



## MAXIMIZE BUSINESS VALUE PODCAST - EPISODE 4 Transcript

**Announcer:** 0:00

Welcome to the Maximize Business Value Podcast. This podcast is brought to you by Mastery Partners where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom so you can succeed. Now here's your host CEO of Mastery Partners, Tom Bronson.

**Tom Bronson:** 0:37

Hi, this is Tom Bronson. Welcome to the Maximize Business Value Podcast for business leaders who are passionate about building a long term, sustainable value in their businesses. Today, we're going to talk about who motivates the motivator because leadership can be a really lonely place. I know because I've sat in the CEO seat and plenty of companies. And where do you turn to when you've got issues that you need to talk about things that you wanted, that you want to pursue issues that you want to overcome? But yet you don't feel like you can talk with your employees about those things. I know how lonely it can be at the top of an organization. You know, I recently had a conversation with a good friend who is also a client, and she asked me who motivates the motivator. She had a situation going on and her business and and she couldn't really talk to her people about it, something going on, and she just needed somebody to talk. Teoh, Teoh walk through the challenges that she was having. And at the end of that conversation, she says. So who is supposed to motivate the motivator? I know on the motivator who's supposed to motivate me? Well, stick with me to the end because I do have a mountain magic bullet on that, and I'll share that with you when we get to the end. But that very question reminded me of something that happened about 25 years ago, when I was working for, Ah, large, publicly traded company. I have responsibility for 72 branch offices, hundreds of salespeople and literally thousands of clients and employees, and I was traveling the globe. It was one of those jobs where where I had to get on an airplane almost every day, thank God for cell phone technology even 25 years ago, because if it wasn't for that, my wife had no idea where I was any given moment because I literally was getting on an airplane every single day,

going somewhere different, going from place to place to place. And I know that that sounds like a really exciting kind of lifestyle. Uh, for anybody who has never had to live that kind of a lifestyle, going from place to place and talking with different people every day and you're responsible for driving the organization and driving the business. It's a real challenging job. I can tell you, if you've ever sat in that seat, then you know exactly what I'm talking about. But one day I was at a branch in Albuquerque, New Mexico, on, and our business had a policy that whenever a senior officer was visiting a location, then we always held a town hall meeting and we gave out \$2 bills. In fact, our company at the time was the largest consumer of \$2 bills in the United States. The Federal Reserve Bank sent basically the entire stock of \$2 bills to our city that we were in because they knew we were going to be a huge consumer of \$2 bills any time somebody asked a question. We would give him a \$2 bill. And why is that? Because you always pay for good questions. And there's no stupid question. Of course, only people who don't ask the questions that they've got in the back of their mind. And so so we literally quite literally paid people to dollars to ask us any question. They want it. And I was at this town hall meeting in Albuquerque, New Mexico, and one of the employees said after that town hall meeting, he came up to me privately and said, Man, you have a pretty exciting life. You know, your place to place What's the hardest part about your job? And it made me stop and think for a minute. I I'm not even sure how to answer that question that I thought I said, You know, I'm gonna be here in the morning. We're at the end of the day I said, Can I get back to you in the morning? Because I want to think about that. That's a great question on. I want to give you a great answer to that question. So I went out to dinner that night with the sales team on got back to my hotel and I started contemplating on what is the hardest thing about my job, because I was in senior leadership at this large company on and it occurred to me and I got it. The next morning, I got to the branch when found the person who had asked me the question and I said, Are you really interested in the answer than you asked me yesterday? What's the hardest part about my job? And I think I actually have the answer for that now on. And he said, Yeah, I'm really interested. I want to know what it is And I said, The hardest part about my job is that I have to be on every day. I can't afford to have an off day, you know, because I traveled from location to location on and wouldn't see a location for several months. Probably I would see customers on those rare occasions. If I'm having an off day, I could send that branch. I could sell that sales organization. I could send that customer into it tailspin that could last for weeks because I wouldn't have an opportunity to resolve it right, So the hardest part about my job was I couldn't afford to have an off day. I had to be on my game every single day, and that is a hard thing to do when you're the leader, you set the tone for the entire organization. You know, whether you like it or not. If you're in a bad mood all the time, it's very likely that you have an organization of people that are in a bad mood all the time. If you're having a great time all the time, regardless of the circumstances, it's very likely that all of your employees really enjoy working there. Uh, and they're in a great mood. Regardless of what's being thrown at him, you, as the leader set the tone for the organization. There's a real difference in my mind between leadership and management management. You manage processes, you manage things you manage, you know you, you manage how things get done. But leadership is about leading people. In the mood of the leader is the mood of the organization, I assure you now everybody has good days and bad days, right? You know, I know that the elementary school where my where my kids went to school.

