

*"Knowledge is not power. The only
real power is execution."*

RELENTLESS EXECUTION

TOM BRONSON

From The Author Maximize Business Value



Cancer

I THOUGHT I WAS INVINCIBLE...

Though I suppose it was inevitable, given my family history, that cancer would eventually catch up to me. Somehow, I was naive enough to think that perhaps I had eluded the family curse. After all, Dad discovered he had cancer when he was 37. My brother was closer to 50. As far back as I can tell, cancer has plagued my family; my grandfather, my grandfather's brothers, my uncles, and everybody has had bladder cancer. Yet, here I was about to celebrate my 58th birthday—the age my dad was when he lost his battle—and the doctor said something that resulted in what I lovingly called "the freight train effect." You know, when you hear something so astounding, all you hear after is a sound akin to standing beside a freight train as it passes you at full speed. "The MRI confirms that you have two tumors," was the last thing I heard before the train whizzed by. Thank God Karen was in the room to listen to the rest of the story.

**DON'T GET ME
WRONG, AS FAR
AS CANCER GOES,
I FELT LIKE I WON
THE LOTTERY.**

Dad and Mike had bladder cancer; I only had prostate cancer—certainly one of the most curable cancers thanks to modern medicine—and there are many treatment options, too. But given my family history, I decided to have it robotically removed.

Sure, there may be side effects, but all I could think was, "get that stuff out of my body!" My new mantra became:

**"Cancer-free by noon
Monday and drinking
whiskey again by Thursday."**

A man's got to have goals,
doesn't he?



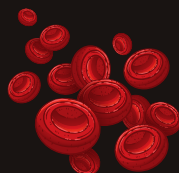
INTRO TO RELENTLESS EXECUTION

I'm sharing the "secret sauce" that sets you apart from the rest in this eBook. What is that secret sauce? Relentless execution. Relentless execution is a mindset of carrying out a course of action and not stopping until the action is fully achieved in an oppressively constant way.

Now, back to our story. So, let's describe my timeline for the event that I described above.

SEPTEMBER

In September, the blood test indicated that I had a high PSA level.



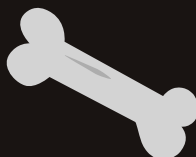
NOVEMBER

By November, we had a prostate exam. "Everything seems normal," the doctor said.



DECEMBER

In December, I had an MRI that confirmed not one, but two tumors.



JANUARY

In January, I considered the treatment options with my family.



FEBRUARY

In February, I had a bone scan to confirm that it hadn't spread anywhere else in my body.

MARCH

On March 14th, I had it robotically removed. Remember my mantra? "Cancer-free by noon, whiskey by Thursday."

MAY

Then, in May, the PSA was undetectable, meaning that I was now cancer-free. It was confirmed, Cancer's butt was kicked!



“GEE, TOM, THAT'S A GREAT STORY, BUT HOW DOES THAT RELATE TO MY BUSINESS AND RELENTLESS EXECUTION?”

Well, the cancer story is just an example of how I approach life—business or personal life. It's the same song, just a different verse.

Do you set goals for your life and your business? I mean concrete, no-miss, share them with everyone goals—or are your goals just locked up in your head? Because after all, if we don't share our goals with anyone and we miss them, then who cares, right? We're really good at letting ourselves off the hook.



LET'S TALK ABOUT THIS RELENTLESS EXECUTION STRATEGY AND **HOW IT WORKS:**

- First, you identify a potential opportunity or a problem.
- Then you investigate to determine if it is a real opportunity or a problem.
- If it's confirmed, then you explore options for how to reach it. (identify a solution, set goals, relentlessly execute, keep a mindset of anything short of this goal is unacceptable.)
- And if something goes wrong? Well, then start the process all over again!



