

## Simple rulership techniques

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*Don't be harping on the same string of what you lack;*

*The important thing is to find a right track;*

*Or a right bushman who trade & track;*

First, for you to understand the relevance of the techniques mentioned in this document, we need to understand what a boss (to a company - every group can be seen as a company, for profit in real money or fictional social confidence "money" - even cash donations to a group can be seen as confidence in representants of human dignity (and confidence that the donation will not go to harm society)) is and what a boss' main roles are.

A boss is,

- An accountable company internal and external work, tool, motivation, creativity, holding on to, testing and resources ("WoToMo CreHoTesRe") organizer for strategy, tactic and execution in broad and sometimes detailed strokes. The leadership productivity is measured by how well the "WoToMo CreHoTesRe" is organized and executed; however in essence the boss merely need to point to a trusted party that does all this and the rest of this text
- Accountable for delegating to and attracting competence under him/her and building profitable relationships with these; understanding which companions are critical
- A face outwards and emotional flagship inwards; a source of inspiration and incentive to work under, someone you can count on in challenging times, more or less
- A defender and follower of relevant written and implied company policy, walk the talk. Further a person who understands the unwritten laws and company politics
- An evaluator with reasonability and common sense, especially the only two aspects of a product (this can be a service or goods) pricing and qualities (qualities refers not only to service life, buy all qualities associated with the product that preferably has a customer meaningful advantageous usefulness and emotional attraction (such as coupled to brand name goodwill, company environmental and social policy)). Further, advantageous negotiations need this
- Accountable for relevant company information collecting, internally and externally
- Accountable for prioritizing (and especially understands which details are critical - "the straw that broke the back of the camel") and setting ambitious goals
- Accountable summing-up the moral of the stories
- An amplifier and repeater of prioritized messages
- A follower of relevant checklists for managers (important)
- A listener and handler to feedback
- A person who understands deserve, and gives credit to where credit shall be given (credits should be cold-hammered related to factual behaviour, the motivational structure should be without affectional or resentment bias; affections and negative personal chemistry betrays the cause), and fair blame to the right destination; this includes necessarily the boss - bonus for right practice and most importantly taxed by the company for malpractice (including wrongful inactivity)
- A person who specifically credits originators and finders of important and relevant

details

- A person who can deliver and attract good arguments
- A somewhat respected person, out of various degrees of affection and fear; respect is an efficient way of carrying out an organizational agenda. If there is only weak respect to the leadership, all seeming opinions and tastes diversify the needed direction into disorganization and opens up for a new more respected leadership. A person who defends (1) himself/herself from attacks and challenges of dignified intellectual and emotional territory of value for himself/herself (2) his close co-workers and (3) his company; to gain and hold respect
- A sales person

Beginning at the end,

### **A sales person**

- A salesperson techniques include

*(i)* finding specific detailed simple elegant arguments that parasitically tenders to the sales objects hopes and fears. You need to search and learn the market, and it helps if you are creative. Remember creativity always produces some weed, therefore you need to revise and weed out the weed from the creative work. Remember arguments and implied possibilities that are emotionally attractive have a high potential for demand.

*(ii)* Avoid just dumping information about an sales object itself, like a proud cat brings in his kill to his master; with the cat's idea look how skillful your cat have been.

*(iii)* Rather refer to people/companies/statistics who you've come across who value the sales object. You must find referers before you start your sales pitch. Sell the sizzle, not the steak. Sell the benefits as understood to your referrals, not the product.

*(iv)* Questions and objections are always specifically detailed; handle them with specific details that point out advantages and neutralize disadvantages, rephrase the sales objects' details in better looking terms; "its all in the view and you are alone with your view" - don't spell out that, just make it understood and implied from the details of the arguments.

*(v)* Understand the sales objects emotion; if friendly, say that implicitly, if scornful consider to attack with irony or humor with some details. Use a language that focuses on the prospect that make them feel special.

*(vi)* Understand customer needs, priorities and make the bottom line of the pitch address those needs or priorities. Sometimes a product sells itself with word of mouth if customer needs and priorities matches that of the product provided that the prospects don't feel fooled by the purchase, e.g. expectations contra price; word of mouth marketing speed is proportional to the "bang for the buck" (further, if your

margin is high and you are assumed very profitable, you will attract competitors). If you build a platform in the sea where seals swim, they will start to use the platform.

