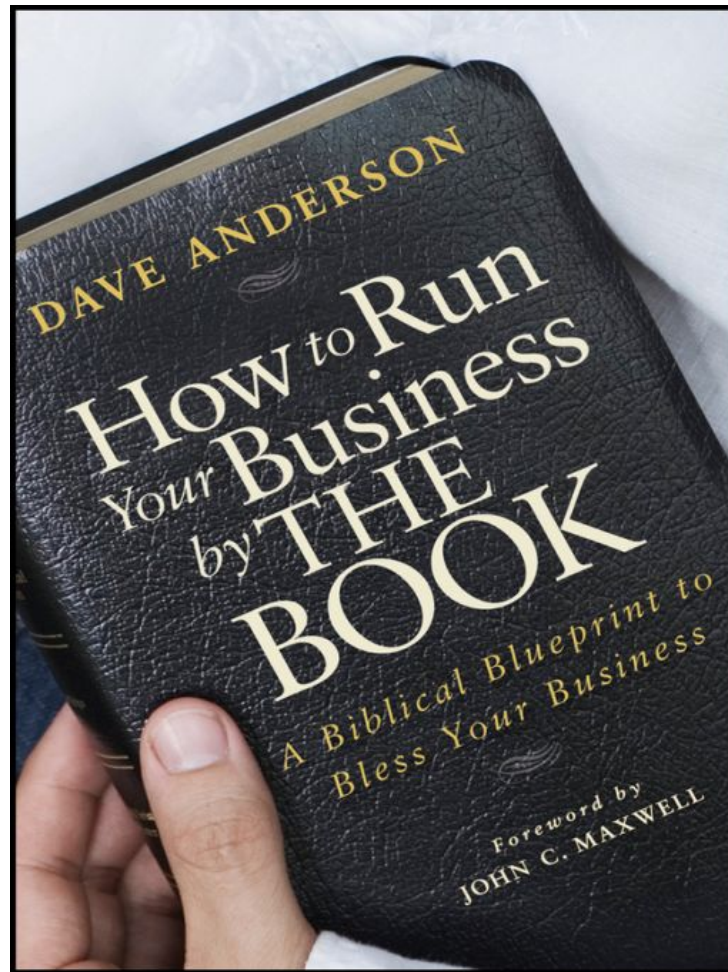


DAVE ANDERSON

How to Run  
Your Business  
by THE  
BOOK

A Biblical Blueprint to  
Bless Your Business

Foreword by  
JOHN C. MAXWELL



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# How *to* Run *Your* Business *by* THE BOOK

*A Biblical Blueprint to  
Bless Your Business*

**DAVE ANDERSON**



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*This book is dedicated to the youth group at Noah's Ark  
Church in Ararat,  
Armenia. You are more than friends to me; you are an  
inspiration. You live  
your lives by THE BOOK. Let no one despise your youth!*



# Foreword

I've known Dave Anderson since 1998. I met him at the first Founder's Meeting in Atlanta for my non-profit organization, EQUIP. EQUIP is committed to training and developing millions of godly leaders throughout the world in support of the Great Commission. Dave was attracted to EQUIP because of his passion for training, for leadership, and for making a difference in the lives of others. Over the years, I've come to appreciate Dave's communication skills, his commitment to biblical leadership principles, and his resounding business success. It is these three qualities that make him uniquely qualified to write *How to Run Your Business by THE BOOK*. Dave has walked the walk as a leader who makes a difference. Although many authors have expertise in the arenas for which they write, fewer have actually experienced or accomplished substantial success with their expertise. Dave has both expertise and experience applying the strategies he presents in this book, and they have helped him create a solid track record of accomplishments from which you will learn and benefit. For three years he taught biblical leadership principles in Moscow for EQUIP, and he continues to invest time doing the same with leaders from Iran and Armenia. His company, LearnToLead, grows steadily each year despite challenging economic times and fierce competition because he has built it upon a foundation of biblical principles that he shares in each chapter.

Over the years, I've noticed how Dave has increasingly woven biblical principles into his books and seminars. He's done this naturally, effectively, and without becoming preachy. I believe you'll appreciate his unique blend of

business and the Bible as you discover dozens of timeless principles that will bring solutions and results to your organization. The techniques are effective because they are based on God's infallible word and promises. They will validate many of the things you've done in the past and bring attention to areas where you need to make changes in order to become more successful. His instruction will challenge you, stretch you, and encourage you. As you incorporate the recommended changes into your personal leadership style and within your organization, you will realize results that are more significant and sustainable.

