veneer preps and I was like, wow, not only did I look great, I was faster than typical. That would be a flow state, but you don't know how you, you didn't engineer it. You just kind of fell into it.

The more I understood that, the more I realized that was the classic intersection that most ambitious entrepreneurs are looking for, which is the intersection of business excellence and human performance. That's where flow lives. And we're still at the very cutting edge of all things flow, group flow. The question I usually get in dental circles is, is that quantifiable? And the short answer is.

Kind of, I mean, you're much more productive, but you also really can't quantify how much do I dread Monday on Sunday night, other than I say on a scale from one to 10. So a lot of these things that are vague words like better leadership and culture, in my opinion, needed some rigor, needed some using a dental term evidence basis. So I spent about two years exploring what does that look like when done and done well. And the more I got into it, the more I got into it basically.

And it's become really an obsession of how do I take this unacceptable situation? We've got two thirds to three fourths of people that experience burnout in their jobs at some point in time. You've got 70 % of the workforce that's disengaged, which is just a mind blow to me. So you're doing just enough to not get fired. Half of those are doing enough to get fired and not getting fired. So we've got 30 % of the workforce doing more than a hundred percent of the work.

And when I look into kind of a futurist lens, what's the world of work in 2030, 2035, this doesn't get better because AI and other disruptive forces only accelerate the despair that's going on. And so the answer to all of those questions ultimately is flow. And then it becomes, how do we orchestrate that in an organization? So it becomes more predictable because a life well lived, a day well worked, when you boil it all down,

They're just flowing. So we need to spend more time there. And that's been almost all I've thought about for two years.

Dr. David Phelps

Here's the truth. Most investors don't lose money because of bad luck. They lose it because they missed something. One line in the PPM that they didn't read closely enough, an assumption that sounded conservative until it wasn't. An operator who knew exactly how to sell the dream. It happens all the time and if you think you're too smart for it, you're already at risk. That's why we created the LP's capital preservation checklist

Ad

33 questions to ask before you invest in funds and syndications. Inside you'll find hidden red flags in deal structures and marketing language, stress test scenarios that reveal how a deal

holds up under pressure, a no fluff checklist to separate real deals from real trouble. Don't wire a dollar until you've been through this. Get your free copy now at [freedomfounders.com slash capital preservation checklist](https://freedomfounders.com/slash-capital-preservation-checklist) or tap the link

Ad

in the show notes. That's [freedomfounders.com slash capital preservation checklist](https://freedomfounders.com/slash-capital-preservation-checklist) or tap the link in the show notes. There are those days that just would flow and you felt really good. And even it was a day that you saw our patients were very productive and should feel tired and worn out. He actually left the office and feel pretty darn good. And you know, on top of your game, where's the other days, you know, as you said, without flow, you know, you go out just, you know, kind of barely making it to your car.

And I was going home and you want talk to anybody. It's game over. I totally can relate to that. I guess the question for me is it's harder today. I'm speaking about, you know, engaging our staff, the people we employ. You know, we can go back just in last few years with COVID, the great resignation, and people don't want go back to work. And, you know, it's and I hear it constantly now along our colleagues, and I'm sure you do, too, is it seems like it's a lot worse today.

than it was 20, 30 years ago when, you even then it wasn't easy. And I don't think I ever really got into a constant flow state. was like this and mostly down here trying to find a backup. But I'm just curious how you get a flow state with the talent pool that we have out there today. And it just seems like in dentistry, when I was in it, that we hired basic people for very basic functions, you know, a dental assistant and yeah, you could get something that can learn a lot.

And it seems like the more that you can empower people to learn and feel empowered and feel like they're important, that's going to be a piece of it. But some people either I wasn't patient enough to mentor them or I didn't put the right people there. So there was a limit. And eventually burnout would hit the ceiling. Same thing with all other factions of the office. I know I'm going really, really deep here, but I'm just trying to get a bunch of free information from you. So I'm trying to hear today. It's not going to do it myself. ■ Take what you can. And I know this takes a long time to build out what

frameworks or guidelines could you give me around kind of this probably a very basic question.

Dr. David Maloley

Yeah, I think today most problems are cultural problems. And if we're looking for a culture that orchestrates group flow, ■ without a whole lot of effort from the leader over time, we have to start with the premise of the mission needs to be the boss. So for my clients, I use a phrase that goes like this. If you win the frame, you win the game. So we have to start with culture and very clear expectations. And if you think of a picture frame at the bottom would be mission, this is why we exist.