**"THE ONLY PATH TO
LASTING SUCCESS
IS TO TAKE
MASSIVE,
CONSISTENT, AND
RELENTLESS
ACTION."**

In life and business, this is my mantra. So, where do we start? Before we dive into **how**, there are five concepts you must accept and remember **before** taking action. Think of it as the gas in your tank. Here are the concepts:

Key Concept #1



EXECUTION TRUMPS KNOWLEDGE

You hear this all the time—knowledge is power. Recently, I was just at graduation and heard it there. But I'm here to tell you that knowledge is not power. It is potential power. The only real power is execution. Execution trumps knowledge every day of the week. The question is, how do you get yourself and your teams to execute? We see this play out around us all the time in life. Here's a great example: As business owners, we all know that having an online presence—with a website and

social media—is vital to business survival, yet how many business owners fail to invest the time in marketing and social media? Think of it this way: If you don't execute, you die.

"Success doesn't necessarily come from breakthrough innovation, but from flawless execution. A great strategy alone won't win a game or a battle. The win comes from basic blocking and tackling." — Nevine Jane.

"RELENTLESSLY EXECUTE IN ORDER TO ACHIEVE THAT DESIRED OUTCOME, KEEP A MINDSET OF ANYTHING SHORT OF THIS GOAL IS UNACCEPTABLE"



“

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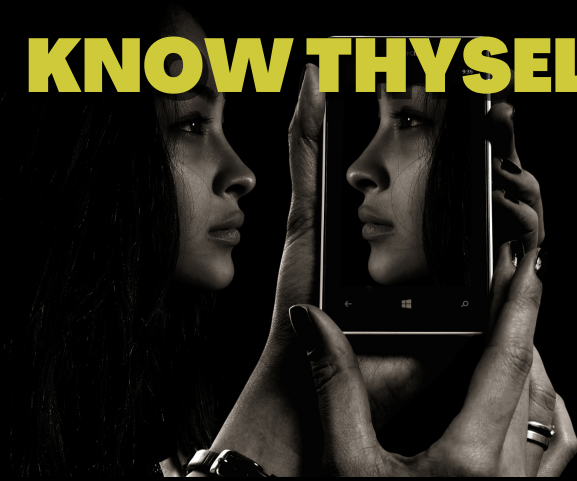
—NEVINE JANE

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Key Concept #2

KNOW THYSELF



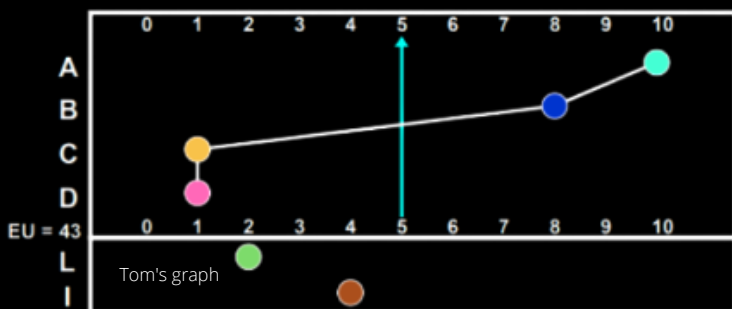
You have to know your strengths and weaknesses, and own them! Man's got to know his limitations. There are some great tools out there that show you who you are—if you don't already know. Seeing it in print or on paper helps solidify those notions of self in our minds. At Mastery, we use Culture Index. The Culture Index aims to improve executives' performance in scaling and exiting their business. Let's take a quick look at how I use this tool.

THE CULTURE INDEX IS A GREAT TOOL FOR BOTH YOU AND YOUR EMPLOYEES TO INVENTORY YOUR STRENGTHS AND WEAKNESSES! IF YOU WANT TO LEARN MORE, GOOGLE "CULTURE INDEX" OR CONTACT US!



