

Business Rules:

- 1) Never write or record anything that you don't want on the front page of the New York Times.
- 2) When negotiating or being pressed for information in a sticky situation there are two rules:
 - a. don't lie
 - b. Don't commit until you have to.
- 3) Don't ask me a question you don't want the answer to.
- 4) Change is inevitable. So don't worry too much about the future, note I didn't say don't worry about the future, I said don't worry TOO MUCH about the future.
- 5) Don't Punch too far over your weight.
- 6) Chunk it.
- 7) Treat others as you want to be treated.
- 8) Success isn't just about money and fame.
- 9) Just because someone has a respected title, doesn't mean they're always right.
- 10) Work yourself out of a job.
- 11) Sales Management 101: Assume that most salespeople will spend more time and creative effort selling their employer than their prospects.
- 12) Sales 101: It's not about what you will sell, might sell or could sell, it's about what you sold, period.
- 13) You can't really understand more than about 5 numbers at any given "glance."
- 14) When you're looking at financials always have something to compare it to.
- 15) Ask why.
- 16) Don't accept the answer, "because we've always done it that way."
- 17) Cash is king. Not having cash is like siphoning gas with your mouth.
- 18) Be Patient.
- 19) As a CEO doesn't ask someone to do something you are unwilling to do.
- 20) The first rule in sales is "If you don't ask for the sale, you most certainly won't get it."
- 21) A good bookkeeper is worth their weight in gold. Most are really quite bad, somewhat weird and don't have any formal training or consistency to what they do.
- 22) Information Technology is a cost, until you realize that it's an asset, and then it's too late.
- 23) Sometime the Bank calls the loan, and sometimes it doesn't come.
- 24) A business has two limited resources. Time and Money.
- 25) As a CEO it's hard to know which advice to ignore.
- 26) Always "Fish" for good people, if your line isn't in the water you won't catch anything.
- 27) Five Rules of metrics:
 - a) SIMPLE: Keep it simple/easy to do and not more than 10.
 - b) DO IT! Just do it-daily.
 - c) SO WHAT?: Change it if it's not telling you(and everyone else in your company) something, but don't stop doing it.
 - d) POST IT: Post it for everyone to see.
 - e) What's GOOD/BAD: You have to have something to compare it to, yesterday, last week, last month, last year, budget (not all but some of these).