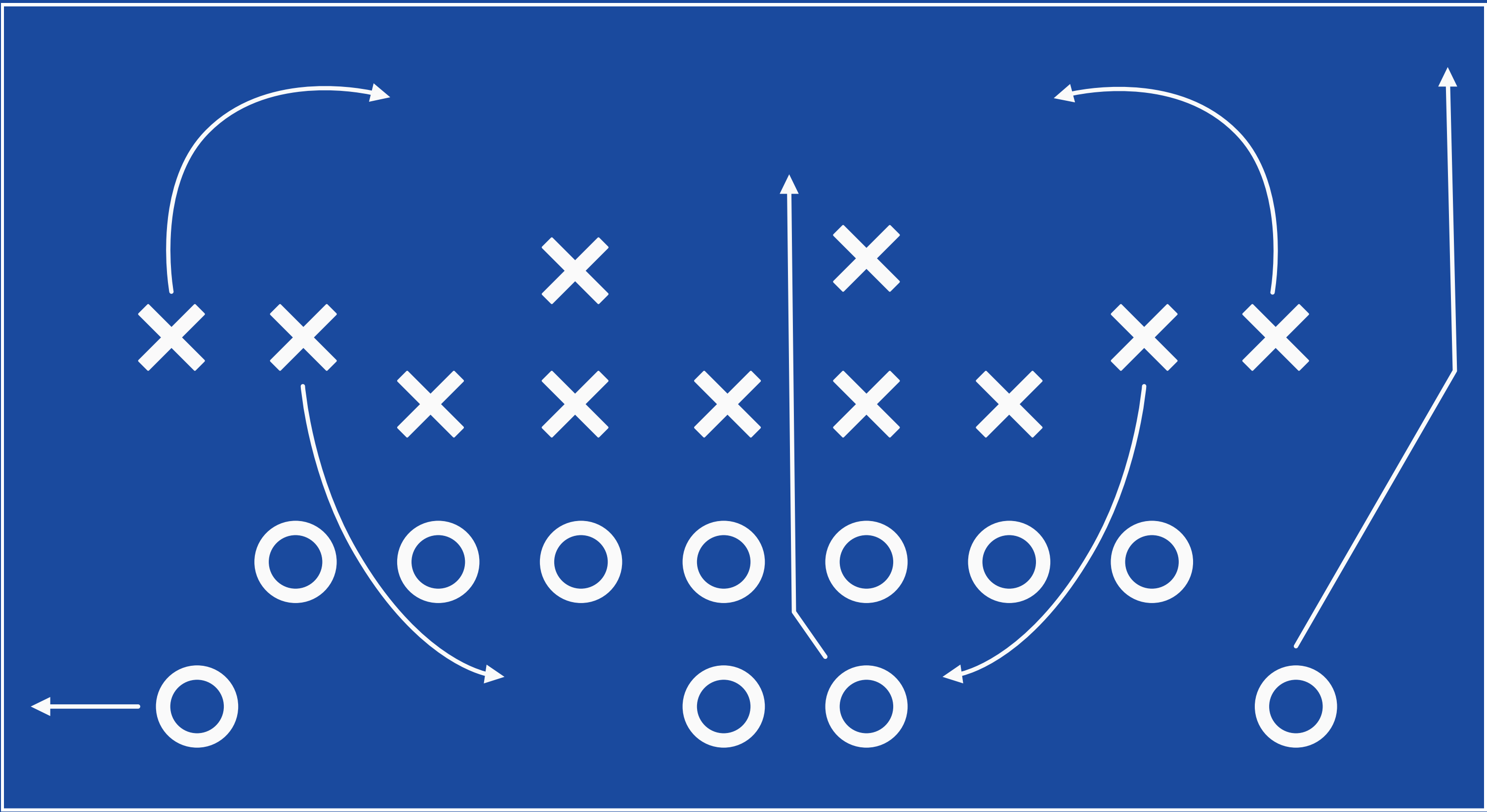


THE

CEO'S PLAYBOOK



STEVEN MONTGOMERY

BUILD A BUSINESS. LEAVE A LEGACY.

I'm Steven Montgomery, a proud husband and father. A house painter and now multi-brand franchisor. Along the way, I figured out how to take “boring” businesses and turn them into life-changing opportunities. I started this journey with nothing but a paintbrush and a deep need to work for myself. What I've built since then is more than I ever imagined—a nationwide home services brand and a platform to help others chase their American Dream.

But let me be clear: this is about more than painting walls or running a business. For me, it's always been about purpose. Everything I do whether it's raising my kids, teaching franchise owners, or building systems for our teams, I am driven by a deep belief that we're called to do more with what we've been given. It's about using the talents, resources, and opportunities God gives us to create something bigger than ourselves. That's my why and what gets me out of bed every morning.

When I started That 1 Painter, I had no roadmap or business degree. I was just a college dropout with a ladder and some brushes, doing what I could to make ends meet. I knocked on doors and filled my schedule. But along the way, I discovered something that changed everything: people crave consistency. When you show up on time, and do what you say you'll do, people notice.

That's when I realized I wasn't just painting houses—I was building trust. I started taking mental notes of every interaction: what I said, how I followed up, and what led to happy customers and referrals. It wasn't glamorous, but it worked. Over time, those lessons became the foundation of my business.

As the company grew, so did the vision. I knew I couldn't keep doing it all myself, so I started teaching others what I'd learned:

- How to work with excellence
- Going the extra mile
- Use systems that deliver consistently excellent results.



The process you see above is how teaching and coaching became my passion. I wasn't just building a company; I was empowering people.

Today, *That 1 Painter* is the fastest-growing painting franchise in the U.S., and ResiBrands has expanded into multiple blue-collar trades. But the heart of it all is still the same: solve real problems, serve people well, and never stop improving.

I'll be honest: building a home services business isn't the dream most people write down in their journals, It's not flashy. But I've got to tell you, the so-called "boring" businesses are where real wealth and freedom are built. If you can dream a "boring" dream with me you'll create opportunities you never thought possible.

Ultimately, I'm writing this book to share everything I've learned, from running a one-man painting company to becoming the CEO of multiple thriving businesses. This journey has included taking small steps forward with daily consistency and excessive persistence.

I want to show you how to implement the systems I created over the years that transformed a local business into a long-lasting legacy. Let's build a business you are proud of! Success isn't about being the best, the smartest, or the fastest it's about being the most consistent in daily processes.

You have to show up, put in the effort, and, most importantly, trust the process. If you're ready to get unstuck and build something that lasts, you're in the right place. Let's get to work.

FROM \$12 AND A PAINT BRUSH TO 5 BRANDS AND COUNTING: THE STORY BEHIND RESIBRANDS

How does a 21-year-old college dropout with just \$12 in his pocket end up building five home service brands with nearly 700 franchise units spanning across 35 states? Can I be honest? I didn't have a master plan for any of this. And at no point—well, maybe very few—did it feel glamorous. Building this business took years of hard work, and along the way, I made just about every mistake you could make in running a home service company.

There were plenty of moments when I wasn't sure if I'd make it. But for me, what made the difference was a moment of inspiration followed by sheer determination.

I took a leap of faith, and even when I didn't know exactly how to move forward, I refused to stop. I kept working, even when I wasn't sure what to work on. Through it all, I focused on moving the needle—just a little bit—every single day. Consistency and determination became my compass, and that's how this journey unfolded.

The \$12 Start

It all began in 2011 when I worked subcontract jobs for another painting company, pressure washing homes daily. Just a couple of weeks after my honeymoon, I was sitting in my truck, soaked in water, bleach, and sweat. That was the day I realized I couldn't keep doing this forever. I had to build something for myself—something better.

I called my wife and told her my idea: I'd won a \$2,700 side job, a referral from a realtor I knew that I viewed as the seed money to launch my own painting business. We only had \$12 in our bank account at the time, but I told her, "I'll knock on doors, cold call real estate agents, and make this work." She trusted me and said, "Let's go for it." That phone call changed everything.

What I didn't expect was that the \$2,700 job would fall through immediately after I quit my job. With no job, no safety net, and only \$12, I had no choice but to start knocking on doors. I went out every day until someone gave me a job for the same or next day.

While I was on that job, I'd talk to the neighbors and get referrals for more work. Slowly but surely, the momentum began to build.

Lessons from a Neighborhood

One of the pivotal moments in my journey came when I worked in a 40-home retirement community. I started with one exterior painting job for a couple. They were thrilled with my work and told me to talk to Joanne, a 93-year-old woman across the street.

While working on Joanne's home, I did more than just paint. I noticed some high ledges that needed dusting, a light bulb that needed replacing, and some cracks in the grout by her backsplash. Without telling her, I picked up a bottle of caulk, fixed the grout, and cleaned up the little things around her house. She was so blown away by my thoughtfulness that she introduced me to the HOA president, and within a year and a half, I had painted nearly every home in that neighborhood.

The lesson? You have to spark emotional connection with customers. Thoughtfulness creates loyalty and referrals like nothing else.

The Breakthrough

I made a rule for myself: if the sun was up, I had to work. That hustle helped me generate \$100,000 in revenue during my first year, but it was just the beginning.