**(vii)** For the closing, don't stress or rush your sales object for a friendly long term relationship. Do just this for a short term sale where you don't care of opinions after deal. Most people do not want to be regarded as a burden; if you imply that the prospect is annoying you with their hesitation, or taking up expensive sales time, or make them motivated to be polite and kind and thus accept the deal since you have invested time and effort with interest in them and the acceptance balances this (if I scratch your back by taking the time to inform you and making you feel good, you in fairness scratch my back by buying), they could close just to preserve the image that one is not a burden, non-conflict, friendly and flexible. A direct statement, a "take it or leave it" deal (limited in time), time driven statements (prices go up tomorrow, stocks are low - tomorrow there may be no products, these qualities are unique, people are rushing to get them - "early bird gets the worm"), trial offer (test the product at no risk) are standard closing techniques with the purpose of removing hesitation and enticing a handshake - a yes. Also consider the staircase method - affirm in small steps.

**(viii)** Know the product and market.

**(ix)** Follow up on your promises, if you can't have a credible explanation rather than excuse.

**(x)** Sell to less important first, build experience and arguments; if you fail you learn something, if you succeed you can use it as a referral to more important sales objects.

**(xi)** Remember, how easy it is to sell is not only on you - if customers get 20 calls a day from sales persons they are going to be very restrictive. Further if you have a questionable product with weak customer usability arguments, its going to be tough to sell.

**(xii)** Stress that you have a lot of alternatives to sell to that will compete with the sales object (in sales volume, satisfaction, ease - commercial customers) (happiness and well being - consumer)

**(xiii)** Show an interest

**(xiv)** Show a generous side (implies to the sales object that there will be less problems relationary in future)

**(xv)** Show an attractive personality side

**(xvi)** Trust comes from testing you and that you deliver and do not betray - offer samples for free test or offer rent of product with short initial binding and low cost or refer to test and referrals.

(xvii) If you ask for something, make sure you have a positive side effect - "Can I ask others to phone you and ask how I deliver - maybe you will find a friend in the same trade!"

(xviii) Sell a tent for protection, sell a mountain for picture identification for viewing alone or for others to see - tents and cheap mountains are made of poles and attached canvas.

**A somewhat respected person, out of various degrees of affection and fear; respect is an efficient way of carrying out an organizational agenda. If there is only weak respect to the leadership, all seeming opinions and tastes diversify the needed direction into disorganization and opens up for a new more respected leadership. A person who defends (1) himself/herself from attacks and challenges of dignified intellectual and emotional territory of value for himself/herself (2) his close co-workers and (3) his company; to gain and hold respect**

- Respect. Perceived unfairness and resulting unpredictability of executing conditional proportional rewards and punishments according to a subordinates' model of reality results in losing respect of the subordinates. Most normal people prioritize themselves and their friends and family; if they cannot figure out how to behave, in other words emotionally or intellectually predict a behaviour in order to for mentioned persons to survive or benefit, what's the point of respecting the current leadership? It's better to be disloyal, protest or revolt.

Predictability is thus a basic requirement, the other is common basic interests. If you have these two, then you have the foundation for fundamental respect. Of course personal emotional aura of emotionally transmitted respect helps (steady confident voice, absence of nervousness, body gestures) - "natural leaders" have this; they get chosen by default emotionally; but these leaders are not guaranteed to be good leaders.

For there to be predictability, and giving subordinates a chance to adapt, there needs to be accountability, and for this to be in effect you need some transparency to at least identify perpetrators.

For there to be common interests, and trusted such, you can allow all common (including yourself) to have a "hook" handy on everyone common, so that blatant out of line behavior in terms of common interest can be stopped by pulling out the person with the "hook". In order for this "hook" mechanism to be effective, you need to limit the common interests to a bare minimum, since there is always a diverse fauna of seeming opinions and tastes in all groups and you need, for predictability reasons, limit the usage of the "hook" only on significant occasions.

Of course, "Management by fear" is a well known method. Respect out of punishment and destructive methods is also a way to get respect.

## **A person who can deliver and attract good arguments**

- Make and attract good arguments. Arguments can be based on generalizations or details. For a manager, the availability of arguments and weighing these is essential, since we base our decisions on the set of arguments available and the weight of each relative to others. Go through checklists to generate arguments. Credit those who contribute with good arguments.