We had a great principle there, Mrs White. And she would always ended the morning announcements at the elementary school with Have a great day or not, The choice is yours on. That was so right. I mean, what great advice to be giving Children on a daily basis every single day. She ended the announcements that way. And that's really the reality. How you choose your mood you're in is a choice that you make that regardless of what happens to you, what circumstances come your way. Your mood is a choice. And if you choose to be in a bad mood, recognize that that is a choice that you're making. So if you're having good days, then great. But if you have a bad day, how is ah, leader, can you stay motivated all the time? I have some thoughts about that. Um, you know, I'm a big fan. For those of you who know me, I'm a big fan of Tony Robbins. I've been to some of his life. Stuff is business mastery program was absolutely amazing. I listened to his podcasts and and, uh, watch the videos that he puts out read his books. I mean, he's just a great, great ah speaker that gets into that to the right mindset, right? He calls it Peaks State. So Tony Robbins says, How is it that a leader can be in Peak State on and Peak State is when you're at your best, that is, when you are getting the most work done, that is, when you are motivated, you are. You're like a machine. You know those times when you are just cranking the workout and getting things done, that's peak State. But your piece, say, also relates to your mood, right? You want your mood to the in peak state so that you can do the work that you need to do and motivate the people that you need to motivate, right? So how do you take care of yourself? How do you stay in Peak State? I think it starts with taking care of yourself first, right? You've got to get enough rest every day. You've got to eat a little bit healthier. You know you should exercise for myself. I try to eat healthy. I try toe Teoh, live on a keto-friendly diet. Don't get rid of all the carbs, but I try to eliminate some of them because I like the way my body feels when I eat properly. I also commit to exercising. Every day I get up at five AM Every day I go and make the coffee, I come in. That's when I could do my writing. I could plan Aiken do some strategic thinking before anybody else in the house gets up. Oh, and and before and right, as soon as the sun rises, that's when I hit the road and I go running. I'll run anywhere from a mild to three miles, depending on what I've got in front of me in the day and how much time I have. And frankly, whether or not I'm motivated, you don't have to do that. What is your exercise routine Look like, Does it get up and walk around the block? Do you get up and go? Uh um ride your bike. But I can tell you that when I exercise in the morning by mid-afternoon, I still have high energy. I know that my energy is going to stay high when I exercise in the morning on. So I can actually get through those really long days. Uh, that are what has become part of my life. Right? And if I don't exercise? I know by mid-afternoon, man, I'm looking for a couch to go now on. You know, I need Teoh. Keep my energy high. And the only way I can do that is to eat a little better. Make sure I get enough rest at night and to exercise. And so But I'm not saying pick my work team, but pick a routine and go do that. If you exercise a promise, you you're gonna have more energy. Um, the other thing, another thing that I do is I read a lot. Um, I am a voracious reader. If we pan around, you can probably see over my shoulder here a little bit of edge of my bookshelf again to a wall of bookshelves. Over here, I have two walls of bookshelves on the other side of me. Ah, and I read a lot. I like the books and I have a kindle love the Kindle, but I like to read I like the paper on and but one of the things that I found through the years is that I just don't have time to read the way I'd like. Teoh. I'd like to be able to read an hour a day. Where am I gonna find an hour a day when I've got a lot of things

going on? That's another thing that I learned from Tony Robbins. He calls. He says, Go and find the time that you are doing something else and use that time to read how reuse audible. You know, I got a subscription to Audible. And so when some anybody recommends a book to me, I always immediately downloaded onto my audible and it gets into my cue, and then I will when I'm driving, to go visit with clients or or prospects or driving around town. Then I can just turn on the audible and listen to a book. Or when I'm running in the morning I could on my headset, I turned on the audible, and I'm listening to a book. That way I can tear through Ah, book a week with no extra time. Tony calls that net time. No extra time. I don't have to set aside time to read. I've already set aside time to exercise or if I'm if I'm not being shelter in place on driving in my car, I can listen to those things while I go. And by the way, if I really like the principles that I hear in the book, and it's something that I want to dive deeper into, then I go and buy the paper copy of the book or the hardback copy of the book so that I could make notes and do things with that. If I don't like it, they didn't waste anything other than just the same time that already had listening to the book. But I promise you, I have I probably by 50% of the books that I listen to at any given time, someone can ask me, Hey, what are you listening to? And I promise you it will be a great book that I'm listening to. So So there's air, A couple of ideas. I've got a few more. We're talking about motivating the motivator. And how do you continue to operate in a peak state? Let's take a quick break back in 30 seconds.