THE GRAPHS

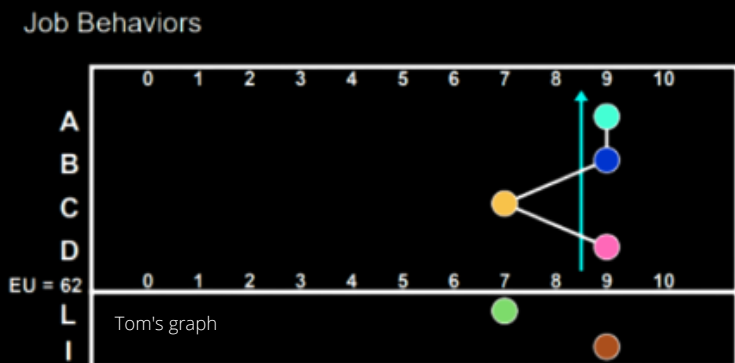
Survey Traits



The graph is my culture index. It demonstrates seven work-related traits. You can find additional information on the Culture Index online. Speaking in generalities, A is drive, B is introvert or extrovert, C is concentration or patience, D is attention to detail, L is logic, I is innovation, and EU represents one's ability to adapt to one of these traits when they are less "hardwired" to do so.

The graph is who we are, and the bottom is who we think we need to be at work. The graph shows traits that are set by the time you're 12—and they never change. It's how you are wired. These graphs are a report card for executives that shows how well they utilize the natural gifts they have to be the person they need to be.

THE GRAPHS

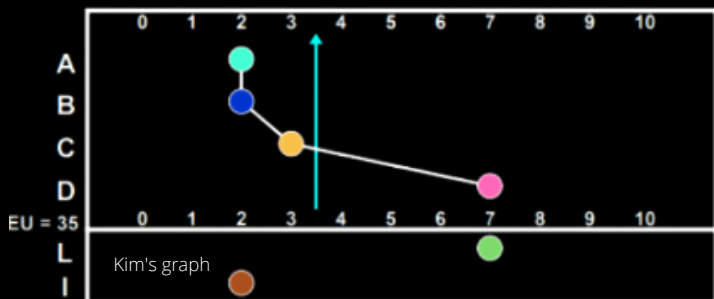


Now, while the previous graph is who we are, this graph is who we think we need to be at work.

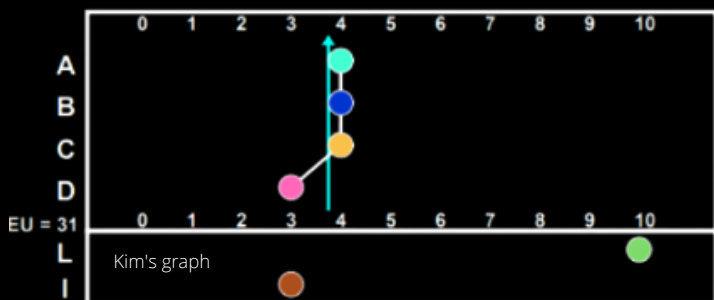
You can see by my graph I am more driven than most. I can turn on the charm if I need to persuade you to join my way of thinking. I'm extremely impatient. My team says that I have the attention span of a gnat on red bull. I'm a non-conformist and not concerned with rules. Attention to detail, follow-through, and follow-up are not my natural gifts. My gift is out-of-the-box creativity, and I'm a person who can take people into uncharted waters. As they say, I have no brake pedal—I'm all gas!