A way of cheating when it comes to factual arguments, is to use the ad hominem technique. You criticize an opinion by identifying the opinion with your opponent, and then you criticize the opponent personally. Ad hominem techniques include showing double standards, that the person does not “walk the talk”, another is identifying the person to a group with stigmatized characteristics, another to question the general moral, another to make the person look stupid or ridiculous, another to imply that the person is socially incompetent, boring, unreliable, disgusting or simply not one of us.

Ad hominem works very well and is one of the oldest and well used debate techniques probably since language was invented. Consider the following, “You are alone with that opinion.” “All the people except you think this.” “You do not understand this.” “You are such an egocentric person that always think you are right.”

Exaggerations are common in debates. Often it is difficult to combat an exaggerations because criticizing the exaggeration as such makes you appear to be opposed to “the right thing to believe.” (which makes it a safe exaggeration) For example, “All Africans are much more social than any European.” To criticize this exaggeration might make you a racist. One technique is to exaggerate back with the intention to show it was an exaggeration. “Yes absolutely, and further, the poorest African have much higher income than the richest European.” If they criticize this as unfactual, you can say “Oh you must be very smart, do you actually think that people can lie with exaggerations?”

Another technique to counter exaggeration is to go at the other opposite, and hope to get a debate about facts. If someone says “All the people are in this movement.”, you say “Less than 1% are in that movement.”

Another deceitful technique to win the debate is to mark words, e.g. making an argument that the words used are inappropriate even though they are appropriate. Divide the audience’s judgement by using confusion often with emotional emphasis. This is really a very useful technique since most people judge other people’s emotional reactions rather than listening and understanding the significance of the words. If you can transmit the message that the opponent is emotionally confused, inappropriate or simply rude, this usually has more bearing than the actual words used. Win the debate by emotional default.

Another way to win the debate is by first programming words prior to the debate. These words can signify fearful things. They can be the ones not subject to this

programming be normal non-controversial words. But by the ones that associate the words with terror and fear, they cause an emotional reaction. This way you can win the debate with fearful respect alone, regardless of what is said (except the placement of the marking words somewhere into the debate). Win the debate by word programming (from the movie "A clockwork orange" - the movie was all about an idea to associate concepts with emotional terror to cause change in behaviour, and words are concepts).

To meet others opposing arguments; 3D - Distance, Dissect, Difference, or Distance yourself from their argument, coldly dissect it into parts and find the differences from yours. With each part continue with this until you have basic differences to your standpoint. What, Where, Why, When, How can be asked on technical issues, motivational structures, rights, choices of people.

If you know you are going to have a debate, do the homework on your opponents. That is to say, do research prior to the debate, so that you know something about them, who they are, what they have said, what associations they have (with other people, ideas, companies, art, culture, what they own (material and immaterial things, money)). This has the additional effect of showing that you are not lazy, well organized to follow basic obvious rules of preparation and interested in other people - your debate opponents, which is always good.

Most debates are infact budget related. You can hear people say we need to spend money on this and that. What they often forget is that this is a budget issue. This always mean that we have to spend less money on something else if the the total revenue does not increase (in government this means increasing taxes or borrowing money - the future generations have to pay for us). Always bring up the issue of competing interests for resources. E.g. in a government debate on a competing issue, "Do you really want to make life harsh for the elderly, the ones needing hospital care, the children in school, infrastructure (roads, railways, ports, airports, water treatment) for all of us, law enforcement system, police and military?" Remember that increasing taxes spent unproductively makes your countries' companies less competitive (which in the long term means less tax base to tax), e.g. for every hired personel making products, they have to support the cost of 3 others - making prices for the products less competitive in the international market place. You can see a excessive suing culture as a tax - the lawyers take their share of the economy through courts (which is a government sanctioned institution) - your company has to support a lot of well paid lawyers directly or indirectly through insurances, making your products' prices higher.

In challenging times, go for the win, the pole position in the Formula 1 race.

**A person who specifically credits originators and finders of important and relevant details**

- The availability of significant and relevant details is critical in a competitive market. External and internal motivation to contribute with essential details is linked with how this contribution is credited.