And the top would be vision. This is where we're headed and who we want to become as an organization, what we want to be known for. And then the left boundary would be core values. That's the behavioral standard. And then the other upright would be value creation, regardless

of industry. In dentistry, it would be what does an exceeding expectations experience look like for a patient? If those four parameters are very clear, you know how you're hiring, you know, when you have to coach up somebody.

You know, when you need to collide with them and there's no argument there. But within that frame, they get lots of autonomy because you're allowing them to do things in their own way, play to strengths, own their zone. And all of those are very important flow triggers. But until those clear expectations, the formal terms would be clear goals for an individual and shared goals for an organization.

You don't have much to work with because you're not really enrolling them in something. And unfortunately, most of us were brought up in that system where it's command and control. You listen to somebody because they cut your checks. We've gone from industrial age management, which that is command and control to the information age, which was data driven, but now became full of distractions with Slack things, multiple browser windows open. The average worker today.

gets less than three hours of productive work done in an eight hour span. And now we're in the transformation age that will be accelerated by AI. And in the middle of that transition is of course COVID, where people got to sit at home and ponder their life existence. And now we have high performers that aren't looking to get promoted. They're saying, what's the point? And if we don't honor that, we just keep purging the best talent. And what it amounts to more or less is a bunch of

people our generation blaming millennials and Gen Z for all their problems and saying, I can't find good people. Where in reality, if we don't shift the operating system, this never works.

Dr. David Phelps

Yeah, there's a lot of wisdom there. I had to write that down because I hadn't thought about exactly that way. But what's the point? We have a point that we all have a point. We're trying to get somewhere. But, yeah, for our staff, well, if you don't think the lens on their behalf, what's the point and help create a vision for that? I wouldn't be really excited to be going to work every day if I didn't have a point or a vision. If it was just to get a paycheck, that's not going to drive me very far. And I don't think that's that's probably the case for everybody. Right.

Dr. David Maloley

Yeah. I can tell you the big shift if we want to make it even simpler is taking extrinsic motivation off the table and moving strictly to intrinsic motivation. People will show up to work for six reasons. The three extrinsic reasons are emotional pressure, meaning I don't want to let the other hygienist down or I don't want to let my husband down. Financial pressure. That last one's funny. It's inertia. I go to work on Monday because I've always gone to work on Monday. It's just that that's what I do.

I think that's why a lot of dentists get complacent in their career because they haven't thought or reinvented. And then they'll go to the dental meeting and then they'll go to the showroom floor and think, well, this piece of technology gave me excited for awhile, but those are extrinsic motivators. The intrinsic motivators are play, purpose, performance. Play would be a

flow state where it's the technical term is autotelic. The work is its reward. If we don't find more of those for our people and ourselves,

I think culture has no hope. right, mean, culture is still there. It's just dysfunctional culture.

Dr. David Phelps

In all the discussion of flow state, what's the ranking of that thing that holds most high performance back? I mean, we've probably covered quite a bit of that discussion so far, but it's not time or talent. You know, I think you've said before, but it's a distraction, disconnection and burnout. again, with the conversation we've had as you're assessing, doing some initial consulting with a doctor who reaches out, they want some help in these areas. Is there something you look for first? Is there a kind of a ranking of things that you're looking for to see where is there a commonality of issues that you see often?

Dr. David Maloley

Yeah, I treated just like a dental patient. I needed to do diagnosis and treatment planning and the diagnosis starts with symptoms. And so if there's, you know, like a simple question, the clients I have right now, the question that I push on is what percentage of your team is engaged and they don't have to think about it. They know immediately it's three out of seven or if 30 % engagement is the standard now, it's not hard to be 40 or 50 rate of turnover. And then if those things aren't there, I know there's a lack of meaning.

There's a lack of, ■ so the intrinsic motivators that we're looking for are mastery, autonomy and purpose. Absence of those will lead to disengagement and team turnover. And not to mention insane amounts of unproductive behaviors, mushrooms into drama and gossip and all the other things that happen in toxic workforces. So I'm looking for some key ingredients that are there or not there. Really what I'm looking for is flow blockers and burnout triggers, which would be.

lack of support, lack of autonomy and control. It's very rarely too much work because I don't get tired working, but it's cause I'm working on the right things. It's aligned with my values, not being aligned with values. Is the person curious, passionate purpose in any way in their job? Are we allowing their play to their strengths? Are we over systemize them so that they always have to go ABCD when it would be much easier and make more sense to them to do DBCA in our industry.