THE GRAPHS

Survey Traits



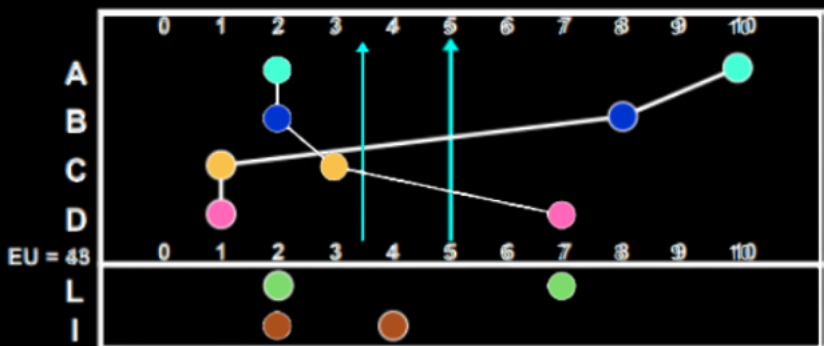
Job Behaviors



Now, if we look at my sidekick, you'll see that she is the complete opposite of me. She has a compulsion to complete, has high expectations of herself and others, and as our culture index advisor told us, "Tom is the gas, Kim is the brakes." She compliments me. Where I am strong, she is weaker. Where I am weak, she is stronger. We are the perfect match for one another. Look at this graph as we overlay it:

THE GRAPHS

Survey Traits



It's evident how well our strengths and weaknesses compliment each other, which leads to a more successful and more cohesive team. Kim and I are a perfect match for one another.

Key Concept #3

RIGHT PEOPLE, RIGHT SEATS

It's important to get the right people in the right seats on the bus, get the right people on the bus and then make sure they're in the right seats. If you need a refresher on that, go back and read Jim Collins' *Good to Great*—a fantastic book about creating the perfect team.



**YOU CAN FIND JIM COLLINS' BOOK ON AMAZON, OR
AT MANY RETAILERS LOCALLY!**





Key Concept #4

DON'T BE THE SMARTEST PERSON IN THE ROOM

Great leaders hire people who challenge them. If you're calling all the shots, chances are you're headed in the wrong direction—and you should expect some obstacles—because great leaders hire people who challenge them. Throughout my professional career, I've thought, "I want to wake up every morning and realize that I am the dumbest guy in the room." Because if I'm the dumbest guy in the room, I've surrounded myself with brilliant people—and we're going to make very good decisions. The oxymoron of that is, if I have hired people smarter than me, it makes me the smartest guy in the room, right?

"IF YOU'RE THE SMARTEST PERSON IN THE ROOM, THEN YOU ARE IN THE WRONG ROOM." - MARISSA MAYER



Key Concept #5

CULTURE EATS STRATEGY FOR BREAKFAST

Culture plays a vital role in relentless execution. Peter Drucker said this quote, and I have seen it play out in my many companies every time - Culture eats strategy for breakfast. The culture of your business will tell you everything you need to know about the ability to execute. Drucker is pointing out the importance of the human factor in any company. No matter how great your strategy is, your projects will fail if the people implementing them don't embrace your culture. Consistency in that culture is where the compounding effect happens. People frequently ask me to define culture...a friend once said culture is how people act even when the boss isn't there...

"Culture eats strategy for breakfast." - Peter Drucker





**NOW THAT YOU HAVE THE
FIVE KEY CONCEPTS, HOW DO
WE PUT THEM TO GOOD USE?**

Key actions ->

HERE ARE THE KEY ACTIONS THAT YOU CAN TAKE TO RELENTLESSLY EXECUTE

1. Spend time in quadrant two
2. Cast a compelling vision
3. Embrace Backcasting
4. Communicate, communicate, communicate
5. Expect obstacles





SPEND TIME IN QUADRANT TWO

I'm not going to take the time to go into Stephen Covey's time management quadrant. Still, the compass measures 'urgency and importance,' with importance on the Y-axis and urgency on the X-axis. Quadrant two, which accounts for things essential but not urgent, is where you must spend your time. You have to take the time to plan your work, at least one day per quarter, to reflect on what you've accomplished and plan the path forward. It's important to set a clear vision and paint a picture of success.



CAST A COMPELLING VISION

Stop thinking day to day, or even quarter to quarter. As Gino Wickman, creator of Entrepreneurial Operating System, would say, "you need to start 10-year thinking." He says, "people overestimate what they can do in a day"—I do that all the time, don't you? We overestimate the things we can accomplish in a day and underestimate what we can accomplish in a decade. It's hard to stop and dream. Also, be sure to leave some white space in your calendar for thought. Invest in yourself—
sharpen the saw!