Over the next few years, I wrote standard operating procedures (SOPs) for my painters, implemented a CRM system, and began building a team. With those systems in place, I doubled my crews, hired a project manager, and brought on an admin to handle the day-to-day operations. Revenue doubled again and again, and I started thinking bigger.

The Franchising Shift

In 2021, I made the leap into franchising. A friend introduced me to the book *The E-Myth*, and it completely shifted my perspective. The book taught me that the best product isn't what you're selling—it's the business model itself. Instead of managing multiple corporate locations, I realized I could empower franchisees to build their own businesses while being part of the ResiBrands family.

Franchising allowed me to replicate what I had built with *That 1 Painter* nationwide.

Scaling with Systems

One of the biggest challenges I faced was learning to trust others. Early on, I'd get to a job site, see a painter doing something I didn't like, and jump in to fix it myself. That approach didn't scale. Instead of micromanaging, I focused on training, empowering my team, and creating systems that allowed others to succeed without me being there.

I need you to remember something: I am a college dropout, so I tend to be more disorganized than organized. Writing SOPs did not come naturally to me initially, but I learned to appreciate their value because they allowed me to scale my business. Today, I view them as living documents that guide the day-to-day of my operations.

The Legacy of ResiBrands

Today, ResiBrands isn't just a collection of businesses—it is a movement to elevate the trades. From *That 1 Painter* to *Monty's*, we create opportunities for entrepreneurs to provide professional and reliable services to homeowners, ultimately restoring pride in blue-collar work.

What started with \$12 and a paintbrush has grown into something much bigger than I ever imagined.

Some have called ResiBrands an overnight success, but the truth is that it was built on the foundation of running a single-location painting company in Austin, Texas, for a decade. We have grown using those systems and processes, almost all of which I learned the hard way.

If you're reading this, I hope my story inspires you to take your own leap of faith. Whether starting with \$12 or \$120,000.

OUR AMERICAN DREAM

For as long as people have been coming to America, they've been chasing one thing: opportunity. That's the heartbeat of the American Dream—it's not handed to you, but if you're willing to work for it, it's there.

For centuries, people have worked to build the future they'd always dreamed of, whether by pioneering the new frontier, striking rich during the gold rush, or settling in areas like Oregon for the lumber industry (I am the grandson of an Oregonian lumberjack).

Now, the tools and industries might have changed over the years, but the core of that dream hasn't. Back in the Gold Rush, thousands of people moved west, dreaming of striking it rich, but most of them left empty-handed. You know who thrived? The ones who sold shovels and metal pans, the ones who saw a need and figured out how to meet it better than anyone else. That's where the real gold is: solving problems.

Today, things may look different with technology and social media, but the desire for opportunity remains the same. The same spark that drives someone to dream of being a YouTube star once inspired people to chase the gold rush. It's still about the thrill of seizing a chance to create something meaningful. But here's the truth: the most successful people often find their opportunities outside the spotlight in industries that are less glamorous but far more reliable.

During the gold rush, many hopeful miners left empty-handed while those who embraced the “boring” but steady lumber industry thrived. The same holds true today. Social media and innovation have created countless shiny distractions, but most people aren't building anything real. They're chasing trends, hoping for viral moments, and ignoring the industries where true wealth and freedom are made—the so-called “boring” businesses.

These seemingly mundane enterprises offer something far more valuable than fame. As an entrepreneur, you might make less in the beginning, but the freedom and limitless opportunity are worth far more in the long run. That's the dream people crave, even if they haven't realized it yet.



I know what you're thinking: "Boring? Who wants that?" But here's the truth—what some people call "boring" is what I call reliable. Boring? More like legacy.

When I started That 1 Painter, it was not like I had some calculated master plan. I didn't have a marketing budget or honestly, much of anything except a paintbrush and a willingness to work hard.

I was just a kid painting houses and knocking on doors, calling real estate agents, and trying to build something for myself. My so-called "marketing strategy" was non-existent. I showed up on time, did what was right for the customer, and treated every customer and teammate with kindness. That's it. Not exactly groundbreaking, right? But you know what? It worked.

People noticed. They told their friends, their family members, and their neighbors. They talked about me, and those conversations turned into referrals. Over time, those referrals built a business, all without spending a dime on digital marketing.

But what I was building wasn't just a painting company. I realized we were restoring something much bigger: trust. Trust in contractors. Trust in the trades.

How many times have you heard someone talk about a contractor negatively? They're late, they don't call back, they leave a mess. I knew that if I could simply show up on time, keep my word, and go the extra mile for my customers, my company would stand apart from the rest. And it did.

That's when my dream started to expand. I wasn't just dreaming about building my own business anymore, I was dreaming about creating a playbook that anyone could follow. A simple workable system that could change the way people think about home services.

That's how ResiBrands was born.

Through ResiBrands, we're showing people that the American Dream is still alive.



It's not about chasing the next big thing; it's about mastering the fundamentals and doing them better than anyone else. It's about taking an industry most people overlook and turning it into an empire.

Here's the truth: it isn't just about making money—it's about creating opportunities for other business owners. That's what the American Dream looks like for me.

Through franchising, I get to help others step into their own version of that dream. Every franchisee we work with is chasing something bigger than themselves—freedom, impact, legacy.

The American Dream might look different in 2025 than it did in 1825, but the principles are the same.

So let's build. Let's turn that "boring" dream into something extraordinary.

FLIPPING THE SCRIPT ON BLUE COLLAR SERVICES

For too long, blue-collar work has been overlooked at best and looked down on at worst. People view blue-collar work as a fallback—it's something you do if college isn't an option, or if you can't "make it" in a white-collar world. But here's the truth: blue-collar workers and business owners are the backbone of our communities. They don't just hold things together.

Think about it. Who fixes your roof after a storm? Who ensures your home has power, water, and heat? Who paints the walls of your kids' bedrooms or installs the flooring that makes your house feel like home? It's the blue-collar tradespeople who provide the services that make our lives better every single day.

The Real Value of Blue Collar

America has a long history of valuing craftsmanship, and ingenuity. Yet, somewhere along the way, we started prioritizing prestige over practicality. But here's the thing: blue-collar work has always been a great way to make an honest and often lucrative living.

Your plumber and your programmer? They can have the same earning potential, especially when you factor in entrepreneurial opportunities. A master electrician or a successful painting business owner can make six figures without the crushing weight of college debt. These industries don't just offer jobs—they offer careers with real financial freedom.

And right now, there's a shortage of skilled tradespeople across the country. As college becomes less practical for many families and student loan debt climbs to new highs, the trades are a smarter option than ever before. The demand is constant, and the earning potential is limitless for those willing to put in the work.

Why Blue Collar Matters More Than Ever

Blue-collar workers don't just provide services—they hold our communities together.



They are the individuals who transform neighborhoods with fresh paint, clean windows, and beautifully installed siding.

What's often overlooked is that blue-collar work isn't just about fixing things—in the spaces where we live, work, and play. It's about making a tangible, lasting difference in people's lives.

America is built on the strength of its workers, and many of the hardest workers are in the trades. Unless we all start building our own homes, fixing our own cars, and learning 100 other new skills, I would say that we are all pretty dependent on the skills and labor of America's blue-collar workforce.

The New American Dream

Maybe there's a new American dream—but maybe the new American dream isn't all that different from what it's always been. More and more, people are realizing that blue-collar work is not just a “dropout's” last resort.

Take a look at the numbers:

- Skilled trades are among the fastest-growing and most in-demand jobs in the country.
- Professional painters can easily earn \$90,000 a year, and business owners in the trades have limitless potential as they scale.
- Unlike white-collar office jobs, the trades let you work with your hands and see the result of your labor every single day. There's a sense of accomplishment in knowing you created something, fixed something, or tangibly improved someone's life.

People feel disconnected from their work these days. The trades offer something deeply meaningful. You're not just making a buck; you are solving real, tangible problems.

A Call to Respect the Trades

I think it is time we, as a society, increase our esteem for the trades.

Yes, I know they didn't go to college for eight years, and yes, a doctor's job is more critical in certain ways.



But here's the thing: your plumber has just as much earning potential as your programmer. I'm not saying the jobs are the same or that one is more needed than the other.

What I am saying is that it's time we stop looking down on certain types of roles—especially the ones we depend on every single day.

Our cities, communities, and homes would literally fall apart without the work of blue-collar Americans. These are the industries that hold our neighborhoods together, ensuring we can live in safe, functional, and beautiful spaces.

At ResiBrands, we're ready to take the lead in changing this narrative. We're doing everything we can to elevate the trades and bring dignity back to our workforce and communities.

Blue Collar is America

I don't know about you, but I feel like there's something deeply American about blue-collar work. There is something about working with your hands, the grit, the determination, the calluses.

There's something special about taking pride in the work we do. This country was built by tradespeople—by men and women who rolled up their sleeves, and got to work.

So here's to the blue-collar workers and business owners who keep our communities running. Let's flip the script on blue-collar services!