As a businessperson, you will appreciate that this work is written by a peer and not by an academic. Christians will especially value the principles in *How to Run Your Business by THE BOOK*. These principles will reinforce what they have intuitively known to be true but may have been reluctant to incorporate into a business arena where the pervasive "nice guys finish last" and "dog eat dog" mindsets are greatly at odds with how they believe they should conduct themselves in the workplace.

I cannot think of a more "real-world" approach for a business book than to combine the timeless wisdom of God with the actual successes of one who has applied those principles and now wants to share them with others. Incidentally, the ideas in *How to Run Your Business by the BOOK* are just as applicable to the leaders of non-profit organizations as they are to the heads of families. You will be able to apply what you learn to your personal life, community, and church. In fact, Chapter Three's "How to Overcome the Number One Cause of Management Failure" should be required reading for teachers, parents, spouses, and elected officials.

Your goal should not be to get through *How to Run Your Business by the BOOK*. Rather, it should be to get *from* it. I

encourage you to quickly apply what you learn because biblically based leadership principles have the potential to dramatically transform your business and your life. And there is no time to waste. The world is crying out for biblically based leadership in all sectors of society—for leaders like you to shine a brighter light of character, competence, and compassion into your workplace, community, and family.

—Dr. John C. Maxwell [www.johnmaxwell.com](http://www.johnmaxwell.com)

# Preface

*How to Run Your Business by THE BOOK* is written for everyone wanting to build their organization or return it to a rock solid foundation of Biblical principles that sustains success and transcends fads, trends, and best practices that are in vogue one year and out the next. When uncertainty reigns, it is natural to feel a sense of emptiness and disillusionment with the direction of business and the world and start looking for something more reliable, tested, and tried. The bestselling book of all time, the Bible, answers the call. Although it is common to read the Bible for spiritual truths, I have found that many business leaders don't realize the vast wealth of wisdom available throughout its pages that would help them to hire and train the right people; hold them accountable; create vision, values, and performance expectations for their organization; elevate their own character and people skills; and manage their money. *How to Run Your Business by THE BOOK* will tackle these issues and more from a biblical standpoint and provide proven strategies that you can begin to use immediately.

The Bible can make many people feel lost. They want to read and understand it but they don't know where to start. They become intimidated by its length and confused by its verbiage. My goal in this book is to take principles that might take you years or decades to discover on your own and put them in a workable, hands-on, easy-to-apply business format that you will internalize and implement with confidence and certainty. Although the Bible offers thousands more lessons to learn than what you will find in this book, what I've presented should suffice to dramatically

change the results in any organization when applied as prescribed. You'll also be relieved to know that this book neither promotes nor disparages any particular denomination, but instead it presents the facts for you to evaluate and interpret using your own good sense.

In most households, the Bible is like an exercise bike. It sits in a corner and doesn't get a whole lot of use. On special occasions, like after making a New Year's Resolution, someone will crank the old relic up again, but on most days it's left alone and amounts to little more than decor. Even "religious" people who have attended church for decades remain woefully ignorant of what is in the Bible, except maybe the Christmas or Easter stories, and can recite three scriptures at the most—John 3:16 and "Jesus wept" being two of them! If this describes you, you'll be relieved to know that you don't have to know the Bible to benefit from, understand, or appreciate the strategies in each chapter. However, I believe that the more you read about THE BOOK, the more you will want to learn about it long after you've finished the final chapter. This is what happened to me many years ago and one of my greatest joys each day is spending one to two hours each morning studying the Bible, regardless of the day or where I happen to be in the world.

Here's a quick rundown of what you can expect to find in each chapter:

## CHAPTER 1: A SIX PACK OF PRINCIPLES FROM A KING AND THE KING

I present six dynamic principles based on the lives of David and Jesus that you can internalize into your own personal leadership style to immediately and measurably elevate your effectiveness and results.

## CHAPTER 2: FOUR MANDATES TO MAXIMIZE YOUR TIME

Because most leaders work long and hard but fall a bit short on the “working smart” part of the equation, you’ll learn four time management techniques they probably didn’t teach you at the last business seminar you attended. They are unconventional yet highly effective.

## CHAPTER 3: HOW TO OVERCOME THE NUMBER ONE CAUSE OF MANAGEMENT FAILURE

Please pay particular attention to this chapter because it has the most potential of all eight chapters to significantly impact your life at both work and at home. Chapter 3 helps you learn to deal with and overcome your ego and your pride, and it shows how every other conceivable management failure is rooted in its evil.