EMBRACE BACKCASTING

I'm not talking about fly fishing here. I'm talking about casting that 10-year vision, getting it into as clear a focus as possible, and then working your way backward until you reach meaningful actions that you can take today to achieve that ten-year goal. We're not going to spend a lot of time on backcasting here, but understand that if you go all the way to the end and work your way backward, it makes clear what actions you need to take today.

And then, once you have that clear strategy.

BACKCASTING IS ONE OF THE GREATEST TOOLS IN MY TOOLBOX—AND IT SHOULD BE IN YOURS, TOO! EMBRACE THAT FUTURE IMAGE AND WORK BACKWARDS TO ACHIEVE IT!





COMMUNICATE, COMMUNICATE, COMMUNICATE

And when you think that you've communicated enough, communicate some more. "People want leadership, Mr. President, and in the absence of genuine leadership, they'll listen to anyone who steps up to the microphone. They want leadership. They're so thirsty for it they'll crawl through the desert toward a mirage, and when they discover there's no water, they'll drink the sand."

DON'T FORGET TO LEAD YOUR TEAM! IDEAS ARE GREAT, BUT FOLLOW THEM THROUGH TO COMPLETION! BUSINESS IS RARELY A 'SET-IT-AND-FORGET-IT' GAME.





EXPECT OBSTACLES

Expect there to be some obstacles in your path.

Leaders anticipate obstacles. Losers merely react to them. Manage your mindset. Mindset is the single most important tactic for relentless execution. Our brains are funny little machines—something we'll touch on more in a bit. It's important to know your goals, but also to believe in them!

REMEMBER, IT'S BETTER TO ACT THAN TO REACT! PLAN ON THOSE OBSTACLES AND HAVE PLANS FOR EACH SO THAT NOTHING CATCHES YOU OFF GUARD OR THROWS YOU OFF YOUR PATH TO SUCCESS!





THE "F" WORDS

The psychology of a leader determines your business's success or failure—and don't let these two and four-letter "F" words get in your way. (No, I'm not talking about that four-letter "F" word) I'm talking about this one: Fear. It's natural to fear the unknown but push through to new places! You must face those fears and march on courageously. Courage doesn't mean being fearless—it's quite the opposite. Without fear, you don't need courage. Courage is being terrified but taking action. Don't forget that most fears are, after all, **False Evidence Appearing Real.**

Are there real dangers out there, or are you creating obstacles in your head that aren't real?

The other four-letter "F" word that I want you to remove from your vocabulary is fail. There's no such thing as failure. You need to reframe it. "Fail" is just an acronym for "first attempt in learning." There's no such thing as failure. My good friend Dave Copps says, "We must recast our failure as iteration." Thomas Edison's teachers said he was "too stupid to learn anything." He was fired from his first two jobs for being an "unproductive" inventor.

Edison had a thousand unsuccessful attempts at inventing the light bulb, and when asked by a reporter how he felt about those innumerable failed attempts, he replied, "I didn't fail a thousand times; the light bulb was an invention with a thousand steps." Learn to recast your failure as an iteration so you can fail forward.



YOUR ONLY LIMITATIONS ARE THOSE YOU ENACT YOURSELF OR FAIL TO SEE COMING! PLANNING AND TENACITY ARE VALUABLE SKILLS WHEN IT COMES TO RELENTLESS EXECUTION.





IMPOSTER SYNDROME

Next, we have to conquer Imposter Syndrome. Imposter Syndrome is a collection of feelings of inadequacy that persist despite evident success. Imposters suffer from chronic self-doubt and a sense of intellectual fraudulence that overrides any feeling of success or external proof of their competence. Simply put, Imposter Syndrome is the experience of feeling like a phony.