**Announcer:** 14:20

Mastery Partners equips business owners to maximize business value so they can transition on their own terms. Using our four-step process, we start with a snapshot of where your businesses today Then way help you understand where you want to be and designed a custom strategy to get you there. Next, you execute that strategy with the help of our amazing resource network and ultimately, we hope, transition your business on your terms. What are you waiting for? More time, more revenue? If you want to maximize your business value, it takes time. Now is the time. Get started today by checking this out at [MasteryPartners.com](http://MasteryPartners.com) or email us at [info@masterypartner.com](mailto:info@masterypartner.com) to learn more.

**Tom Bronson:** 15:11

We're back at the max Maximize Business Value Podcast and we're talking about motivating the motivator. So a couple of other ideas that I want to toss out at you as a business owner as a business leader, who do you have in your inner circle that you can trust? Not necessarily employees, but maybe you do have employees. Keep people have been with you that you can sit down, have a cup of coffee with a glass of wine at the end of the day, go out for a beer after work and just really kind of talk about the things that that are concerning. You talk about the things that that you're trying to work through and get some ideas and fresh ideas. Eso key people might be in your inner circle. Key people in your organization If you don't feel

comfortable of that about with that, do you? Have you ever established a board of advisers or thought about getting a group of like-minded business people who have experience in other areas who might be able to be a sounding board for you on a routine basis? You know, an advisory board can be an awesome tool to just listen to your ideas and give you great feedback about the things that you're struggling with. You know, you might also think about joining a group like Vestige or Or uh e 00 R. One of the other dozens of organizations out there. You know, they act like a pseudo Board of Advisors group, and those people build long term deep relationships so that when something comes out on your having a particular challenge, you can call somebody and talk to them about what's going on and get some good, solid advice. Something that I've done through the years. I've always courted very close, trusted relationships with close friends who are also business people. You know, we'll get together on a routine basis once a month for lunch. Hey, what do you doing tomorrow? What are you doing today? I've got an issue. Can we grab some lunch today and talk about it? And it's a two-way street. You know what I'm having lunch with with one of my best friends and talking about business issues. Then they're also gonna bring their business issues, and we can kind of be one another sounding board and give advice to one another about how to handle particular situations. You know, another 11 of my favorites for me, you know it moment must have, you know, over my shoulder. Here is my bride. We've been married for 29 years, Andi. She also is an entrepreneur. Now she is a college professor, but she's also an entrepreneur, and we recently decided to become one another's accountability partner to help one another improve our businesses. We sit down together at a routine set time every week and we talked through the things that we want to accomplish our dreams or hopes or aspirations, the challenges that we're having. And we can give each other good advice on our businesses, and we trust one another. And so so so she's become my one of my most trusted advisers. I also am in a vestige group. I'm a visits trusted advisor. So not only do I have my own group of trusted advisers, but I'm also a trusted advisor for other VESTIGE members so that I can help them work through issues and a member of several mastermind groups where like-minded people get together and we work through issues for one another. So So look, you know, I'm on my game every day, but but I have bad days, too. And I have a whole group of people advisers that I've surrounded myself with, who can be those trusted people, that I can take problems and issues, too, And I know I'm going to get ah solid here. I'm gonna have somebody who's going to really listen intently and going to give me some great advice at the end of the day. So look, everybody has bad days um, you know, I have bad days, but I also recognize that choice on my part. If I come in on, I'm working and and circumstances air leading me down one of those dark paths and I know that I'm not gonna be in my motivated Peak State the way Tony Robbins would say, Well, that's time. Sometimes I have to just walk away, right? I'll go have lunch by myself, or I'll call my friend and say, Hey, what are you doing for lunch today? I've got a few things that I want to talk about with you or for me. I'll get away and go play golf, right? That's very relaxing for me, although if you watch me on the golf course, you you wouldn't necessarily agree that it is very really relaxing. But I can't remember who said it. One of the famous golfers neighbor owner Palmer, who said that a bad day on the golf course is better than a good day in the office right. But I can clear my mind and I could think about those things I could get away without damaging my relationships when I've got something really meaty going on and I need to get away and think about it. I can go do it that