FROM WANTREPRENEUR TO ENTREPRENEUR

We've all been there—daydreaming about what it would be like to own a business, be our own boss, and build something we can call our own. That spark of ambition is where it starts, but for most people, it stops there. They never take the leap. They stay in what I call “wantrepreneur” mode—stuck in the dream phase but never moving forward.

Why? Because turning a dream into reality is hard. And the truth is, most people don't know how to make the transition from a wantrepreneur to a real entrepreneur. They think all it takes is opening a business, but that's not enough. Owning a business doesn't make you an entrepreneur, building a scalable one does.

When I started That 1 Painter, I was 100% a wantrepreneur. I had a vision, but everything relied on me. I worked hard, but I wasn't building something that could grow beyond me. Here's the difference: a wantrepreneur is employed and dreaming or self-employed and stuck. An entrepreneur builds systems. A wantrepreneur works in the business every day. An entrepreneur works on the business, creating something that can operate without them.

I learned this the hard way. For the first few years, my business was dependent entirely on my reputation. Customers hired me because they wanted me—not my team or company. If I wanted to grow, I had to shift my focus. I had to move from being the technician to being a leader.

That transition isn't easy. It requires a mindset shift. You have to stop thinking like an employee and start thinking like a CEO. You have to let go of control and trust others to do the work. And most importantly, you have to build systems that allow your business to grow without you being in the middle of everything.

One of my most eye-opening moments came while listening to a Q&A session with Tony Robbins. A photographer asked him how she could grow her business without spending every day behind the camera. She explained that she had an incredible reputation, clients were willing to pay top dollar, and she traveled the world for shoots.

But Tony's response hit hard: "You don't own a business. You're self-employed. You've built a profitable reputation, not a scalable company."

That stuck with me because, at the time, I was doing the same thing. Everything depended on me. Every job, every decision, every customer interaction—it all came back to Steven. If I stepped away, the business would fall apart. And that's when I realized I wasn't really building a business; I wasn't yet a real entrepreneur.

Her story struck me because, at the time, I was in the exact same place. For the first seven years, *That 1 Painter* was entirely depended on me. I had built it on my reputation, and my clients expected me personally on their job sites. They often felt disappointed when I sent an employee instead. I'd get texts and calls like, "Where are you, Steven?" or "Your project manager was nice, but I'd prefer working with you." It was flattering but also limiting.

The truth is *That 1 Painter* wasn't a scalable business yet—it was me. When customers only trust the owner instead of the team, the business isn't scalable. Looking back, I can clearly see I was stuck in wantrepreneur territory. Everything relied on my personal touch.

Taking a vacation felt like setting my bank account on fire and hoping for the best. That realization pushed me to make a pivotal decision: I had to step back from being the manager and step up to being the CEO. I stopped trying to do everything myself and started teaching others how to deliver the same level of excellence I expected.

"To become a successful business owner, you must first learn how to work on your business rather than in it."

The E-myth Revisited

Making the leap from owner-operator to CEO is one of the hardest transitions a business owner can face.

Most people can't or don't make the shift because growth involves risk. There's the fear of losing your hard-earned reputation, the fear of hiring the wrong people, and the fear that you'll fail to train your team effectively. Those fears are real, but they don't have to hold you back.

So, how do you push past your business's dependence on you and step into the role of CEO? Here is what I learned.

Develop a Growth Mindset

There's no advice or strategy in the world that will make you successful unless you truly want it. That burning drive is the foundation of every great entrepreneur.

But desire alone isn't enough. You need a clear picture of what you're working toward—a vision for the freedom and opportunities your growth will create. This vision will keep you grounded when the risks of growth feel overwhelming. And finally, you need action. Dreams without action are just ideas, but when you take consistent, purposeful steps, those dreams become reality.

Success Starts with Systems

If you want your business to grow, you need processes that can be repeated and scaled—this separates a wantrepreneur from an entrepreneur. It's not about working harder; it's about working smarter. Systems allow you to replicate success and ensure your business operates at the same high standard, even when you're not directly involved.

At That 1 Painter, one of the most valuable systems we created was focused on the customer experience. It wasn't just about the technical side of painting but it was about going above and beyond to create “story moments.” These small, consistent behaviors are part of what defines our brand and sets us apart. They give the customer “a story to tell.”

To build systems like these, I made case studies of challenging clients I could never imagine delegating to an employee. I documented every step of the process—not just what I did, but why it mattered. Now, our new hire training includes insights into my thought process so employees can learn to



think like I do. Systems like this have allowed us to scale without sacrificing quality.

Trust Is Everything

As you grow, you have to trust your team to do the work. It also means letting go of control—this was one of the hardest lessons for me to learn, but it changed everything.

The shift from owner-operator to CEO isn't just about scaling a business—it's about stepping into your purpose as a leader.

Your Reputation Isn't Enough

For the first several years of That 1 Painter, my business was built on my personal reputation. Customers wanted me on the job site, and while that was flattering, it wasn't sustainable. If your business relies entirely on your presence, it's not really a business—it's a job you've created for yourself.

To grow, you need to build a system that customers trust, regardless of whether you're personally involved. A team and system allow you to step back without compromising the quality or integrity of your business.



WHAT DOES A CEO REALLY DO?

If you asked my team what I do, you'd probably get a mix of answers: "Steven works all the time," "He stirs the pot and makes a mess," or "He does... something, I think?" And honestly, I get it. Being a CEO can be a little hard to define, especially when your business is growing fast and your role keeps shifting.

But here's what I've learned: a CEO's job isn't about doing everything—it's about focusing on the things that truly move the needle. Most importantly, it's about empowering others to succeed so the business can thrive without you running every detail.

Let me paint you a picture. Imagine you're leading a team through a forest. Some team members are down on the ground, clearing brush and solving immediate problems. Others are up ahead, scouting the trail. But as the CEO, you're the one climbing a tree, looking at the whole forest, and deciding where to go next.

That's what leadership is—it's about keeping your eye on the big picture while making sure your team has the resources and direction to keep moving forward. But here's the catch: if you're too busy clearing brush with everyone else, you can't climb the tree. You can't see the forest, and your team will end up wandering in circles.

Early in my career, I was too busy clearing brush all while trying to figure out what direction we should go next. I felt so buried in the day-to-day that I didn't have time to think about the future.

It wasn't until I started stepping back—letting go of control and focusing on leadership—that I truly became a CEO. Here's what I learned along the way:

1. Cast a Clear Vision

The Bible says, "Where there is no vision, the people perish." That's true for your business, too. If your team doesn't know where you're heading, they'll waste time and energy on things that don't matter. As the CEO, your job is to define the vision and make sure everyone understands it.



Vision isn't something you set once and forget. When your employees understand the "why" behind their work, they're more motivated to deliver results.

For me, That 1 Painter's vision has always been about more than just brushes and ladders. It's about building trust in the trades, delivering excellence, and creating a brand people can relate to. Every decision I have made, from how we communicate with customers to each and every process we have, is rooted in that vision.

2. Build and Perfect Systems

A business is only as strong as its systems. If you don't have processes in place, you'll spend all your time putting out fires instead of building something sustainable.

When I started franchising That 1 Painter, I realized that our success depended on creating systems that were easy to follow and delivered consistent results. Everything needed to be documented, standardized, and scalable.

But systems aren't just about technical details—they're about people. One of the most valuable systems we've built is our approach to customer service. For example, we train our painters to never park in the driveway so homeowners aren't inconvenienced. It's a small thing, but it makes a big impression.

3. Empower Your Team

Your job as the CEO is not to micromanage. That means building a team that thrives in their roles and responsibilities.

I'll be honest—early on, I really struggled with this. I was afraid to let go. I remember one specific time when I showed up at a job site where my painters were supposed to be wrapping up. I had four painters working on a customer's home, and they were quite a bit behind schedule.

We had another job scheduled to start the next day, but they hadn't finished the one they were on. It was about 4:30 or 5 PM, so I bent down to pick up a brush, ready to do what I always did—jump in and help them finish. But as I picked up the brush, I thought to myself, My business will never scale if I keep picking up this brush.

So I put the brush down. I turned to my team and said, “Hey, I trust you guys to get this job done and to do it right. I’ll see you at the next job tomorrow.” At that moment, I empowered my team to take responsibility for the deadline.

The truth is, you’re never going to be able to grow if you don’t have a team that you can trust and an environment where they can thrive. That’s how you scale a business.

4. Hold Yourself and Others Accountable

Accountability gives us all a backbone. It’s hard to be a leader if you’re not willing to hold people accountable. My friend John Maxwell puts it perfectly: “Accountability is the bottom of the bucket. Without it, everything just falls out.”

It starts with you. You have to be willing to hold yourself accountable first, and then you can hold others accountable. Without accountability, a business simply won’t work—it will fail. But let me be clear: accountability in no way means micromanagement.

Elon Musk has a concept called “macro-managing while nano-auditing.” It’s about keeping your eyes on the big picture while still paying attention to the smallest details. You’re always casting a big vision and letting your team run the day-to-day, but when you jump in, you dive deep into the details to make sure everything is how it should be.