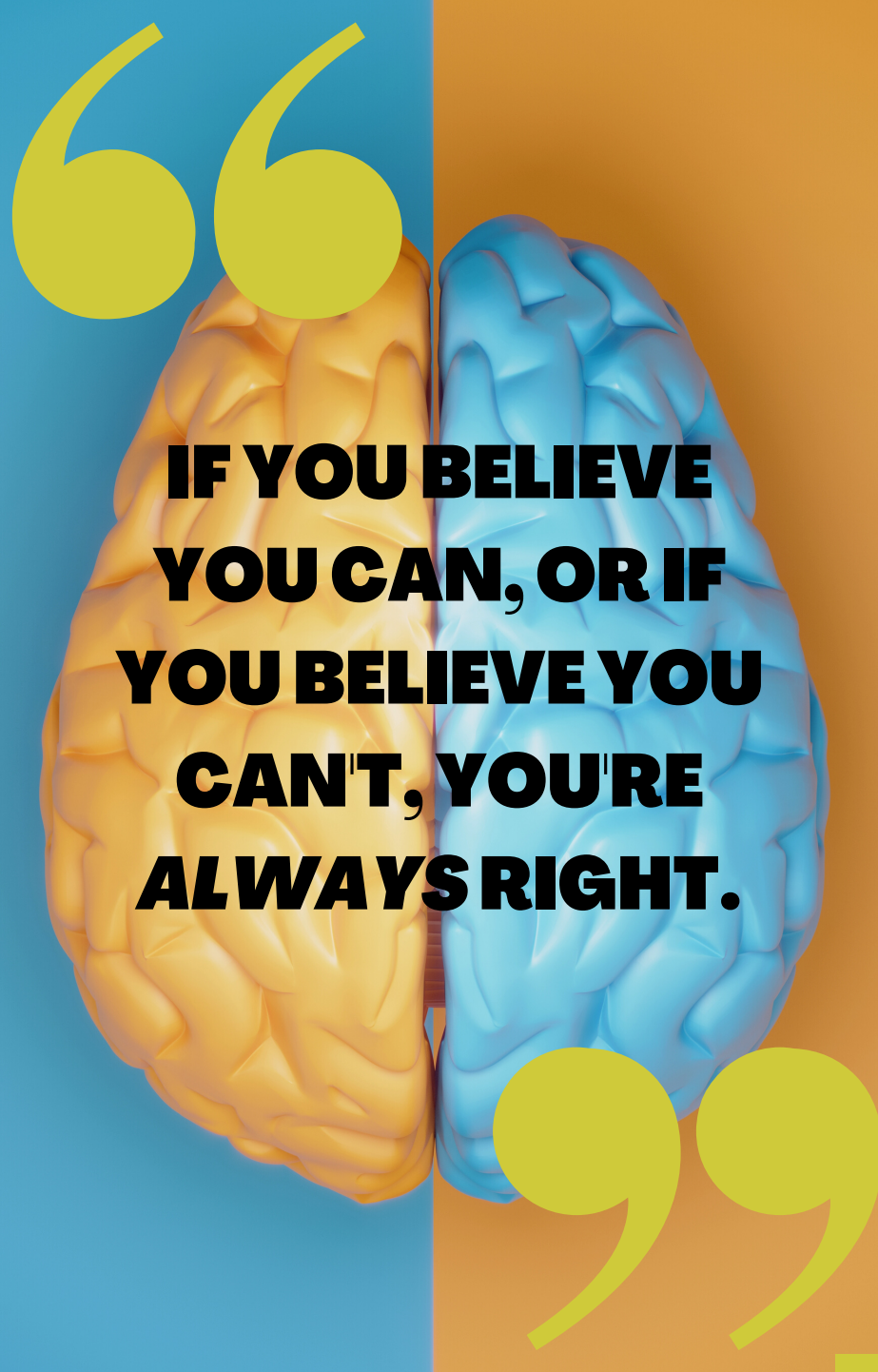
You feel as though at any moment, you're going to be found out as a fraud—that you don't belong where you are and that you only got here through dumb luck. This mindset has to do with your self-talk.