**A person who understands deserve, and gives credit to where credit shall be given (credits should be cold-hammered related to factual behaviour, the motivational structure should be without affectional or resentment bias; affections and negative personal chemistry betrays the cause), and fair blame to the right destination; this includes necessarily the boss - bonus for right practice and most importantly taxed by the company for malpractice (including wrongful inactivity)**

- Credits. Try to be consequent in your crediting more or less, since discord among those forgotten will be caused out of jealousy of those who was credited (this discord can spread and affect the general motivational structure to contribute with value).

Beware of overly crediting compliments and “arse-licking” (and even to some degree respect). These usually go with the winds, they are a usually a result of the winds, not you. They can therefore blow away quickly. Further with this type of crediting you risk fertilize your own vanity (which risk betray yourself). Still further, with this, you build a motivational structure that tend to motivate not real work, but cheap words and gestures, and this weakens your position since the substance is not there in the same way. The respect, compliments and “arse-licking” will tend to be there (if local culture recognizes you as worthy for these) even without credits; as they are motivated by the winds of what is “fit” (motivated by a personal gain by crowd recognition and acceptance) or possibly a separate personal gain.

Hard contributions to the cause should, on the other hand, be remembered to be credited, since this helps the cause.

There are different aspects of deserve. On the one hand (the leftist sentiment), merely because of power (e.g. political or economic) leverage, why should some be more or less forced to work their asses off to serve another lobster to those who really do not contribute in real terms to this society. You may feel less inclined to contribute with personal work to wealth increases or status of already relatively wealthy. Is there inspiration, sympathy and motivation to see hard working poor to rise? Is there a kick in seeing a high standing fall?

On the other hand (the rightist sentiment), responsible honest contributing hard work should pay; those who take a free ride off the distributive system do not deserve this. You may feel less inclined to contribute with personal work if surroundings do not contribute in real terms. Is there inspiration, sympathy and motivation to see a (economic) deserving success story? Is there a kick in “look at those, there are those who have it worse then me”?

Both these aspects have in common that there should be deserving consequences to follow or not the agreed law. Both also have a deserve feeling for following up on fair

agreements.

Finally in this section, trick questions.

If you tell a person to do a thing, and this person does this, would you credit this person? If another person says to others, "He/she says this talk, you should follow." and "He/she" is referring to you, and "this talk" is mostly wrong, would you credit this another person and the followers? Would you credit someone who in reality highly concentrates power (and this power would most likely be outside of your realm) in the fraudulent name of (the popular) power to all (fraudulent since equal power to all is impossible with any emotional, intellectual or material motivational structure since consequent reward and punishment (which drives motivation through expectation) requires differentiation) or in the name of (also popular) free rules?

### **A listener and handler to feedback**

- Feedback helps prevent you from working in an "ivory tower", helping you to fight illusions and keep the feet on the ground. You cannot count on automatic feedback, unless you have set up a motivational structure to feed you with feedback. Feedback also usually need a filtering system to sieve through only the relevant feedback.

### **A follower of relevant checklists for managers (important)**

- Checklists - make an own written pithy checklist based on the following and your own customized points,

*(i)* There are basically 6 ways to make money. 1. Doing concrete work and selling the marketed work. 2. Making money on money. 3. Charity. 4. Fooling people that is not criminal. 5. Criminal behaviour 6. Legal taxes and tolls from threat of punishment force. (1) is the most important - this gives money its value, the other five together on their own would not give money any real value. If you can't buy concrete stuff like food for your money, what good is money then? The success or failure of all six items can be summed by one sentence. Managing the inflow and outflow of resources. For example, a farmer manages the inflow of own available work time (a resource), by keeping healthy and making sure there are enough time spots for work. He or she manages the outflow of work time by choosing to work on only enough productive tasks. He or she further manages the labour force by paying salary (a resource) to workers (a resource) that he or she thinks are worth the money (evaluating workers effort is part of managing resources). Central to managing resources is information. To gather relevant information and transmitting information (e.g. instructions).

You can see the market as a resource. Don't forget to manage the market. Further, whatever makes an absence of bad things (can be seen as negative assets) from happening is a resource. Managing security is thus managing resources.

Central to managing resources is one concept that always is helpful. COP. This stands for Chance-Odds-Product/Path. Given a time bounded activity to manage,



how much will it return as a proportion of invested resource? This is the odds. If it will return double as much the odds are 2. Then the next question appears. What are the chance that these odds are true. This is the chance. 0-100% or 0 to 1. Then multiply these two values to get the COP. E.g. if the odds are 2 and chance 95%, then  $2 \times 0.95 = 1.9$ . This is a worthwhile investment since the COP is above 1.