## CHAPTER 4: FIVE STEPS TO BUILD A ROCK-SOLID CHARACTER

This isn’t your typical chapter on character. I present a handful of character flaws in Chapter 4 that you may have given little thought or notice to in the past. However, following the steps to overcome them will build for you a credibility and competence that ensures that you will become a leader who lasts over the long haul, not another one of many talented people we see in life who self-destructs by making poor character choices.

## CHAPTER 5: THE “HIGH FIVE” PRINCIPLES TO ELEVATE YOUR PEOPLE SKILLS

The “High Five” principles I present in Chapter 5 will help you to instantly impact others with stronger connections and build a higher level of personal charisma that you may not have thought possible.

## CHAPTER 6: FOUR KEYS TO CREATE LIFE-WORK BALANCE

This section is the most popular chapter in my live workshops for business people, so I had to put it in this book. It will show you four key areas in which you must pursue life-work balance and then provide strategies for addressing each area. This is the chapter you are most likely to re-read and refer to again to improve your personal life as well as your effectiveness at work.

## CHAPTER 7: HOW TO MANAGE YOUR MONEY BY THE BOOK

Look out! This chapter will challenge you perhaps more than any of the others. This is especially true with the strategies it presents for giving your money away, for not going into debt (yes, that means for your business, too!), and for making business partnerships. Keep for making an open mind because THE BOOK’s principles for money will take you farther faster than you can ever expect from “becoming wise in your own eyes” concerning money.

## CHAPTER 8: FOUR STEPS TO BUILD A TEAM BY THE BOOK

Many books fizzle out by the final chapter, so I made a special effort to finish strong with what I believe you will

agree is one of the strongest chapters in the book. It offers real-world strategies for hiring, creating vision, establishing values, setting performance expectations, holding others accountable, and building an inner circle of leaders to help accelerate the growth of your organization.

## APPENDIX: QUICK SCRIPTURAL REFERENCE GUIDE BY **THE BOOK**

Don't even think about skipping the Appendix! I've given you 42 commonly asked business questions with corresponding scriptural references that provide answers. Consider the Appendix as "God's Playbook" for running your business day in and day out.

Each chapter opens with *Genesis*, which lays the foundation and creates perspective for the chapter's content.

Throughout the book are *By THE BOOK Blessings*. These are a combination of concise scriptures and business wisdom sound bites interspersed throughout the chapters to add color and depth to the topics presented.

You will also find an array of *By THE BOOK Lessons in Leadership* scattered throughout the pages that relate actual biblical stories and analogies in support of the prescribed strategies.

Each chapter concludes with a brief summary of key points and *Revelation*: final thoughts on the content that help you understand and apply what you read.

To help you reflect on the points covered and consider how to apply them in your organization, there are a handful of *Action Exercise* questions that complete each chapter. By taking just a few moments to work through these questions,



you will exponentially increase your retention and elevate the likelihood that you will follow through and convert knowledge into action that brings results.

Throughout *How to Run Your Business by THE BOOK*, there are recurring principles that cover accountability, building a team, the dangers of pride, and more. Just as themes recur throughout the Bible to highlight their importance, the same holds true in this book. Pay particular attention to recurring themes because they have the potential to quickly transform your leadership style and organization.

Keep a Bible and highlighter handy as you read each chapter and don't be in a hurry to move on to what is next until you fully understand and have considered how to apply what you've already learned. The Bible was designed for a lifetime of study and application. Because this book is based on biblical principles, going slow and deep will benefit you more than racing quickly across the surface.

My hope for you as you read and apply the principles in *How to Run Your Business by THE BOOK* is found in Isaiah 58:11:

The Lord will guide you continually, and satisfy  
your soul in drought, and strengthen your bones;  
you shall be like a watered garden, and like a spring  
of water whose waters do not fail.

# Acknowledgments

I would like to express immense gratitude to my wife, Rhonda, for her unwavering support as I wrote this book. I also want to credit her with giving me the idea and encouragement to write the *How to Run Your Business by THE BOOK* workshop, which was the basis for this book.

Thanks also to Bill Gothard and his team at the Institute for Basic Life Principles. Their *Daily Success Scripture Meditation* program and *Financial Freedom* series have had a significant impact on my writing and on my life. I would like to also express gratitude to Larry Richards and his insightful Bible commentary I enjoy each day as part of the *Living Christian* software program. Larry, your wisdom has made reading the Bible fun and adventuresome!

To Matt Holt and Dan Ambrosio at Wiley: Your encouragement and responsiveness to the concept of *How to Run Your Business by THE BOOK* has been awesome! This is my eighth book with you guys and you're the best. You let your writers write and you do what you say you'll do. An author can ask for nothing more.

