

Praise for *How to Run Your Business* by *THE BOOK*

“You don’t have to be religious to appreciate the valuable lessons for life and business found in the Bible. In his new book, my friend, Dave Anderson, has captured some of the most meaningful examples of this ancient wisdom and combined it with his twenty-first century perspectives to help you find success in the marketplace and in life.”

—*Jim Blasingame, small business expert, author, columnist, and
host of The Small Business Advocate® Show*

“Dave Anderson has done a magnificent job of creating and presenting high-impact business strategies based upon biblical principles! Applying this blueprint will quickly elevate your personal leadership and transform your organization’s results.”

—*Doug Carter, Senior Vice President, EQUIP*

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

*A Biblical Blueprint to
Bless Your Business*
Revised and Expanded

DAVE ANDERSON



WILEY

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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!*

Contents

<i>Foreword</i>	<i>ix</i>
<i>Preface</i>	<i>xiii</i>
<i>Acknowledgments</i>	<i>xix</i>
Introduction	1
1. A Six-Pack of Principles from a King and <i>the</i> King	7
2. Four Mandates to Maximize Your Time	33
3. How to Overcome the Number One Cause of Management Failure	55
4. Five Steps to Build a Rock Solid Character	79
5. The “High Five” Principles to Elevate Your People Skills	103
6. Four Keys to Create Life-Work Balance	127
7. How to Manage Your Money by THE BOOK	151
8. Four Steps to Build Your Team by THE BOOK	179
9. How to Lead Through Crisis	207
<i>Appendix: Quick Scriptural Reference Guide by THE BOOK</i>	<i>233</i>
<i>Notes</i>	<i>237</i>
<i>References</i>	<i>241</i>
<i>About the Author</i>	<i>245</i>
<i>Index</i>	<i>245</i>

Foreword

I've known Dave Anderson since 1998. I met him at the first Founder's Meeting in Atlanta for my nonprofit 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

FOREWORD

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 of this book.

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 in which you need to make changes 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 nonprofit 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 3'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

Foreword

quickly apply what you learn because biblically based leadership principles have the potential to dramatically transform your business and your life. 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

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. A biblically based foundation 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 best-selling 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* tackles these issues and more, 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, such as 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 décor. Even "religious" people who have attended church for decades remain woefully ignorant of what is in the Bible—except for 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 hear 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. 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 the evils of ego.

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 these flaws will build for you a credibility and competence that will ensure you become a leader who lasts over the long haul, not another one of the many talented people we see in life who self-destruct 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 provide strategies for addressing each area. This is the chapter you are most likely to reread 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 an open mind because THE BOOK's principles for money will take you farther, and faster than you could ever expect, from "becoming wise in your own eyes" concerning money.

CHAPTER 8: FOUR STEPS TO BUILD YOUR TEAM BY THE BOOK

Many books fizzle out by the final chapters, 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.

CHAPTER 9: HOW TO LEAD THROUGH CRISIS

This essential chapter is new to this revised and expanded edition of *How to Run Your Business by THE BOOK*. Every leader will be faced with crises

in their work and personal lives. This chapter will arm you with the specific and unique strategies required to continue to get results as you face a crisis. It includes four common temptations leaders fall prey to during a crisis that you must be aware of and overcome.

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.

VALUE-ADDED CHAPTER FEATURES

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.

Prior to each chapter summary, I've included a brief *Shine the Light* essay; these are unique to this revised and expanded edition of *How to Run Your Business by THE BOOK*. These deeper insights are based on the principle found in Psalms 19:8 ("*The commandment of the Lord is pure, enlightening the eyes*") and Psalms 119:130 ("*The entrance of Your words gives light; it gives understanding to the simple.*") Thus, *Shine the Light* is designed to help you go from merely knowing to truly understanding the strategies provided in each chapter, and how you can apply them to your life.

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

PREFACE

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 John Wiley & Sons: Your encouragement and responsiveness to the concept of *How to Run Your Business by THE BOOK* has been awesome! This is my tenth 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.

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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.

Introduction

Why do authors write books? In most cases, it's not for the money. In fact, most of the authors I know write books to help others make a difference in their lives. If the book is successful and leads to financial rewards, that's great; however, for most of us, making a difference is more important than making money.

I had written nine books prior to publishing *How to Run Your Business* by *THE BOOK: A Biblical Blueprint to Bless Your Business*. Over the years, I have been blessed by hundreds of kind e-mails and letters explaining to me the impact of the books I wrote on the lives and careers of readers. But no other work brought the volume and intensity of testimonies from readers as did *How to Run Your Business* by *THE BOOK*. The acclaim had nothing to do with my writing style or creativity. Rather, it was because the book was based on life-changing biblical principles that supersede the best of man's wisdom and best practices. In letter after letter, I witnessed the unmistakable potential God's power still has to change lives and businesses when people apply His principles. Take a look:

Hi Dave,

Management Consultant Michael Costantini and I have read dozens upon dozens of self improvement type

books. We both recently “actively” read *How to Run Your Business by THE BOOK*. We both read it slowly and purposefully, underscoring passages and writing notes in the margins. We don’t typically read books for the sake of reading them. Instead, we read books and put the best ideas, principles, skills, and character traits into action. We think of our business as our Dojo for honing our disciplines and the disciplines of our employees. Mike is very active in his small groups and church community. He was so impressed, he felt compelled to send out an e-mail to 100+ family, friends, and associates telling them about your book and including a link to your YouTube videos.