At Resi, we’ve realized that accountability isn’t something that should feel like a fight against the culture—it needs to *become* part of the culture. It’s not about simply telling people what to do. It’s about showing them how to do it, explaining why it matters, and holding them to a standard of excellence at all times.

Accountability isn’t restrictive—it’s empowering.



5. Balancing the Future and the Present

What is your job as the CEO? Keep one eye on today and one eye on tomorrow. Somedays it will be about as comfortable as trying to live cross eyed. There is no way around it. You need to figure out how to manage immediate problems while also planning for what's next.

Sound difficult? It is. But that's okay. You don't need to have it all figured out on day one. Being a CEO isn't about being perfect—it's about being intentional with how you spend your time so that your business can grow.

You can't grow if you're only focused on putting out fires. You have to look ahead. You're not going to have a perfect plan or make every move perfectly, but that's part of the journey. What matters is stepping into the role of a leader.

When you do that, you're not just running a business that gets by—you're building one that thrives.

So, what does a CEO really do? A CEO climbs the tree and looks at the forest as a whole. They keep an eye on their team and make sure everyone is on the right path.

THE CEO FAST TRACK

Okay, you've made it this far with me, and maybe you're starting to feel that spark. Well, let's break down what it takes.

Here at ResiBrands, we've developed a system that we believe will help you build a home services business you can be proud of. But there comes a point when you realize that hustle alone isn't enough to get you where you want to go. You're not going to get very far if every single thing depends on you.

That's when you need to make a leap in your mentality—from owner-operator to CEO. You have to shift from working in your business to working on it.

For most business owners, this transition takes years. For me, it took about seven years before I really made that mental shift. But what if I told you there's a way to fast-track this process?

At ResiBrands, we want to help you skip a lot of the trial and error and avoid the mistakes that I made along the way. Let's build something incredible together.

The CEO Model

We've developed what we call the CEO Model—a proven system for scaling a business quickly and effectively. But more than that, it's a way to approach your business with the right mindset from day one.

It doesn't really matter if you start with one franchise or multiple territories. We've seen people start small with just one territory scale successfully over time, and others who jumped in with several territories from the beginning—usually because they had more experience.

The idea is pretty simple: You're the CEO, so work like one.

Ultimately, your job is to lead. Let your team and processes do the heavy lifting, but always remember it's your leadership that keeps everything moving in the right direction.

Here's how it works:



1.Start Small, Think Big

The CEO Model is designed to grow with you. If you're new to business, you might start with just one or two territories. But the systems we've built allow you to scale as you gain experience and confidence.

2.Leverage Proven Systems

One of the hardest parts of starting a business is figuring out what works. That's why our franchise model is built on systems that have already been tested and refined. From marketing to operations to employee training, we've done the prep work, so you don't have to.

3.Build a Strong Team

The CEO Model is all about scaling through people. As you grow, you'll hire managers to oversee individual territories, regional directors to coordinate larger areas, and support staff to handle day-to-day operations. Your role as the CEO is to lead, coach, and provide the vision that keeps everything moving in the right direction.

4.Focus on Growth, Not the Grind

Most entrepreneurs spend years stuck in the grind, trying to keep up with the demands of their business. The CEO Model frees you from that cycle by giving you the tools and support you need to scale effectively. Instead of chasing your tail, you can focus on the big picture, creating opportunities for your team.

Does it work? This approach isn't something new; every successful business you've seen operates this way. The CEO model is our method of training you to think correctly and critically about your business from the start, allowing you to get there faster than most entrepreneurs. Our goal is to help you build a stronger foundation with better systems and processes from day one alongside your team.



Yes, this method works; it's how traditional business is done, and we aim to guide you there more quickly.

Betting on Yourself

Being a CEO is like being a basketball player in the NBA. Imagine you've had an incredible rookie season, and now the league lets you bet on yourself in the playoffs. Would you take that bet?

For most people, the answer depends on confidence and experience. If you're just starting out, you might hesitate. But if you've spent years honing your craft, building your skills, and leading your team to win after win, you'd be ready to go all in.

The same is true for the CEO Model. If you're just beginning your journey, you might start small, learning the ropes with a single franchise. But as you gain momentum, you'll find yourself ready to take bigger risks—and reap bigger rewards.

Or maybe you are already a pro you're willing to bet on yourself now, and go big from beginning. The choice is yours. This is your business as a franchisee.

Our system is designed to grow with you, giving you the tools and support you need at every stage of the process. Whether you're managing one location or 20, you'll have everything you need to succeed.

A Model Built for Impact

For me, the CEO Model isn't just about business—it's about creating something that makes an impact. As a CEO, you're not just building a business; you're building a legacy.

When we started ResiBrands, our goal was to empower entrepreneurs to live the life they've always dreamed of. We've seen firsthand what happens when people take that leap—from creating financial freedom for their families to giving back to causes they care about.

This is your fast track to stepping into the CEO role and building something that matters. Are you ready to bet on yourself?

QUALITY, THEN QUANTITY

I once asked my mentor, John Maxwell, if quality or quantity was more important, and he told me something that changed the way I approach business: “If you prioritize quality, then quantity will be demanded of you.” What he said redefined how I think about business. Quality is what matters, prioritize it properly and you will be rewarded with a demand for more.

Right after launching my first business, That 1 Painter, I was halfway through staining a fence when I ran out of stain. At that moment, I realized I had severely underbid the job, and I would actually lose money if I bought more materials to finish the project. I faced three options: abandon the job, ask for more money, or accept a loss. I had too much integrity to walk away, and I was too proud to ask for additional payment. So, I felt compelled to take the loss. Being incredibly stubborn, I decided to do the best job I could and hope for a referral. Doing so literally depleted my entire bank account.

When I presented the finished fence to the homeowner, she recognized that I had underquoted the job. She ended up tipping me enough to cover the additional materials and part of the labor costs. More than just the payment, she also referred me to at least ten of her neighbors. I quoted them the correct amount for their jobs and made a decent income from staining fences in that neighborhood.

Every business owner encounters opportunities to cut corners. However, if cutting a corner compromises your integrity or pride, you risk damaging your reputation. While it might have been better for my bottom line to walk away from that job, delivering a quality product ultimately increased the demand for my services. I have consistently benefited by prioritizing quality over short-term savings.

Why Quality Matters More Than Anything

In the home services industry, the bar for quality is shockingly low. When you make quality your priority, you instantly stand out.

But quality isn't just about the technical side of the job. It's about the entire experience.



Did you communicate well with the customer? Did you treat their home with respect? Did you leave them feeling like they got more than they expected?

At That 1 Painter, we don't just train our team to paint; we train them to create moments of "wow." For example, our painters know to dust off ceiling fans or change a lightbulb while they've got the ladder out. These little touches might seem insignificant, but they make a lasting impression. Quality can multiply when you deliver exceptional results, people talk.

One job done well can turn into ten more. And when you do those ten jobs well, the referral train keeps growing. That's how you go from scraping by to being the most in-demand business in your market.

The Right Way to Scale

Here's the mistake most entrepreneurs make: they try to scale too quickly, sacrificing quality for the sake of growth. And in the process, they damage their reputation.

But here's the truth: if you focus on quality first, growth will follow. Customers will demand your services, employees will want to work for you, and your business will grow naturally. Scaling isn't about doing more—it's about doing better.

At ResiBrands, we've built our entire franchise system around this principle. Every franchisee is trained to prioritize quality above all else because we know it's the key to long-term success.

Quality Creates a Competitive Edge

The home services industry is crowded, but most of your competitors aren't delivering quality. They're focused on being the cheapest or the fastest, and they're cutting corners to get there. You are different day one, when you offer quality and integrity.

The Bigger Picture

Quality isn't just about making more money or creating more demand in the market.

Quality is about doing things right simply because they should be done right.

It's about only delivering work that you're truly proud of. It's not phoning it in or cutting corners. It's putting your all into what you're doing and doing it as well as you possibly can—not because someone's watching, but because that's who you are.

You're the kind of person who does what they say they're going to do, and you do it with excellence. This is how you create something meaningful—something that reflects who you truly are and what you stand for in your community.

Scripture tells us to “do all things as though unto the Lord.” No matter what you believe, I think we can all agree that doing something well simply because it's the right thing to do is what's best for us as individuals and as a society.

MASSIVE SIGNIFICANCE

Alright, let's talk about significance—not just success. This is about something deeper than profit; it's about true significance. When we're 80 or 90 years old, success won't just be about what we accomplished for ourselves. It'll be about what we did for others.

If you don't believe me, go ask your grandparents. Or visit a retirement home and ask someone there what success means to them. You'll see—it's rarely about money or status.

But here's the thing: we don't have to wait until we're on our deathbed to realize what really matters. This can be a turning point in your business right now. When you recognize that you have an opportunity to make a difference—to do something significant—you start thinking beyond profits and revenue.

You can impact your community. You can provide jobs to those who need them. You can create financial freedom for your family and the next generation.

As entrepreneurs, we have the ability to make a larger difference than most. And my challenge to you is this: start thinking this way from day one. Don't wait until you're halfway through building your business, or until after you've sold it and are wondering what you want to do with your life.