Even if you manage resources by gut feeling, it can help to get measurable quantities. Keep them secret from (potential) competitors. This quantification is what COP will do for you.

Does the existing chopped up isolated existing activity with given internal predicted cost-revenue interface (for a business divided in separate business sections) or given investment proposal have a chance-odds-product or chance-odds-path (COP) greater than 1 (plus safe interest rate) at given path with given activity revenue-cost structure or proposal investment-return, respectively, all at a given future time position. Odds is future payback scale as revenue divided by cost for future time period of business unit or return divided by investment for investment proposal. Chance is a measure between 0 and 1 of the chance that the odds will fall in. The cost of COP evaluation (there is always a certain cost in evaluating things) should be in par with the revenue (in separate business unit) or investment (into proposal) volume scale in actual currency.

While a general sound investment is where COP is greater than 1, there exist special cases where actions whose COP is less than one can be the one you are forced to take in the short term. An example of this is a farmer planting crop where the farmer knows the harvest is going to be less than what was sown! The reason a farmer could do this is that the other numbered limited options are worse, such as the seeds will rot away if not planted. Remember that this is special cases where the options are limited for the time being; this is not a long term strategy that will work since in the long term all resources will diminish to zero given enough time when a repeated strategy of COP less than one is applied. The general advice is thus, keep looking for better options if best COP option is less than one, since this is generally a non-satisfactory option, however if you're forced, then you're forced to take the highest COP available (even if less than one) in the short term.

We all know that COPs are basically good (COPs that are corrupted, i.e. not doing their duty of good service to the investor, are exempt), its a measure of how much gain an investment will yield, with its probability of being true is factored in. But you need to consider CCCP - Chance Catastrophe Condition Product, with Catastrophe Condition a positive measure of the magnitude of the catastrophe condition. This is really difficult to compute absolute, therefore you need to consider all relative changes of this product, such as when one factor is constant and another changes or both change in the same direction. When CCCP rises drastically, you need to be careful. Just remember, there are people out there who are powerfully motivated by a strike back, CCCP rises dramatically if new information reveals accessible closeness to these and that they have access to powerful sensitive destructive instruments -

inferiority is a powerful feeling and access to these instruments can emotionally balance this felt inferiority (watch the movie "Elephant"). As always, all are driven by an urge to personally matter; the ever-green question is if you want to matter in a destructive or constructive way, negative or positive; in power concentrating ideologies this is a very important issue, since if the top gets bored with contributing positively, what remains? Disaster for the rest. To save money is to earn money. To hinder a negative action is to make and earn a positive contribution. To make this less dramatic (catastrophe sound dramatic, but there can be a lesser catastrophe), lets take a common task. The boss tells you to store documents in the safe. Now new information you've discovered reveals that this safe is not safe. Thus CCCP has risen dramatically, since the chance of the same lesser catastrophe (losing the documents) has risen dramatically, while the catastrophe magnitude has been constant. You should consider hiding the documents in your home, or carry them with you until the problem is solved. You should not store the documents in the safe. Notice the feelings of loyalty to orders (with a notion, its his fault if the documents get stolen since he gave the order), "a safe is a safe" common notion plus the lazy careless "We'll hope for the best", will work against your logic; its emotions (of fixated attraction to some notion) against logic.

The greater the investment or revenue the more solidified should the COP be (meaning high chance of predicted chance of odds and odds itself), and lower COP numbers can be accepted. For example, money at a savings account or usually the real estate sector has low but solid COPs

Remember that a great COP will attract external capital; multiplying the initial internal investment further, take this into account when calculating odds of initial investment.

FYI odds is the number of times invested resource you are guaranteed to get, e.g. odds 2 and invested capital 100 crownes will guaranteed get you 200 crownes; chance is the percentage divided by 100 that the odds will be expected to pay out, e.g. chance 0.5 is 50% chance that the odds are true, and chance is the product of the chance the COP prediction itself is true multiplied by the original chance that the odds falling out. In original roulette betting on one number, the chance of the COP prediction is close to 100%, while the original chance that the odds will fall out is 1/37, the odds is 36 and the solid COP is rounded 0.973.

