



OPERATION EXCELLENCE

**SUCCEEDING IN BUSINESS AND LIFE
THE U.S. MILITARY WAY**



Mark Bender, Lt. Col. U.S. Army-Ret.

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OPERATION MOTIVATION

You Can't Say No to the Drill Sergeant

Train Tough Challenge

Define your *quest*. What were you put here on planet Earth to master?

How bad do you want it?

Jot down the next three steps of your QUEST.

1.

2.

3.

Take the first step!

2



DISCIPLINE

It's Habit Forming

Train Tough Challenge

List three areas where you need more discipline.

1. _____
2. _____
3. _____

What are you going to do about it?

3



CONFIDENCE

The Ultimate Lifestyle

Train Tough Challenge

Build a case for yourself. List three reasons you can persevere in any situation:

1. _____
2. _____
3. _____

4



SACRIFICE

Sorry, You Really *Can't* Have It All

Train Tough Challenge

List two areas where you're willing to sacrifice.

1. _____

2. _____

5



ENDSTATE

Understanding the Mission

Train Tough Challenge

Conduct a mission analysis of your next major undertaking. Consider specified and implied tasks, limitations, facts and assumptions, and your available assets. Reverse-plan your tasks, and allocate time accordingly.



LEARNING

No Such Thing as Graduation

Train Tough Challenge

Start a self-development program.

- ★ Go to the library. Get a library card. Check out some books.
- ★ Reduce the books to a 3 by 5 card. That is, find the important thoughts in a book and keep them on your cards.

Commit to lifelong learning. You never know what you don't know!



PROBLEM SOLVING

We're Here to Fix Things!

Train Tough Challenge

1. Use the CAS3 Problem-Solving Process on your next complex problem.
2. Next time you're stumped on a problem, ask yourself, "What would Swede Momsen do in a situation like this?"

8



ETHICS

One Dilemma After Another

Train Tough Challenge

Watch out for your next ethical dilemma. Break it down; analyze it. Then take the high road to a solution. Do it again on your next dilemma. It takes practice.



ORGANIZATION

The Structure of Success

Train Tough Challenge

Think big. In the following space, organize how you're going to organize. Think through how you're going to stay organized.

10



EXECUTION

The Art and Science of High Performance

Train Tough Challenge

List three projects where you've procrastinated, and state why.

1. _____
2. _____
3. _____

Pick one of the three and commit to accomplishing it. Finish strong!



TEAMWORK

With the Emphasis on Work

Train Tough Challenge

Make a list of the teams you're on. Don't forget family.

Briefly critique each team's effectiveness.

What one thing can you do to improve each team?



LEADERSHIP

Something for Everyone

Train Tough Challenge

As you look back over this chapter, what do you see as your biggest strength as a leader? Biggest weakness?

Strength

Weakness

Think about how you can maximize your biggest strength as a leader, and identify ways to shore up your biggest weakness.



TACTICS

Going for the Win

Train Tough Challenge

List the life skill tactics that have occurred to you while reading this chapter.

What are some of the moral and ethical considerations involved in employing these tactics?

14



HEALTH

Choose or Lose

Train Tough Challenge

Here's space for writing down your ideas for a healthier lifestyle. Jot them down as they come to you. Stay focused!

15



WEALTH

Leveraging the Military Mind

Train Tough Challenge

List three immediate actions you will take to impact your financial situation:

1. _____
2. _____
3. _____

What will you give back?



RELATIONSHIPS

The Toughest Game in Town

Train Tough Challenge

List three close relationships.

1. _____
2. _____
3. _____

What single action can you take in each relationship to nudge it in the right direction?

1. _____
2. _____
3. _____