When I talked to dentists, default is I just need better systems. And that's kind of true. But if you don't have good people to work within the system and then allow them to own that zone and own that system, that person will check out because burnout is a problem. But the unexplored problem is really boredom, which goes back to what's the point. If I, if I have to come here and just be a factory worker on the assembly line, thanks for the paycheck, but I'm already looking for something better.

A lot of my clients, which is interesting trend, I've helped them turn over their complete team and now they've got a excellent team and the excellent team was highly trained in a numbers first money performance DSO. So you have these people that are highly skilled, but now they're looking for meaning and collaboration. So we take their skillsets and plug them into this new environment and they just flourish.

Dr. David Phelps

Well, Dave, if we were to leave our listeners with one mindset shift, is there one mindset shift that would kind of encompass what you teach, what you learn, what you coach on?

Dr. David Maloley

In a nutshell, I would say in the age of AI, you can't outwork the machines, but you can out human them. So when I look at customer service, when I look at team excellence, when I look at human performance, we have to go deep. have to understand the things that we talked about mastery, autonomy, purpose, curiosity, passion, and not see them as some soft thing that we'll get around to because they are the true drivers of performance. And

A high performer never gets bored with the basics. Jordan never stopped doing chess passes at the beginning of practice. The big idea here is that you can't keep chasing these bright, shiny objects. You have to get down to the basics of what makes a human come fully alive and honor those and respect those in your organization.

Dr. David Phelps

I know that there's different ways for people to work with you and we were talking a little bit before we started our conversation today that you have a 90 day program titled Flow Driven Profits. Go ahead talk a little bit about that for people who would like to get a sense of how you work and the changes and transformation that you can make.

Dr. David Maloley

Yeah, I spent the better part of two years trying to get it distilled down into something usable because there's lots of information out there and there's lots of research. And if it's too nerdy, it's not usable. And if it's not nerdy enough, it just seems like another leadership book, the 19 irrefutable something of laws of that you can't ignore. And so I wanted to make sure that it wasn't my theory, that it was replicatable, that it would work.

And I had to get down to biology and neurochemistry. So the nerdy version of the idea of flow driven profits is what is the neurochemistry of profitability? If you stack that up a little bit, there's a bunch of flow triggers that you can turn into business principles. And so that's the curriculum that I created. I'm insanely excited about it because I think that's what creates insanely great workplaces. When I think back about my history, my best performing clients history.

When they win, those things were there. And when I struggled and they struggled, there was some sort of dismissal of those elements there. So first principles, science-backed, biological basis, but in a way that you can quickly consume it and apply it to your practice. And you know, you have coaching and support, so you can customize it and work through issues, flow blockers, burnout triggers, et cetera, that are

in your business because first when you're trying to create culture change, seems insurmountable. I've experienced that myself. My wife had a stroke. had a three year old. I hired the wrong office manager. Six months later, half my team quit Tuesday, Thursday, Friday, half my team gone. I was afraid the other half were going to leave. Stroke was unavoidable, but the other pain and suffering was avoidable. I just didn't have the skills. So

To me, these are the principles and the standards that a modern business owner must respect or the world will just pass them by. It's how you hyperhumanize the organization so that you can keep up, so that you can be anti-fragile and agile and not this stagnant mass that doesn't move until there's enough pain that forces that change. That's the short version of what flow-driven performance, the origin and what it's designed to do.

Dr. David Phelps

What's the format online, virtual? it just for the owner, the principal? Just give me a little bit more color on how this 90 days will run.

Dr. David Maloley

Initially, it'll be private clients. I want to make sure that it's done and done well. So you work with me individually for 90 days and then you'll have access to the curriculum permanently. Cause I'll continue to iterate it and add as I can up level it and make it the best thing absolutely possible because I'm so passionate about it. But my reward is the results because it comes from pain. I knew how good of a dad I was when my business was underperforming. And I know how good of a dad I was when my business was performing. And I know how good of

spouses and parents left my office as employees and both versions of my culture. So I want to make sure it's done and done well. And so I want to make sure that they have plenty of guidance. There'll always be plenty of coaching and support. Eventually I'll move it into a more group and scalable model. But initially for the rest of the year, it's about getting entrepreneurs results. Like I said, it will work with any industry, any team size, because it's based on these first principles that the only way

It doesn't work as if you ignore them basically.