Think about what truly matters right now. Prioritize significance from the beginning, and you'll build a business—and a life—that you can look back on with pride.

Excellence and Kindness

In order to create something truly significant, in order to make a greater impact, we have to focus on two key things: excellence and kindness.

I've talked a lot about quality and excellence—about doing work right and doing it well. Excellence isn't just a goal; it's the standard. Without it, it's hard to build anything you can be proud of. And without it, it's certainly impossible to build anything with legs.

If you don't focus on excellence, you're building a house of cards. Excellence is what brings stability to your organization. It's the foundation that allows your business to thrive and survive.

The Missing Ingredient

But here's the thing—a lot of entrepreneurs focus so much on excellence that they leave kindness behind.

When I first started ResiBrands, we had 21 core values. I thought they were meaningful, but one day, I asked an employee to name just one of them—and they couldn't. That's when it hit me: 21 core values were way too many. They weren't memorable, and if no one could live them out, what was the point?

So I went back to the drawing board and thought long and hard about what mattered most to us as an organization. I started noticing that the most meaningful things in life are often simple. They tend to come in pairs: right and left, night and day, mother and father. These pairs balance each other out perfectly.

For me, in business, those two sides of the coin are excellence and kindness.

The Balance Between Excellence and Kindness

Excellence drives progress. But kindness? Kindness creates an environment where people actually want to show up every day.

When you can get both right—when you pursue excellence while showing kindness—it leads to something you're truly proud of. And yes, I know I talk a lot about pride and legacy. But if we're not building things we're proud of, things that will last, why even do it?

If you look back on your time as an entrepreneur and regret how you treated people, is that really the kind of legacy you want? Why not get it right today?

Excellence and Kindness Aren't Opposites

A lot of people think you have to choose between being excellent or being kind. But that's not true.

Let me clarify something: kindness is not the same as niceness. Niceness can be fake or superficial—saying something just to smooth things over or avoid conflict. Kindness, on the other hand, is about saying what needs to be said because it's good for the other person.

In business, that means holding people accountable in a kind way. It means speaking clearly and directly while also noticing their strengths and uplifting them. It means holding people to a standard of excellence while explaining why that standard is good for the business—and good for them as individuals.

The Legacy of Excellence and Kindness

At the end of the day, excellence and kindness aren't just good for business—they're good for people. They allow you to build something you're proud of, something that reflects who you are and what you stand for.

Growth Expands Significance

Sometimes, when I talk about quality or significance, I hear people say they want to stay small so they can control the quality and ensure the impact is made. But I want to challenge you to think bigger. Growth doesn't dilute significance—it expands it.

Think about it: every franchise represents jobs. Jobs for painters, managers, and office staff. Growth means creating more opportunities for people, building stronger communities, and delivering better experiences to customers than they're getting anywhere else.

Growth allows us to go further—not just with the people we hire, but with the customers we serve. It enables us to make a bigger difference in the trades we're in.

When you build a team and pay them well, you're not just helping them—you're helping their families.



And when you serve a customer well, you're not just painting their house or fixing their siding. You're giving them peace of mind, making their home a better place, and reminding them that good service still exists.

This is the power of significance. It's the ability to create impact at every level of your business. And when you get good at it—when you have the right team and the right systems—it's something you can scale.

Giving Back

As entrepreneurs, we are blessed with opportunities to make a difference that goes far beyond just our businesses. When you build something successful, you gain the resources to give back in ways that matter most to you.

For me, that's looked like donating to Bible schools, teaching small business principles to pastors in Africa so they can start businesses to support their churches, and helping friends and family in need. I've also had the privilege of supporting my local church.

But giving back doesn't have to look like that for everyone. Giving back can be whatever aligns with your heart and values. The point is that, as entrepreneurs, we have the ability—and responsibility—to do so.

When you focus on building something with significance, not just success, the things you create look different than what the world expects. They carry a purpose and impact that stand out.

I don't know about you, but I'd rather be around generous people. Not because I want to receive more from them, but because those are the kinds of people I admire.

On the flip side, being around selfish, greedy people isn't fun. And being one? That's even worse.

So let's give back. Let's build something with significance. Let's aim to be as successful as we possibly can be, but along the way, let's give back as much as we can.



Let's make a difference—not just for ourselves, but for the world around us.

Scale with Significance

At ResiBrands, we're not just focused on building a home services empire. We're focused on creating a movement—one that changes lives, raises the bar for the industry and brings integrity back to home services.

Scale is achieved through excellence, but significance is achieved through kindness. When you combine the two, you're unstoppable.

This is your opportunity to build something bigger than yourself. To create a business that doesn't just succeed, but serves. To leave a legacy of impact, not just income.



THE HOME SERVICE REVOLUTION

Homeowners are fed up with unprofessional tradesmen. Confusing quotes, missed deadlines, and terrible communication, customers are sick of it. It's in no way fun feeling like hiring a contractor is a game of Russian roulette every time they make a call.

Homes today are more expensive than ever before. A mortgage payment takes up a larger percentage of the average American's wages than it ever has. At the same time, the cost of hiring tradespeople has also climbed to historic highs. This means our homes are not only more valuable but also more expensive to maintain and improve.

Over the last decade we've seen incredible advancements in technology. From CRMs and field management software to communication integrations and fast digital estimating tools, there are now countless ways to streamline the customer experience. Making it even more inexcusable to not show up and communicate well.

At Resi, we're obsessed with giving customers the very best experience. We promise to show up on time, deliver quotes on the spot or within 24 hours, and follow through with exceptional communication. More than that, we understand the investment people are making in their homes, and we take that responsibility seriously.

I call this the Home Service Revolution.

Living the Promise

We have a simple mantra: "Live the Promise." That means delivering on every commitment we make and exceeding expectations at every turn.

It's not enough to paint a house or clean a window. We look for ways to go above and beyond. Maybe that means dusting a high ledge while we've got the ladder out. Maybe it means helping a homeowner move a heavy piece of furniture or swapping out a burned-out lightbulb.

These little acts of thoughtfulness aren't just nice—they're transformative.



They turn a standard job into an emotional connection that customers are excited to share with their friends.

Today every customer has a voice on Google, Yelp, and social media. Positive reviews and referrals are the lifeblood of home services, and they're earned through moments of unexpected excellence.

Changing the Narrative

The old narrative in home services is this: contractors are unreliable, communication is poor, and you're lucky if the job gets done on time. We're flipping that script as well.

When customers work with a ResiBrands franchise, they know they're getting:

1. **Reliable Communication:** Clear estimates, regular updates, and no surprises.
2. **Punctual Service:** Showing up on time isn't optional; it's our baseline.
3. **Exceptional Work:** Quality that goes beyond technical skills, delivering an overall great experience.
4. **Follow-Through:** No unfinished jobs, no excuses.

This isn't just about doing good work—it's about restoring trust. It's about giving homeowners a reason to believe in the trades again.

The Role of Branding

In today's market, branding matters more than ever. Customers aren't just choosing based on price or availability—they're looking for a company they can trust. And that trust often starts with your brand.

At ResiBrands, we invest heavily in branding because we know it makes a difference. From the look and feel of our websites to the way we present ourselves on job sites, every detail is designed to inspire confidence.

But branding isn't just about appearance. It's about backing up the promise with action.



You can have the best logo and marketing in the world, but if your customer experience doesn't match, it won't matter.

Social Media and Storytelling

One of the biggest shifts in the home services industry is how connected today's homeowners are to brands through social media. They're not just looking for a service; they're looking for a story they can share.

This is why we train our franchisees to create shareable moments. Whether it's a quick before-and-after shot of a freshly painted house, a heartfelt customer testimonial, or a behind-the-scenes look at our team in action, these stories build trust and loyalty.

Additionally we aim to create more content and better content for each of our brands than anyone has in each industry/trade before.

Customers want to feel connected to the brands they hire. When you give them a story worth telling, you're not just building your reputation—you're building relationships.

A Revolution of Excellence

To me, the home service revolution isn't about technology or marketing. It's about using those tools to make the basics more efficient.

The revolution is really just about getting back to what it means to be a hardworking American. I know that doesn't sound revolutionary, but it's about setting a higher standard than what's currently being accepted in the market.

For us—for me—excellence isn't just a buzzword. It's core to who we are.

But you don't just accidentally become professional or excellent in your work. It comes from being intentional.

I believe that if we prioritize excellence, we'll raise the bar for the entire industry.



I believe the work that ResiBrands does will challenge competitors to step up and inspire customers to expect more.

That's why I call it a revolution. Because it's going to create real, lasting change.

Home services as a whole will get better because of the choices you and I make.

CREATING STORY MOMENTS

Everyone wants more referrals. It's the lifeblood of a thriving business. But here's the thing—happy customers don't automatically refer you just because you did a good job. Doing a good job is expected. It's the baseline.

The real secret to getting referrals is giving your customers something worth talking about. You have to create what I call “story moments”—those unexpected, above-and-beyond experiences that leave a lasting impression and give people a reason to rave about you.