To our thousands of customers at LearnToLead, thank you for your support, your friendship, and your feedback over these many years. You are a gift to me.

John Maxwell, you have influenced me in more ways than you can imagine or than I can count. Thank you for your heart, your expertise, and for EQUIP. Some of the most meaningful times in my life have been teaching your courses to hungry-for-knowledge leaders in Russia, Armenia, and from Iran.

To my Christian brothers and sisters in Russia, Armenia, and Iran whom I have had the pleasure to teach, befriend, and love, thank you for your prayers for this book and for me and my family as I have written it. I will be with you again soon.

Lord, I have thanked you many times for this chance to tell the world more about you and your BOOK in this book, but I want to make it official and in print! Of all people I don't know why you chose me for this, but I am humbled and grateful that you did. My sincere prayer is that I did not let You down.

# CHAPTER 1

## **A Six Pack of Principles from a King and the King**

### **GENESIS**

When I was promoted from salesperson to a sales manager, I thought that my new title officially announced to the world that I was a leader. I was wrong. In fact, I quickly learned three things:

1. A title doesn't make you a leader. It merely affords you an opportunity to become one.
2. As a leader, you don't automatically have followers; you have subordinates, and how you act as a leader determines whether a subordinate ever becomes a follower.
3. Leadership is performance and not position. It is a choice you make and not a place where you sit.

Eager to excel in my new position, I worked hard on my job but I abused my body, swelling to 40 pounds overweight and earning my "new manager's merit badge"—an ulcer—in the process. To my credit, I was good at closing deals for my sales team, scheduling, forecasting, and writing daily memos for my bulging procedures manual. In a given day, I spent most of my time with "stuff," which I've since come to categorize as everything in my job that has nothing to do with people. In fact, I preferred the stuff over the people because I wasn't very good with people! I managed through intimidation, substituted rules for relationships, and had a hair-trigger temper that was a catalyst for creating a culture

of fear. Although I had never attended a university, coworkers rightly claimed that I had a Masters Degree in Disempowerment and a Bachelor's in Bullying.

Then one day everything changed. Norm Albertson, the pastor of my church, stopped by my office and brought with him two leadership training programs by John Maxwell, a guy I had never heard of. One of the programs was on leadership priorities and the other explained key differences between being a manager and a leader, which I had wrongly thought were synonymous terms. Listening to Maxwell talk about leadership humbled me because I realized I was, at best, a ceremonial leader. All I had was a new title, which I wrongly assumed made me more competent! His teachings stirred up in me a desire to become a better leader. Frankly, I was tired of doing too much work by myself because I trusted no one else to share the load. I was also discouraged that I wasn't doing enough to help my people to reach their potential. Perhaps what I was most excited about was that he said that the principles he taught were biblically based. This meant a lot to me because I had become a Christian at age 12 and had great respect for the Bible, even though I didn't spend a lot of time reading it at the time.

After reviewing the tapes several times, I began reading the Bible for business wisdom as well as for life-wisdom. As a result, I changed my leadership style, priorities, and thinking. I began using the Bible as a filter to make decisions ranging from personnel to customer care issues. In the aftermath of implementing these changes, my career shifted from a slow shuffle up a steep staircase to an express elevator to the top.

As a student of the Bible, I have found that both success and failure leave clues, and you don't have to invent leadership principles to become more successful any more than you must suffer countless disappointments through

personal trial and error to learn what doesn't work. Instead, you can learn from some of the best and worst leaders of all time who preceded you on this journey, as described in the Bible, and apply timeless, proven principles to improve every aspect of your organization. Think about it this way: The Bible is a slice of God's mind! How foolish do we have to be to continue to labor under our own intuition or to chase the fads of others in pursuit of greater success when the source of infinite wisdom is so readily available to us?

In this chapter, you'll learn from two of the best leaders in the Bible—a king and The King. You can certainly argue that there are additional or different leaders that I could have chosen to highlight in the following pages. And I would agree with you. In reality, there are too many to list and enough lessons from their lives to fill volumes of books. Thus, I've chosen two I believe you will gain the most benefit from in the shortest amount of time to begin running your business by THE BOOK.

**Caution:** Your natural tendency might be to use these principles to first try and fix the people or broken systems and strategies that surround you. That would be a serious error because nothing is going to get much better in your organization until you do! You'll be relieved to know that, in the next 20 minutes, David and Jesus will offer six insightful steps on how you can make this happen.

### **By THE BOOK Blessing**

**Leadership is developed more than it is discovered. You work on it, and then it works for you.**

# DAVID

David was the second king of Israel, reigned for 40 years, and is considered to be its best ruler. His reign preceded the birth of Christ by approximately 1,000 years. Like many leaders, David made major mistakes in the midst of his enormous successes. We can learn from both.