One practical way of getting a useful COP value of some path is to draw a curve. First you decide on a prediction probability, e.g. 0.9 (90% confidence) On the x-axis you have linear COP values, on the y-axis you have a weight attached to each COP value. Then you can begin by drawing a normal curve (a so called bell-curve) with cut off left and right ends whose area covers 90% of all COP cases, representing 90% confidence. Then you adjust the curve of what you think is the most appropriate, giving motivations to the shape, while still keeping the area the same. Then you find the centre of weight of the curve to get to a specific COP value and multiply that by 0.9 to arrive at a specific COP value for given path. To find out centre of weight, practically, have a finite number of spikes whose total weight is 1, multiply each spike

weight with the corresponding COP value and sum all COP spikes. For example, if you have a spike at COP 0.1 and a spike at COP 10 both equal in weight with 100% confidence, then the centre of weight is COP 5.05,  $(0.5 \cdot 0.1 + 0.5 \cdot 10)$  (which is right, invest 100 get 10 then invest 100 get 1000 (in far enough long term repetitions COP values gives this return), the average return is 505 for an investment of 100).

Naturally you can make a quick estimate of COP by considering profit per product unit and multiply by estimated sold quantity and then estimating investment to get into production. Chance you can estimate by gut feeling of how well the details of the product tenders to demand.

Of course you could continue with the chance of the prediction of the prediction of the prediction and so on, but in reality we have to limit ourselves. The great thing of (modern law) shareholding corporations is that COP has a minimum of zero; otherwise imagine an incompetent or crooked boss in collusion with other crooked suppliers and contractors indebting the company hugely, then the owners become debtors and could have to pay much more than they have invested - the COP could be negative. Watch out for negative COPs.

**(ii)** Optimize activity or proposal by finding the path of highest COP by for example searching for path details which takes chance closer to 1 and at the same time keeps odds payout factor (the major analysis relies on making certain goals or assumptions and then identifying risk factors (e.g. "Will the newspapers write about my product or not, how many readers or not?" and "Will I reach the sales target after investing, how disappointment likely") and risk protection factors (e.g. "Can I get a promises from the newspapers to print an article about my product before I invest, how many and how reliable are the promises" and "Can I get confirmed orders before I invest, how reliable orders?" and doing a market survey is a risk protection factor since it increases the chance of the predicted chance of odds), both qualitatively and quantitatively).

Raise chance keeping odds or raise odds while keeping chance at same level.

E.g chance raising while keeping odds is

**(a)** look at competitors and see if they are profitable, know your market first with explicit budgets, then if you engage, copy successful given odds delivering recipes. (this increases chance by following safe known profitable execution paths; all obstacles are mostly known how to neutralize along the path in the market jungle)

**(b)** more or less sell and get contracts (sooner or later you'll have to do this anyway) before you invest full in making the sellable object (this increases chance by securing sales first, of course usually you need something (demo, IP-rights) to demonstrate to be able to win contracts), or

**(c)** make in the small first and test the market for profitable demand, then extrapolate. (chance in this case is really the product of the chance of the COP prediction itself

and the chance of the odds at given path; this reduces risk by information gathering and increases the chance of the revised COP prediction itself; the motivation to invest in a test case is that of discovering and securing a real gold nugget revised COP on a larger investment scale; the small scale test case odds should reflect the potential return factor on this larger scalable case)

E.g. odds raising at given chance

**(a)** reduce running costs while keeping quality of service

**(b)** make personnel more productive

**(c)** let personnel find, generate, test and evaluate suggestions (suggestion box - kaizen) of COPs greater than 1 with the right motivational structure.

Be aware that there will always be people who claim a “safe” return on investment at much higher than interest rate. If this was true, then all capital would rush to that investment and exploit the return rate and stocks for that opportunity would rise until return rate is normal interest rate anyway.

[The following points are included implicitly in **(i)** and **(ii)**, but are stated in detail separately explicitly here for clarity and importance. In turn, the points following **(iii)** and **(iv)** can be derived from them]

**(iii)** Can we save money at given or better service or goods? Can we make material, immaterial tools for the purpose? Can we educate ourselves for the purpose? Can we engage external competence or hire competence for the purpose?

Competences can differ more than a hundredfold in productivity but pay doesn't usually differ a hundredfold; right selection techniques is vital.