Our business, Equilibrium, was founded on the idea of finding “balance” in multiple areas—health, spiritual, family & friends, career, continuing education, personal finance, community service to others, and hobbies. People living in balance are happy people. Happy people are much more productive. We feel fortunate that our business (Equilibrium) is already doing many of the principles you articulated; however, *we found many new gems that we will incorporate into our business practices*. In January, Mike and I are actively revamping our “Professional Development Program.” We are excited to incorporate much of what we have recently learned from reading your book, and we feel really good that the principles stem from THE BOOK.

Perhaps someday we will meet face-to-face.

Thank you. God bless!

—Glen Hampton

President

Equilibrium IT Solutions, Inc.

Introduction

Dear Dave,

I'd like to personally thank you for responding to God's call by writing *How to Run Your Business by THE BOOK!* I have been in the wake of a spiritual and professional sea of mediocrity, and God chose your book (and His by way of yours) to speak directly to me. I'm sure you're overwhelmed with e-mails, but I'd like to explain:

I'm a 36-year-old software sales professional who was promoted in January of 2008 to run a team and carry a \$13M quota. After two years, I was demoted due to poor performance. Like you, I made many mistakes as a new and young manager, and unfortunately, my mistakes temporarily cost me a career progression that mapped to my "Divine calling." Your book is inspiring to me, as I've felt for my entire professional career that I've been called to run a business and then write a book on how to implement "Christ-centered" leadership tactics to the secular work environment. My calling was revealed in grad school when I wrote a paper on instituting biblically centered ethics in corporate America.

So many of your principles are ones that I have tried to deploy, but there were many "a-ha" moments that were revealed through you by our gracious Father. I won't detail all of them, but here are a few:

- *Pride is "my sin of choice" and 100% was the culprit to my core and failure . . . not happenstance, bad timing, or inability to execute on team changes that could have turned my territory around.*
- *Positioning, spinning, and the tweaking of a message is nothing short of . . . a lie. Anything else but truth will ruin my reputation!*
- *Our Savior was a time management czar . . . never analyzing His strategies of how He spent time with His own team . . . I spent too much time with the bottom attempting to normalize them!*

The single largest “a-ha” moment in this book was this: I now have a manual to which I can combine my passion for business *and* most importantly utilize for my daily quiet time (thank you for tethering scripture throughout your book). I became a Christian at 9, and like many mature Christians, have seen ups and downs over time in my spiritual walk. Over the past few years, I’ve been in a state of spiritual mediocrity, self-reliance, and self-focus . . . and have been awaiting and fearing a Divine shaking. As I sat on the plane while reading your book, it was clear . . . My God ran to me and chose not to chastise me, but love me!

Father, bless my brother Dave for following Your guidance and nudging when writing this book. He chose to use Your words, not his, which in turn will make this book perfect. Protect Dave and his family from the attacks of Satan and his army, and I beg that You would utilize the success of his book as a platform to glorify Jesus Christ.

Your Brother in Christ and “Hundred-Fold Reader,”
—Name withheld

Now tell me, how can you put a price on knowing that you were allowed to play the role of messenger to communicate God’s truths to these readers and help them change their outlooks and life?

Here’s another letter that demonstrates how the principles in *How to Run Your Business* by *THE BOOK* relate to both one’s personal life and career.

Hi Dave,

I hate you. Okay, just kidding. For the second time, I’m reading the chapter in the book on pride. I am the CEO of two organizations, and I have my own marketing business also. Where your book gently (and not so gently) stuck the knife in my heart, twisted it, and left me bleeding, was in my marriage of 24 years.

Introduction

I've been praying to God for insight into my part in what has become quite a boring, unromantic relationship. I am the source of our conflict (Oh, did I really write that?). Yep. Thank you for letting God use you to convict me.

—Name withheld

Like any book, sermon, or seminar, the strategies in *How to Run Your Business by THE BOOK* will only help you if you apply them. Simply knowing what to do is never enough, because life rewards action, not knowledge. Jesus made this clear in John 13:17 when He said: "*If you know these things, blessed are you if you do them.*" Thus, as you read each chapter and consider the points that will help you elevate your business and life, you're wise to remember that if nothing changes, then nothing changes. You'll need to take the first step, because you cannot attain greater levels of success by remaining passive and waiting for the things around you to change. Rather, you must change what's within you—your heart and mind—so that you can then change what's around you.

In the seventeenth chapter of Acts, opponents of Christianity—when complaining to their rulers about Christians who had come to their city—exclaimed, "*These who have turned the world upside down have come here too*" (Acts 17:6). The men and women being spoken of in this passage didn't turn the world upside down by defending or nurturing the status quo. Instead, they took action based on God's principles, leveraging Christ's light to dispel darkness in every corner of their known world. Learn from their example, and you'll be able to revolutionize your own world: at home, in your community, and within the walls of your organization.