You say things to yourself, like, "They know I'm a fake," or "I'm never good enough," or "I'm a fraud." (Thanks, mom!) But here's the challenge; We become the things we think about ourselves. It becomes a self-fulfilling prophecy. Nearly everyone experiences imposter syndrome at some point, too, so don't think you're alone if these describe you! Studies estimate that 82% of adults experience it at some point in their life—and you know what I think about the other 18%? I believe they are lying about it.

**YOU HAVE TO
BELIEVE IN
YOURSELF**





**IF YOU BELIEVE
YOU CAN, OR IF
YOU BELIEVE YOU
CAN'T, YOU'RE
ALWAYS RIGHT.**

"I CAN!"

It's a funny part of the human condition that we'd rather be right than successful. However, it's been proven repeatedly that if you believe you can't and then you don't, your brain gives you a little dose of dopamine to congratulate you for being right. "Yay, I was right! I knew I couldn't do this!" It's pretty messed up, right?

So, where do we start? How do we fix this whole thing? We start by picking one thing. What is your one thing? Pick something important. Pick something so important, so Earth-shattering, and so intimidating that it will change the trajectory of your business. Then, rally the people! Don't try to do this alone.





**“THE GREATEST LEADER IS NOT
NECESSARILY THE ONE WHO
DOES THE GREATEST THINGS. HE
IS THE ONE WHO GETS THE
PEOPLE TO DO THE GREATEST
THINGS!**

—Ronald Reagan

We call these BHAGs—
and share them so that
you're all moving in the
right direction. Perhaps
your one thing is to
multiply the value of your
business and exit—which
is what we help our clients
do at Mastery Partners—
or maybe it's something
that you'll learn during a
conference, a speech, or
just plain ol' conversation.



Before I go, I'd be remiss if I didn't share with you how I used Relentless Execution to take a a tiny little pizza POS software company, that was doing less than \$500K a year, no recurring revenue, losing money, had a terrible reputation, and the employees were like the island of misfit toys... and turned it into...



**Granbury Solutions -
a solid middle market
software company,
with over 70%
recurring revenue,
taking nearly 20% to
the bottom line,
growing at nearly
50% a year, with a
solid reputation that
served the pizza,
coffee, specialty
retail and winery
markets before we
sold it to a giant,
publicly traded
company in 2018.**

**Thank goodness
nobody told me I
couldn't do that! And
I'm here to tell you
that you can too!**



TAKE ACTION!

Remember, as you move through this week, or this quarter, or this fiscal year, to open your mind to the possibility that you will learn or see something that sparks a vision of where you can take your business over the next one, three, or even 10 years. Then, nurture that spark so that it doesn't go out until you can get into quadrant two, and you can let that spark ignite a fire that will illuminate your vision to all those around you. Then you can attack it like you just found out you have cancer and relentlessly execute until you reach that goal. There's no such thing as failure, fear is only **False Evidence Appearing Real**, pick the one thing, surround yourself with the right people, and then execute it like your life and your business depend on it.



In the words of Robert Irvine...

**LET'S GET TO
WORK!**

**DON'T WAIT TO TAKE ACTION! REACH OUT TO US
TODAY IF WE CAN HELP YOU ACHIEVE THOSE GOALS!
VISIT OUR WEBSITE, WWW.MASTERYPARTNERS.COM
AND SCHEDULE A CALL TODAY!**



ABOUT THE AUTHOR



Tom Bronson is president of Mastery Partners, a firm that develops and executes ultimate exit strategies with its clients. Bronson has participated in 100 business transactions as either the buyer or the seller. Mastery Partners' unique approach was developed from his experience in business transactions. For more information on Mastery Partners or to contact him - visit www.MasteryPartners.com



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