Already engaged competences can increase more than a hundredfold in productivity with time simply due to motivation.

Before you sack an underperformer, make sure this action is not detrimental to the motivational structure of the top performers; the underperformer may be liked and top performers can like to support a good living standard for the underperformer by top performing for the company for various reasons (like a cosy social climate rather than a cold harsh arse-licking one). Don't forget to make a budget.

A healthy model in finding out where cuts can be made is zero base budgeting. Imagine you were to start a new business from zero based on the experience on the existing. What would be absolutely necessary, what would be superfluous.

Do we have an efficient paths suggestion and generation (that in turn are candidates for refinement and evolution) for this? For you to have a COP to estimate, raw

material is a path in the very first place with accompanying chance and odds. E.g. The path is “We can save €0.1 on each apple we purchase if change to this new supplier, we can keep the sales price, and we sell 100,000 apples a year” The chance is that the supplier can deliver 100,000 @ €0.1 less is estimated to 95%, we have to invest €1000 of our time for this to run smoothly right to the sell as normal, thus the odds are €10,000 / €1000 = 10, therefore for a time period of one year chance is 0.95, odds 10 and COP 9.5, a clear winner in the estimate of the path to save money.

Path generation can be parabled with brewing beer. (1) First you have the raw materials. (2) Then you germinate and dry them to make malt (3) Then you mix with water and heat until the starches are converted to sugars (4) Then you sanitize and flavor, boiling with hops (5) Then you ferment (6) Then you clarify and store (7) Bottle. (1) Foundational leverage arguments (material of data, facts, details, knowledge, process, constituents, connections) (2) Grow the arguments from the foundation and capture the essentials (3) Convert the arguments to more digestible - easy to understand (4) Find problems and resolve them, flavor with emotional parallels (5) Make the arguments stronger (6) Clarify the brew of strong arguments, emotional parallels, and substance, with examples and pedagogy (7) Deliver as a tasteful package.

**(iv)** Can we increase quality value (service life, customer usability, goodwill characteristics) of service and goods and corresponding prices or volume increase profitable? The following is a repeat from above since it is very central to both shaving costs and growing revenue (with constant or less growing cost profile). Can we make material, immaterial tools for the purpose? Can we educate ourselves for the purpose? Can we engage external competence or hire competence for the purpose?

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Do we have an efficient paths suggestion and generation (that in turn are candidates for refinement and evolution) for this? For you to have a COP to estimate, raw material is a path in the very first place with accompanying chance and odds. E.g. at the roulette table, the path is “bet €10 on number 7”, chance of odds following out is 1/37 and odds are 36, and thus COP for this suggested path is rounded 0.973, therefore a discarded path (in the long run).

See path generation above (iii).

(v) Can we create a better motivational structure? One of the easiest is to decentralize the organization into small accountable “small businesses” where each employee feels their extra effort correlates strongly enough with reward (and don’t forget to tax harm) and pays off economically and socially (make sure the team socially likes and respect each other truly to a certain acceptable degree; one arsehole can poison the whole motivational atmosphere of a revenue entity - why should I work my ass off to support his or hers income?).

However, the separate parts should not be too separate and each reinventing the wheel over and over again and losing productivity due to devoid of them cheap common resources (competence, tools, information, capital, recognized and trusted brands in the market, sales force and network, marketing, tested and working production network, IP, juridical expertise and scare factor to competitors considering IP infringement) within the conglomerate; synergy with cooperative and sharing of resources is a strong productivity factor; this is a strong competitive advantage of a decentralized cooperative conglomerate of small businesses.

For this to work you need internal pricing between revenue entities, and for this to work efficiently and fairly with the right motivation for efficient productivity you need to set up a regulated market economy.

A regulated market economy’s main function is to produce goods and services at the rightly set prices (or simply one can say that the main function of the market economy is to set prices); a market price is set by meeting demand and supply curves on a price (y-axis) versus quantity (x-axis) chart but there are flexible demand curves and two supply curves - one for buyers’ market - the traditional supply curve is “If this firm is *faced with* this potential price, how much output will it be able to and willing to sell?”; the typical supply curve drawn in text books show a positive derivative (slope). This means more expensive unit production costs the more the quantity. This assumes you don’t get lower marginal costs as you increase production, which is not really the case in an industrialized production environment, unless you have manual labour in a labour market that is short on labour for that product; raising hourly wages for larger quantities, or for example shortage of land producing food and more intensive land usage raises costs.