## DAVID'S CRITICAL SUCCESS FACTORS

### ***Critical Success Factor #1: David Assumed the Traits of a Leader Before He Was in the Leadership Position***

Over the years, I've heard this common chorus from nonmanagement employees aspiring to be promoted: "Dave, I would like to be considered for the new management position that has opened up. I've been here a long time, I've been loyal, and I believe that I've earned a shot."

I would then ask them the following: "How many management books have you read and how many leadership courses have you attended?" The predictable response was a sheepish and defensive, "None. I'm not a manager yet," to which I'd respond, "Wouldn't you agree that the best time to prepare yourself for the next step up is before you're in that position? After all, I don't want you to play a costly game of 'amateur hour' with our people. Learn about management before you're a manager. And while you're at it, show me that you can manage your own time, your own emotions, character choices, and discipline *now*, in the position you're currently in. Because if you cannot manage yourself, how do you expect me to give you an opportunity to manage others?"



## **By THE BOOK Blessing**

**The first obligation of a leader is to grow. The process should start before you're in an official leadership position and continue for a lifetime once you're there.**

### **BY THE BOOK LESSON IN LEADERSHIP**

#### **DAVID LED BEFORE HE HAD A TITLE**

Historians estimate that David was a teenager when he fought Goliath. The Bible describes him as a "youth" when he decides to fight Goliath. He was willing to take action while King Saul and his professional soldiers quaked in their sandals as Goliath left his Philistine camp for 40 straight days to taunt the Israelis and challenge them to fight him. While others uttered excuses, David offered a solution. This is what leaders do. They begin thinking and acting like leaders before they're in a leadership position. And if they are already in a leadership position, they'll begin thinking and acting like the person would think and act who is in the next higher position to which they aspire.

If you want to own the company you work for, begin to think and act like an owner would think and act, even if you're currently sweeping floors and cleaning toilets. Allow me to relate a brief example of how this mindset works in the business arena.

While being given a tour of his operations by the CEO of a \$300,000,000 retail organization who had worked his way into ownership from the ground floor, I noticed that he'd



stop, stoop, and scoop up every piece of trash in his path. When he noticed my amusement with his meticulous housekeeping he explained, “Most people think that I pick up the trash on this property because I own the company. What they don’t realize is that I own the company because I’ve had a mindset from the day I started here that has never allowed me to walk past a piece of trash on this property without picking it up.”

In some regards, not much has changed since the time of David. The largest corporations in the world emulate the Israeli army and King Saul by recognizing that their version of Goliath is a problem but taking no action against it. A key aspect of leadership mandates that you move beyond problem-finding to solution-providing. In fact, a key difference between winners and whiners in any organization is that, although both groups point out problems and areas for improvement, the winners will also offer and implement remedies.

A second lesson we can learn from David’s emergence as a leader is that he faced Goliath with more than just a great attitude, by repeating affirmations, or the power of positive thinking. While all of these can add value, they are not a substitute for preparation and execution. Perhaps the most telling aspect of this well-known story is found in 1 Samuel 17:40, where THE BOOK reports that, before facing the giant, David stopped by a brook and chose five smooth stones for battle. He didn’t know if he’d need one or five; it was also rumored that Goliath had four brothers. Either way, he was ready! As a leader, you are expected to maintain a positive outlook and to maintain a healthy attitude. These are givens. A more relevant question becomes, “Do you have your five stones?” Have you prepared for the Goliath you’re facing in the marketplace? Are you merely a wishful thinker or have you earned the right to be legitimately

optimistic by building a foundation under your organization that guarantees success?

**By THE BOOK Blessing**

**The difference between optimism and wishful thinking is preparation! You must earn the right to be truly optimistic. A goal without a plan is mere hype.**

***Critical Success Factor #2: David Honored the Leader Above Him*** An important aspect of leadership is being able to lead up. This means that you add value to, positively influence, and publicly support your leader. Leading up also requires that you don't try to change your leader. Rather, help him or her shore up their weaknesses by assuming duties that make both you and your leader more valuable. Honoring the leader above you is easier when the leader is moral, decent, and competent. But what if he or she is selfish, insecure, and filled with character flaws? Learn from David and his relationship with Saul.

**By THE BOOK Blessing**

**Lead up well and you will move up fast.**

King Saul's disobedience had caused God to instruct the prophet Samuel to anoint David as the next king of Israel, even while Saul was still reigning! In fact, David wouldn't assume the role of king for an estimated 15 years after he