People don't talk about average things. They rant about the negative and rave about the extraordinary. Think about it—you don't tell your friends about an average restaurant. You rant about the one that gave you food poisoning, and you rave about the one with the best steak you've ever had.

At That 1 Painter and across ResiBrands, we're committed to creating those “rave-worthy” moments. Professional work is the bare minimum. Going above and beyond is what sets us apart, and thoughtfulness is the key ingredient to making it happen.

Let's Talk About Thoughtfulness

Thoughtfulness is the key to creating inspirational stories.

It's the small, intentional acts of kindness that demonstrate to customers that you genuinely care. It's not just about completing the task or even doing it correctly—that's what is expected of us as professionals. Thoughtfulness involves paying attention to the little things that make people feel seen and valued.

If you take 15 minutes of thoughtful effort—doing something unexpected that wasn't listed in the scope of work but makes the customer feel valued, like you genuinely care about their home and the work you're doing—it will have a hundred-fold return for you as a business owner.

Please, do everything you can to make thoughtfulness a part of your work.



Edwin and the Trim

We once had a job where our painter, Edwin, was painting the entire interior of a home—walls, ceilings, trim, and doors, a standard job for a customer preparing to sell her house. She was thrilled with the work—everything looked fresh, clean, and ready for the market. But as she walked through the house during the final inspection, she got to the kitchen and paused.

Her face fell as she looked at the door frame where, for years, she had measured her children's heights. Those marks, filled with memories, were now gone, painted over. She didn't blame us—it wasn't part of the scope of work—but she quietly said, "Oh, that's sad to see those gone."

Edwin didn't skip a beat. He smiled and said, "No ma'am, I have something for you." He went to the garage and returned with the piece of trim where the measurements had been. Edwin had carefully removed it, saved it, and replaced it with a new piece of trim.

The customer was over the moon. Edwin hadn't just painted her house—he had preserved a piece of her family's history. And he didn't stop there. Out of his own pocket, he had bought the replacement trim at Home Depot and spent an extra hour making sure everything was perfect.

She told her neighbors, posted about us on social media, and referred us to everyone she knew. All because Edwin took a moment to go above and beyond.

A Clean Surprise

On another job, we were painting the interior of a home and staining a deck on the back patio. While I was on-site filming content with the team, I noticed a stone patio and fire pit further back in the yard. It was completely black with mold and dirt—neglected for years.

My team already had the pressure washer out for the deck, so I said, "Hey, let's clean that patio and fire pit while we're here." It took about 30 minutes and a little bit of bleach, but by the time we were done, the stone was sparkling white again.



The customer didn't expect it. We didn't charge for it. But the look on her face when she saw that clean patio was priceless. She referred us multiple times in the weeks that followed, and that one small gesture brought us a ton of new business.

Cookies and Smiles

We also create story moments by adding small but thoughtful gestures to our customer interactions. For example, we started bringing swag bags and Crumbl cookies to every completed job at That 1 Painter.

One of our project managers, Devin, was wrapping up an interior painting job for a customer. As he collected the final check, he said, "Thank you, sir. I have a gift for you in the truck." Devin returned with a swag bag containing a hat, tumbler, business cards, and a custom-designed t-shirt. Along with it, he handed over a fresh Crumbl cookie he'd picked up on the way.

The older gentleman smiled as he opened the cookie box and said, "I've never actually had one of these, but I've heard great things." He took a bite, grinned, and said, "You know what, Devin? I was going to wait until spring to get a quote for my exterior, but why don't you give me a quote right now?"

Devin gave him a quote on the spot, and by the time the customer had finished the cookie, he said, "Great, let's start next week." Devin walked away with not just the final check for the interior but also an approved bid and a deposit check for the exterior.

It didn't stop there. That customer referred us to his neighbors, and we landed several more jobs in the area—all because Devin showed a little extra thoughtfulness.

Going Above and Beyond

These moments aren't accidents—they're part of our DNA. At That 1 Painter, we've built a culture of going above and beyond in simple, thoughtful ways.



Here are a few things we regularly do to create story moments for our customers:

- 1.High Dusting: While we're on a ladder, we'll dust high ledges or clean ceiling fans.
- 2.Swapping Light Bulbs: If we notice a bulb is out, we'll replace it.
- 3.Gutter Cleaning: If we're already pressure washing a home, we'll clean out the gutters if they're within reach.
- 4.Swag Bags and Cookies: Small gifts like a Crumbl cookie or a branded tumbler leave a lasting impression.
- 5.Fixing Small Issues: Cracks in grout, loose trim, or other quick fixes are easy for us but mean the world to the customer.

Why Story Moments Matter

Referrals are built on trust, and trust is built through extraordinary experiences. When you surprise a customer with something thoughtful, you create an emotional connection. It's no longer just a transaction—it's a memory.

People want to share stories that make them feel good. They want to be the ones who discovered “the best painting company” or “the most thoughtful contractor.” When you give them that story, they become your biggest advocates.

Thoughtfulness Is the Key

At the heart of every story moment is thoughtfulness. It's about caring enough to notice the small details and take that extra step. It's about treating every customer like they're the most important person in the world—and showing them, in big and small ways, that you value their business.

Go above and beyond, not just because it will bring you referrals, but because it's the right thing to do. And along the way, you'll see that it benefits you greatly.



11 WAYS TO DESTROY YOUR BUSINESS

Most business books focus on what to do to succeed. And that's important—but just as critical is knowing what not to do. Because let's face it, success can sometimes feel like a moving target. But failure? It has a playbook.

The truth is, most businesses don't fail because of a lack of opportunity. So, in the spirit of tough love, let me lay it out for you: if you're doing any of these things, you're on the fast track to failure.

Here are the 11 quickest ways to destroy your business (and how to avoid them):

1. Don't Follow Up on Leads

This is the single most surefire way to tank your business. Leads are the lifeblood of your company, especially in the early days. If you're not following up, you're leaving money—and trust—on the table.

Every lead deserves a quick and professional response. People will choose the company that calls them back first, even if you're not the cheapest option. Follow up, or someone else will.

2. Delay Estimates (or Skip Follow-Ups)

Getting an estimate to a customer quickly isn't just a nice-to-have—it's essential. Delays make you look unorganized and unprofessional. Customers want to feel prioritized, and if they don't hear back within 24 hours, they'll move on.

And don't stop at sending the estimate—follow up. Be proactive, check in, and show them you're serious about earning their business.

3. Refuse to Negotiate

I'm not a big fan of discounts. I use them very rarely in my business. That being said, negotiation is still an essential part of running a successful business.

You're going to have customers who say your prices or quotes are higher than your competitors.

Beyond that, we've historically focused on offering more value rather than simply giving a discount.

For example, we might offer a free small service to add value or emphasize the fact that we're the highest-rated painting company in Austin, Texas. Instead of lowering our prices, we show customers why we're worth it.

That being said, if you completely refuse to negotiate—especially when it comes to commercial contracts—there's a good chance you'll fail. Flexibility, when done strategically, can be the difference between landing a deal and losing it.

4. Ignore Reviews

In today's world, reviews are crucial. Customers trust them more than advertisements, and they often determine whether they choose to hire you. If you're not actively gathering and responding to reviews, you're missing a significant opportunity.

Bad reviews are inevitable, but how you handle them is what matters. Address concerns professionally, and show future customers that you care. On the flip side, actively seek positive reviews from happy clients—it'll pay off in the long run.

5. Skip Advertising

Referrals and word-of-mouth are the core of our business—they're the most important lead source. They have a higher closing rate, higher job ticket value, and ultimately take us further in growing our business.

That being said, we also need a consistent flow of new leads. Advertising is essential. If you're hesitant about marketing or spending money on ads, start by testing it out. Find out which platforms work best in your area.

There are dozens of ways to advertise locally, but completely failing to advertise will seriously hold back your growth.

6. Avoid Networking

Whether you're an introvert or an extrovert, networking is going to be a crucial part of growing your business.

But don't worry—networking isn't just for people who love socializing, and it's not about building hundreds of relationships. Truthfully, good networking is about building a few solid relationships with the right people and cultivating those relationships to the point where consistent referrals are going back and forth.

People like realtors, builders, property managers, and other local businesses can be excellent sources of leads for home service companies. These are the kinds of connections that can generate a steady stream of opportunities for your business.

7. Argue with Customers

The customer is not always right; in fact, they are often wrong. Even when customers are rude or unreasonable, arguing with them usually worsens the situation.

In sales we teach that it is crucial to agree with the customer as much as possible, this works in project management and customer service as well. Even in the most challenging circumstances, there are usually areas where common ground can be found. Starting with agreement leads to more effective solutions.

Be the bigger person. Listen to their concerns, find points where you can agree, and then calmly offer solutions. A customer who feels heard is far more likely to become someone you can work with—even in difficult situations.

8. Throw Your Team Under the Bus

Mistakes happen—it's part of running a business. But when something goes wrong, blaming your team in front of a customer will erode trust on both sides.

Own the problem, apologize to the customer, and then work with your team privately to address the issue. Protecting your team's reputation shows leadership and builds loyalty.