Dr. David Phelps

Well, great. Well, then what's the best place for people to go to connect with you on any aspect of what you're doing?

Dr. David Maloley

I would say this stuff is really cutting edge. So if you want to taste test it, go to the Flow Driven podcast. Those are weekly. I want to introduce these ideas to the marketplace and put them in a way where they can implement on their own. they want more, there's a free training at getflowdriven.com. If they like what happens on that training, there's an opportunity to book a call with me. I take them through a strategy session. There's nine profit activators that we can customize to their business.

No strings attached if they want to take that information and put it to use. But if they're interested in, you know, they want more support in coaching and consulting, I can offer that as well.

Dr. David Phelps

Well, Dr. Dave Mulally, it's been a pleasure. It's always a pleasure. Very full conversation. I will say that for sure. Always enjoyable. Thank you so much. If you're listening to me today,

there's a good chance, like me, you've grown up with a strong work ethic. A work ethic probably given to you by your parents, maybe through school teachers, people who just really imputed on you that...

Dr. David Maloley

Very flowy conversation.

Thank you, David.

Dr. David Phelps

Working hard is a culture that we should propagate and make the bedrock of our society. I'm not against work ethic and responsibility and integrity. Problem with the work hard, or let's call it what it really is, the grind. Work hard grind for a future down the road, I think does have some misgivings. And I fell into that same trap for many years until I had a wake up call some 20 plus years ago. Too many people, I think, put

very vague, very nonspecific goals in terms of when they're going to actually live their life. I hear it all the time. Well, whenever I am making X amount of dollars per year, then I will XYZ, live my life, spend more time with my family, chill out a little bit, enjoy some hobbies, or when I hit \$8 million in net worth, then I will retire. It goes on and on. There's always milestones, and then when we get to those milestones,

Usually we go further and say, well, just a little bit more. If I can just endure this thing that I'm doing, the schedule, this grind, this burden for just five more years, then I will retire. I'll sell the business. I'll sell the practice. The problem with the grind as a long-term ethic is it doesn't allow us to enjoy the moments as we go along. And we all know this, but we still take life for granted. The next day is not promised for any of us. And that's not to be morbid. It's just to be realistic.

about the fact that things happen in life. And if we're always looking at the future and promising a better day when this happens or that happens, when I have this much money, when the business is running at this revenue, then we put ourselves into a false pretense of always looking to the future for joy and happiness. So it's not about the grind, it's about the direction. What are we working toward? If we have goals that define what we're trying to achieve, not at retirement, I don't think retirement should even be a goal. I think evolving in one's

business, career, your technical skills, and defining what role you want to play. That's something I think that most people don't really look at, at how you can evolve. And instead of enjoying maybe 20 % of what you learn to do academically through your training, and really despising 80 % of the things you don't like to do, what if you could flip that around? Maybe not in one day, not in one week, but intentionally focusing on a direction that allows you to actually enjoy 80%.

of what you do in your career or work capacity. And maybe 20 % is the friction that's not so enjoyable. And there's never gonna be a perfect role. But if we can turn the ratios around and enjoy more, then we have longevity. Then we can actually evolve to different positions in our career, in our life, and not just have this beeline for when I get to retire. When can I retire? How much do I need to retire? And then when we go to retire, what's happened? Well,

typically we've lost a lot of energy. We may have lost important people in our lives.

that we want to do things with, the memories, the children, the family, everybody grows up, the time goes by quickly. And if we're always putting off tomorrow, some of the enjoyment we should be doing along the journey, then think we've missed the whole boat. So again, grinding isn't the problem, it's the direction. Focus on the direction and cut back on the grind because more specificity towards what you really want in life and not just some made up number, some timeframe is what's gonna really give you the benefit of not living life with regrets.

It's not something any of us want to do, yet it happens to too many people. Don't let it be you.

Ad

Hey, thanks for watching or listening. For those interested in learning how to create replacement income that allows you to step back or exit entirely from practice, then schedule a call with my team at freedomfounders.com forward slash discover. That's freedomfounders.com forward slash discover. We'll dig into your financial situation and let you know your best next steps. And as always, be sure to hit the subscribe or follow button wherever you're watching and listening so you don't miss a single episode.

of the Fatum Founders Podcast. I'll see you next time.