way. And then I could be in a more productive, motivated peak state when I go deal with it with other people, cause otherwise, if I deal with it right now, I might be throwing a grenade into the foxhole and disrupting the organization for before Who knows how much time? So I know that I've gotta pull myself away from that and do that. And so you're stuck with me this far, and now I'm going to tell you my magic bullet. This is my magic bullet. This file that's been with me for years is my magic bullet whenever I need to pull myself up and I know that I don't have anywhere else to turn around, Arrandel halftime are there's something urgent that I've got to get to and get back into Peak State. Then I call out my magic bullet. What is my magic bullet? It is what I call for. Lack of any other term might pick me up file through the years when I've received a note. A handwritten note or a letter or an email or something that really made me feel good inside. Someone giving me praise, someone thanking me for something that I did. Then I always take a copy of that and put it right in the pick me up file. So I thought I'd share one or two things with you right out of my pick me up file here. That stays right here on my desk front door. Here is a handwritten note from somebody that I worked with very closely. Kim, who is actually going to be editing this. You know, we did a seminar together. I paid for her to go with me because, you know, my ulterior motive was I needed her help to carry out what it was that I was trying to do. Uh, but she got really benefit out of going to that seminar, and she wrote me a note. It starts, Tom. Thank you. Thank you, Thank you. I know that this workshop was to help you, but it's going to help me, and then she goes on to give me details. It doesn't take me long to read that note to start feeling better to start moving back to Peak State when other kinds of stuff do I have in here? I mean, how cute is this? This is a card I have to figure out. I I think it's It's from one of my kids. It's happy something. I don't know what it is, but I think it may have been a birthday card that one of my kids made when they were three or four. Mike, my kids now are 17 22 and 25. But this is something that they made that that really impacted me when I got it. Every time I look at this, I go back to that same feeling. Here's a note that I got from from folks. There was there was something going on and and everybody pitched in and wrote me a quick thank you inside their Happy Boat tied day. This is one day when I was wearing bow ties to the office. Certainly, you don't have to get very deep now one of my favorites back in the probably in the eighties or nineties, Charles Bronson was was a actor, of course, on great movies Love, Charles Bronson movies wish that I was related to him. I call him Uncle Chuck, even though we're not related, but there was a newspaper new, You know, this is dating me. But there was a newspaper ad that where they were doing a Charles Bronson Siri's, and it was called Guns don't kill Bronson does. And they and they cut out my face and put it on the Charles Bronson on. So, of course, that just makes me laugh, right? Because because the team that gave it to me, this brings back that rush of memories that that no matter what kind of a state that I'm in, I don't have to. I don't have to go very deep in this pick me up file until it brings me back to Peak State and then I can go on about my day. So So my encouragement to you is today Go and ah, and and create pick me up file and throw some things in it. And as people send you notes or you get a card or something that made you really feel good. Throw it in there, and whenever you're having an off day or something happens in it and it knocks you out of pique state promise, you go grab that file and that is the fastest way to call yourself back to a peak States of the go on and deal with your day. So So there are my thoughts on motivating the motivator. Sometimes you have to do it yourself, and this is the easiest way I found to be able to do that. This is the

maximized business value podcast where we try to give you practical advice to business owners on how to build long term sustainable value in your business. Even during trying times like these. Be sure to tune in each week and follows wherever you found this podcast. And be sure to comment. We love comments, and I will. I promise you I will comment back. So until next time, I'm Tom Bronson, reminding you to stay safe and to maximize business value.

**Announcer:** 25:47

Thank you for tuning in to the Maximize Business Value podcast with Tom Bronson. This podcast has brought to you by Mastery Partners where our mission is to equip business owners to maximize business value so they can transition on their own terms. Our mission was born from the lessons we've learned from over 100 business transactions. It fuels our desire to share our experiences and wisdom so you can succeed. Learn more on how to build long term sustainable business value and get free value building tools by visiting our website [www dot mastery partners dot com](http://www.dtmasterypartners.com). That's mastery with a y [mastery partners dot com](http://www.dtmasterypartners.com).

**Tom Bronson:** 26:35

That was perfect. I wouldn't make any changes on that.