9. Accept Subpar Work

Your reputation is only as strong as the work you deliver. If you allow sloppy jobs or cut corners, word will spread fast—and not in a good way.

When things go wrong, make it right. Fix mistakes quickly, and go above and beyond to ensure the customer is satisfied. Your willingness to take responsibility will set you apart.

10. Underpay Your Team

If you want great work, you need great people. And great people expect to be paid fairly. Cutting costs by underpaying your team might save you money in the short term, but it'll cost you in the long run.

Invest in your team. Pay them well, treat them with respect, and give them opportunities to grow. When your employees feel valued, they'll work harder, stay longer, and represent your brand with pride. A strong, motivated team is one of the most important assets you can build for your business.

11. Ignore Your Numbers

This is one of the sneakiest ways to destroy your business. You might think you're doing great because revenue is coming in, but if you're not keeping track of your expenses, you could be losing money without even realizing it.

Pay attention to your profit margins. Watch every dollar that comes in and out of your business. Underbidding jobs, overspending on materials, or letting inefficiencies go unchecked will slowly eat away at your success.

Managing your numbers isn't just about cutting costs—it's about making smarter decisions.

Learn from the Mistakes

The good news is that every mistake on this list is avoidable. You don't have to make these missteps to learn how to steer clear of them.

By staying proactive, focusing on the right priorities, and building strong habits, you can differentiate yourself in an industry where many struggle.

If you are committed to growing your business with kindness and excellence, you won't just avoid failure—you will thrive.

Because here's the truth: success is about more than just avoiding failure. It's about doing the hard, consistent work that makes your business stronger every single day.



SIMPLE SUCCESS

How do you eat an elephant? One bite at a time.

It's a simple saying, yet it carries a profound truth: big goals are achieved through small, consistent actions. Building a successful business is no different. It doesn't happen overnight, nor does it occur by chance.

Breaking Down the Big Picture

When I first started That 1 Painter, I wasn't focused on systems or scale; my main goal was simply to survive.

However, as the business began to grow, I realized that mere survival wasn't enough. To achieve that, I had to break the larger vision down into manageable daily actions.

For me, this meant creating a formula—a straightforward equation that kept me focused on what I needed to do each day to reach my goals.

$RG \div AJS \div ECR \div WD = EPD$

- RG: Revenue Goal
- AJS: Average Job Size
- ECR: Estimate Close Rate
- WD: Working Days
- EPD: Estimates Per Day

For example, if my revenue goal is \$1,000,000, my average job size is \$5,000, and my close rate is 40%, I know I need to complete 400 estimates a year. Divide that by 250 working days, and I need to give two estimates per day to hit my goal.

This formula isn't magic—it's just math. But it's incredibly powerful because it gives you a clear, actionable plan. Instead of feeling overwhelmed by your revenue goal, you can focus on the one thing you need to do today: give two estimates.

You can quite literally drown a businessperson, entrepreneur, or even a salesperson in KPIs.

These days, we can track everything—probably 30 different metrics on any given day.



SIMPLE SUCCESS

But KPIs can also be overwhelming if you let them take over.

Now, don't get me wrong—I love tracking numbers. But more important than tracking everything is knowing what winning looks like today. That's where this formula comes in: focus on hitting your estimates per day.

This is the leading indicator of success for your home services business. The more estimates you put out, the more jobs you'll win, and the more money you'll make. It's not rocket science, but if we don't get enough estimates out, we won't win enough jobs, and we won't make as much money.

The Power of “Dumb Kid Math”

Here's the funny part: you don't need to be a math genius to create a successful business. I'm proof of that. I took a functional math class in high school—what kids call “dumb kid math”—and I've used those same basic principles to plan and scale my business.

The formula I shared earlier isn't complicated, but it's effective because it forces you to focus. It simplifies the overwhelming task of building a prosperous business into something manageable and measurable.

Keep it simple, stupid.

No Bagel Policy

One of the biggest challenges entrepreneurs face is getting caught up in the problems of today and losing sight of the future. Someone calls in sick. Materials are out of stock. A customer has a complaint. These things demand your attention, and it's easy to feel like you're working hard—but if you're not taking steps toward your goals, you're not actually moving forward.

At Resi, we have a “No Bagel” policy. What's a bagel day? It's a day when you accomplish nothing toward your long-term goals. No estimates, no progress, no forward momentum—just a big zero, like the hole in a bagel.



No estimates, no progress, no forward momentum—just a big zero, like the hole in a bagel.

The key to avoiding bagel days is consistency. Even if everything else falls apart, focus on the one thing that matters most. For us, that's giving estimates. Because if we're not giving estimates, we're not booking jobs. And if we're not booking jobs, we're not growing.

Setting Daily Actionable Goals

Building prosperity is all about creating momentum. And momentum comes from taking small, consistent actions every day. Here are a few examples of daily actionable goals that can help you stay focused and build each and everyday:

1. Give Estimates: Whether it's one, two, or five a day, this should be a top priority. Every estimate is a potential job, and every job is a step toward your revenue goal.
2. Follow Up: Don't just send estimates—follow up with customers to answer questions, address concerns, and close the deal.
3. Train Your Team: Invest in your employees by dedicating time to training, feedback, and development. A stronger team means better results.
4. Build Relationships: Reach out to realtors, property managers, and other referral partners to strengthen your network and generate leads.
5. Track Your Numbers: Review your revenue, expenses, and progress toward your goals. Staying informed helps you make smarter decisions.

These small, consistent actions might not seem like much in the moment, but over time, they add up to something big.

Plan with Purpose

Success isn't just luck, it's planned and comes from long stretches of effort. One of my favorite quotes is from William Arthur Ward: "Men never plan to be failures; they simply fail to plan to be successful."

Without a plan, it's easy to drift.



You might work hard, but if you're not working toward something specific, you'll end up spinning your wheels.

That's why I believe so strongly in mapping out clear, actionable steps for your business. It's not about perfection—it's about progress. And it's not about doing everything at once—it's about doing the right things, consistently, over time.

At ResiBrands, we help our franchisees plan with purpose. Whether it's setting revenue goals, refining daily processes, or building stronger teams, we provide the tools and guidance to keep them moving forward.

Keep Your Eye on the Goal

As an entrepreneur, it's easy to become absorbed in the daily grind. However, if you want to build prosperity, you need to maintain a focus on the bigger picture. This means setting clear goals, tracking your progress, and staying disciplined in your daily actions.

Remember: small steps lead to significant results—one estimate at a time, one customer at a time, and one day at a time.

Success with Purpose

At the end of the day, success isn't just about achieving revenue targets; it's about the opportunities that success provides. This could include supporting your family, giving back to your community, or creating opportunities for others.

For me, building success has always meant more than just focusing on numbers. It's about living out my purpose, helping others succeed, and creating a lasting legacy.

Here's my challenge to you: don't just work hard—work smart. Daily purposeful actions create something larger than you ever imagined.

Success isn't solely about making money; it's about building a life, a business, and a legacy you can be proud of.

HOW TO SPEND NO MONEY ON MARKETING

Let's face it—marketing budgets can feel like a black hole, especially when you're just starting out. The dollars go in, but the results don't always come out. And while paid advertising can be a powerful tool, it's not the only way to grow your business. In fact, some of the most effective marketing strategies don't cost a dime.

At ResiBrands, we've identified five lead sources that offer infinite returns without requiring a huge ad spend. We call them the Five R's of Revenue, and they're at the core of how we help our franchisees build strong, sustainable businesses.

The Five R's of Revenue

1. Referrals: Referrals are the gold standard of free marketing. When a customer refers you to their friends, family, or neighbors, they're doing more than just recommending your services—they're vouching for your reputation.

The key to generating referrals is simple: do great work. Deliver a level of quality and customer service that makes people want to talk about you. But don't just hope for referrals—ask for them. When you finish a job and a customer is happy, let them know how much you'd appreciate them spreading the word.

Remember, one great job can turn into ten if you treat it as an opportunity to impress.

1. Repeat Business: The easiest customer to win is the one you've already served. If you did a great job the first time, they'll come back to you for future projects—whether it's repainting a room, tackling a new area of the house, or updating their home after a few years.

The key to securing repeat business is staying top of mind. At Resi, we've found that even a simple email can generate repeat jobs—and repeat jobs often come without the hassle of bidding against competitors.



1.Reviews: Online reviews are an expansion of word-of-mouth marketing. They're often the first thing potential customers see when researching your business, and they carry a lot of weight.

If you're not actively collecting reviews, you're missing a huge opportunity. You really need to ask every happy customer to leave a review on Google, Yelp, or your preferred platform. And don't just sit back and let the reviews pile up—engage with them.

1.Relationships: Strategic relationships can be one of the most reliable lead sources for your business. Builders, property managers, realtors, and other professionals in your community are constantly in need of services like yours. If you build trust with them, they'll send you leads again and again.

Don't just ask for referrals—find ways to add value to their business, too.

1.Realtors: Realtors deserve their own category because they're such a consistent source of leads. Every home they sell represents an opportunity for home services—painting, cleaning, siding, you name it. And since realtors are invested in making their listings look great, they often need reliable service providers they can trust.

