



People who are exceptionally good in business aren't so because of what they know but because of their insatiable desire to know more.

The problem with most failing businesses I've encountered is they spend their time and energy defending what they think they know.

The simple truth about the greatest business-people I have known is that they have a genuine fascination for the truly astonishing impact little things done exactly right can have on the world.

A Fatal Assumption is: if you understand the technical work of a business, you understand a business that does that technical work. This thought is the root cause of most small business failures.

Everybody who goes into business is actually three-people-in-one: The Entrepreneur, The Manager, and The Technician.

The typical small business owner is only 10 percent Entrepreneur, 20 percent Manager, and 70 percent Technician.

The entrepreneurial personality turns the most trivial condition into an exceptional opportunity. The Entrepreneur is the visionary in us. The dreamer. The imagination that sparks the fire of the future. The catalyst for change. This person is happiest when left free to construct images of "what-if" and "if-when."

The Entrepreneur is the most creative personality-always at its best when dealing with the unknown, prodding the future, creating probabilities out of possibilities, engineering chaos into harmony.

Every strong entrepreneurial personality has an extraordinary need for control. He needs control of people and events in the present so that he can concentrate on his dreams.

The Entrepreneur creates a great deal of havoc around him, which is predictably unsettling for those he enlists in his projects. He often finds himself rapidly outdistancing the others. The farther ahead he is, the greater the effort required to pull his cohorts along.

To the Entrepreneur, most people are problems that get in the way of the dream.

The Manager creates order. Their personality is pragmatic. The manager lives in the past, craves order, compulsively clings to the status quo, and invariably sees problems. The Technician loves to tinker. They like taking things apart and putting them back together again. He likes to work, but only on one thing at a time.

They are not much into dreaming, but they are heavy into doing. To them, thinking is unproductive unless it's thinking about the work that needs to be done. He is naturally suspicious of lofty ideas or abstractions. Thinking isn't work; it gets in the way of work.

Everyone gets in the Technician's way.

Most businesses are operated according to what the owner wants as opposed to what the business needs. It's easy to spot a business in infancy-the owner and the business are one and the same thing.

There are three phases of a business's growth: infancy, adolescence, and maturity.

In infancy, you are the business.

The purpose of going into business is to get free of a job so you can create jobs for other people. Also, you want to expand beyond your existing horizons. So you can invest something that satisfies a need in the marketplace that has never been satisfied before.

Adolescence is the period of time when you get some help. No telling when this might be, but it always happens, precipitated by a crisis in the infancy stage.

A mature business has less to do with what's done in a business and more to do with how it's done.

The Industrial Revolution, the Technological Revolution, the Information Explosion, and now the Turn-Key Revolution.

The Turn-Key Revolution is in essence creating the franchise prototype.

Pretend you are going to franchise your business. There are rules to help you win.

- The model will provide consistent value to your customers, employees, suppliers, and lenders, beyond what they expect.
- The model will be operated by people with the lowest possible skill.
- The model will stand out as a place of impeccable order.
- All work in the model will be documented in Operations Manuals.
- The model will provide a uniformly predictable service to the customer.
- The model will utilize a uniform color, dress, and facilities code.

The continuous process of building your business is called a business development process. There are three distinct yet thoroughly integrated activities can pursue its natural evolution: innovation, quantification, and orchestration.

Your business development program is the vehicle through which you can create your franchise prototype. The program is composed of seven steps: primary aim, strategic objective, organizational strategy, management strategy, people strategy, marketing strategy, and systems strategy.