The key to working with realtors is simple: be reliable.

Realtors are also incredibly well-connected. Build strong relationships with a few, and you'll likely find your network expanding quickly. Treat them like gold because they can become one of your most consistent and valuable lead sources.

The 100 List: Your Secret Weapon

If you really want to maximize the Five R's of Revenue, you need a system to keep track of your relationships and leads. That's where the 100 List comes in.

Here's how it works:

1. Write down the names of 100 people, businesses, or organizations in your area that could be valuable connections—realtors, property managers, builders, HOA presidents, and even happy customers who love to recommend you.
2. Keep track of every interaction. Note when you last reached out, how you added value to the relationship, and whether they've sent you any referrals.
3. Set a goal to nurture these 100 relationships regularly. Whether it's a thank-you note, a quick call, or a coffee meeting, find ways to stay connected and keep your business top of mind.

Here's the math: if each of those 100 people refers just two jobs a year, and each job is worth \$5,000, that's \$1,000,000 in revenue—without spending a dime on advertising.

Some of our brands have much smaller and some much larger average job sizes; make sure to run your own calculations.

Marketing Without Money

When most people think about marketing, they think about billboards, Facebook ads, or advanced retargeting campaigns. And while those tools have their place, the truth is, you don't have to completely rely on them to build a thriving business.

By focusing on the Five R's of Revenue—referrals, repeat business, reviews, relationships, and realtors—you can create a steady stream of leads that costs nothing but your time and effort.

And here's the best part: these strategies don't just grow your business—they strengthen your reputation, build trust in your community, and create lasting connections that will serve you for years to come.

Combining Effort with Strategy

Free marketing isn't about luck—it's about being intentional.

So, whether you're just starting out or looking to scale, don't underestimate the power of grassroots marketing.



The tools are simple, but the results can be extraordinary—if you’re willing to put in the work.

At ResiBrands, we teach every franchisee how to leverage these strategies effectively. Because when you combine effort with a proven system, you’re unstoppable.



BUILDING THE BEST AND LARGEST TRADES ORGANIZATION IN THE WORLD

At ResiBrands, we have one mission: to build the best and largest trades organization the world has ever seen. This isn't just about scaling for the sake of size—it's about setting a new standard for what's possible in the trades. It's about restoring respect to industries that are often overlooked and showing the world that home services can be life-changing.

The trades have always been the backbone of our economy. These industries keep homes functioning, families safe, and communities thriving. But for too long, the trades have been undervalued—seen as a fallback option instead of a viable path to wealth and fulfillment. ResiBrands is here to change that.

Long Term Impact

So why aim to build the best and largest trades organization? Because it's not just about us—it's about the ripple effect we can create.

1. Elevating the Industry: The home services industry is often plagued by low standards, poor communication, and a lack of professionalism. By creating a unified organization built on excellence, we're raising the bar for everyone. We're showing customers what great service looks like and inspiring competitors to step up their game.
2. Creating Opportunities: Every ResiBrands franchise we open represents jobs for painters, technicians, managers, and more. We're creating pathways for people to build careers—not just jobs—and to take pride in their work. Whether it's an entry-level painter or a regional director overseeing multiple territories, our organization provides opportunities at every level.
3. Empowering Entrepreneurs: Our franchisees are more than business owners—they're part of a movement. We give them the systems, tools, and support they need to succeed while also giving them the freedom to build something they can call their own. By empowering entrepreneurs, we're spreading the ResiBrands mission across the country and beyond.



1. Impacting Communities: Every franchise we open strengthens the local community. From providing jobs to supporting local suppliers to serving homeowners with integrity, our impact goes far beyond the bottom line. We're not just in the business of home services—we're in the business of building better neighborhoods.

How We'll Do It

Building the best and largest trades organization in the world isn't just a lofty goal—it's a plan in motion. Here's how we're making it happen:

1. A Unified Vision: Every part of ResiBrands is aligned under one clear vision: to elevate the trades and create extraordinary customer experiences. This vision drives everything we do, from the way we train our franchisees to the way we interact with customers.
2. World-Class Systems: Scaling isn't just about adding more locations—it's about replicating success. Our proven systems for operations, marketing, and customer service ensure that every ResiBrands franchise operates at the same high standard, no matter where it's located.
3. Relentless Focus on Quality: We believe that quality isn't just a promise—it's a system. From our hiring processes to our training programs to our daily operations, every part of our organization is designed to deliver excellence.
4. Innovation and Adaptability: The trades are changing, and we're committed to leading in innovation. Whether it's adopting new technologies, refining our processes, or expanding into new service areas, we're always looking for ways to innovate and improve.
5. Empowering Our People: At the heart of ResiBrands is our people—our franchisees, employees, and partners. By investing in their growth, providing ongoing support, and creating a culture of excellence, we're building an organization that's strong, scalable, and unstoppable.

Why It's Important

Building the best and largest trades organization isn't just a business goal—it's a mission with a deeper purpose.



It's about changing perceptions of the trades, creating opportunities for families, and showing the world what's possible when excellence becomes the standard.

Imagine a world where the trades are respected and celebrated. A world where customers trust contractors because they know they'll deliver. A world where tradespeople take pride in their work because they're part of something bigger. That's the world we're building at ResiBrands.

This isn't just about us—it's about the legacy we'll leave behind. It's about creating something that outlasts us and impacts generations to come.



ARE YOU READY?

Let's get real for a moment: starting a business is one of the hardest things you'll ever do. It's not for the faint of heart.

But here's the other side of the coin: it's also one of the most rewarding things you'll ever do. The highs are incredibly high—the satisfaction of closing a deal, the pride of creating jobs, and the joy of seeing your hard work pay off. Owning a business doesn't just change your life; it creates ripple effects that can impact your family, your team, and your community for generations.

The question isn't whether entrepreneurship is worth it. It's whether you're ready to take the leap.

The Cost of Commitment

Let's be clear: this isn't easy. It's not a side hustle; it's a full-on commitment.

If you walk into this thinking failure is an option, you're already setting yourself up to lose. The greatest business owners don't "try" to make it work—they make a decision to succeed, no matter what.

But here's the good news: you don't have to do it alone. When you partner with a franchise like ResiBrands, you're not starting from scratch. You're stepping into a system that's been tested. You'll have the tools, support, and guidance to help you overcome challenges and grow your business.

Signs You're Ready

So, how do you know if you're ready to take this step? Over the years, I've noticed a few key traits in the entrepreneurs who thrive. If you can answer "yes" to most of these questions, you're probably ready to build something amazing:

1. Do you dream about it constantly? - Entrepreneurs don't just have ideas—they obsess over them. If you find yourself daydreaming about your business during meetings, dinners, or even church, that's a good sign.



1. Are you willing to put in the work? - Entrepreneurship is not for the lazy or unmotivated. Are you ready to put in the hours, solve the problems, and do the hard things when no one is watching?
2. Do people trust you and want to follow you? - You don't have to be the most charismatic leader in the room, but you do need to inspire confidence. If people trust you and believe in your vision, you'll have an easier time building a team and creating a culture of success.
3. Do you have the discipline to keep going? - There will be setbacks. There will be days when it feels like everything is going wrong. Can you stay focused, keep pushing forward, and maintain your commitment even when it's hard?

Are you humble enough to admit your mistakes?

Nobody gets it right all the time. The best entrepreneurs are willing to take feedback, learn from their mistakes, and course-correct when necessary.

Building a Legacy

If you've made it this far, there's a good chance you're ready to start your journey. But this isn't just about owning a business—it's about building a legacy.

At ResiBrands, we don't just teach people how to run a business. We show them how to create something lasting—something they can pass down to their children, something that impacts their community, and something that aligns with their values.

The freedom, opportunity, and significance of entrepreneurship are unmatched. But they require action—a leap of faith.

Your Next Step

So, what's next?

If you're serious about stepping into this opportunity, the first step is simple: start planning. Talk to your spouse, your family, and your support network. Write down your goals. Map out the life you want to create.



And if you're ready to take that next step, we're here to help. At ResiBrands, we've built a system designed to guide entrepreneurs through every stage of the journey—from launching their first franchise to scaling into a multi-territory empire.

We'll provide the tools, training, and support. All you need to bring is your drive.

Because at the end of the day, this isn't just about starting a business. It's about stepping into your purpose, chasing your dreams, and building something that matters.

So, I'll ask you again: Are you ready?

Meet Steven Montgomery...



In 2011, Steven decided to leave college and his day job to pursue his calling as an entrepreneur and founded That 1 Painter. In its early years, That 1 Painter was just Steven and a few hired friends painting homes together.

Steven Montgomery, founder of That 1 Painter & ResiBrands and other franchise businesses.

Montgomery shared his big-picture plans with professional colleagues at the beginning of his entrepreneurial journey. Most doubted his vision, some laughed, and few said it was RIDICULOUS. ResiBrands only sets ridiculously high goals and nothing less. If we reach our goals, we celebrate; if we don't, try again and set the bar higher! Big Goals = Big Wins.