I would rather change that to “at a given quantity of sales, what highest price can we offer to win the target quantity (considering competition making a flexible price ceiling, under the condition that the price makes the sale profitable)” - this curve has the same general slope as demand curve (negative derivative), the bigger the quantity the lower the prices, as demand increases the prices may actually drop, however the turnover and profits go up as quantity always increases, but if manufacturers keep supply constant (and thus probably total turnover lower), the prices goes of course up.

For supply curve of sellers' market (where the seller can more freely draw up their own supply curve, and thus with buyer need desperation, with time, raise demand prices curve, to maximize profit - by artificially lowering quantity supply, the price follows up on the demand curve with time, and this pulls the whole demand curve upwards, with time, like with a rubber band, because of need desperation with time and buyer competition for resources - another way to look at the demand curve is to the settled curve after some time, then you will have a sharp negative derivative just to the left of the quantity point of total need (assuming a large middle class - the curve depends on income/wealth distribution) and the curve will flatten out abruptly at the need point where to the right of this there is only "want extra" and then tend to zero price at higher quantities) - and the price between the two supply curves for a fixed volume can differ significantly with significantly different profit margins - buyers' market tend for zero profit and sellers' market tend to maximize profit on demand curve alone.

It's healthy to look at commodity and stock market exchange systems. The sellers want as high price as possible, and the seller that logs the lowest price sales order sets the said price ceiling (ceiling that I mentioned earlier two paragraphs above). The buyers want as low prices as possible and need not meet with the sales order (no trades). The buy orders with the highest price sets the floor - this is the demand curve aspect in practice.

However, usually they do meet by either a seller capturing a buy order or a buyer capturing a sell order. If there is a shortage of (if you want, fixed product quantity size) sales orders (in relation to product sale quantity, of course) compared to buy orders, the prices go up with time, because basically all the lowest price sales orders will be captured by buyers, and the higher price sales orders will remain and then the next new sales orders will be placed at a higher price since sellers want as high price as possible and notice that they can get their orders captured at a higher price (e.g. imagine the average strategy for new sales orders by putting the price at equal to the current lowest existing sales order, this level has just been raised because of the captures), and vice versa (for buy order shortage).

Therefore, if there is an artificially created shortage of products (in reality the potential supply to the market is larger), the prices go up with time. This the sellers know, and is the rubber band tactic used in a sellers market.

If there is a surplus of products, and therefore sales orders, and the prices go down until there is a balance of enough sellers who exit the market because they see no profitability in producing the product, making the number of sales order equal buy orders (fix sized product quantity to each order). This is the buyers' market.

If both buyers and sellers in an instant believe that the price is significantly higher or lower, the price jumps up or down quickly, respectively.

For the profit maximization in sellers' market there is compared to buyers' market

less focus on production cost, and more focus on what customers are (at a given product sales volume) willing/able/forced to pay, - corresponding significantly to the need (can be huge prices, people are forced to pay - to avoid among other things starvation) or wish to have (can be rather low depending on other demands in the customer budget).

Right prices are always buyers' market - tendency for zero profit and thus efficiency productivity forces are a real factor for the producers - the main focus is on production and product quality and cost because of the competition - this is gaining everyone in the long term; in the interest of the welfare in the society, as Adam Smith noted in "Wealth of Nations" - the main conclusion is that (given the right economic framework - criminal law and other regulations - if you do not understand this, look at current and historical wars all over the world and imagine if there was a unregulated free market of all kinds of weapons) individuals' total egoistic actions lead to the betterment of all in society.

I.e. self-interest is not really a bad thing - remember in selfishness there is an interest to be considerate in relation to follow and comply with written and unwritten laws in social circumstances, since usually the consequences of breaking these laws are detrimental to the wellbeing of the non-complier; this depends ultimately on that you can identify individuals in their actions.

In political debates, altruism is often used as a bat, to hit political enemies. There is always (hidden or not) the self interest of gaining social status and power and then exercising it, since this is exciting. Of course among normal people, there is a deep emotional foundation of the common dignity of us, by just being a conscious animal. If you regard the value of humanity and its representatives as low, it comes back to your own self-esteem since you are part of humanity.

If you are an apple and you speak of apples in general as bad tasting, the market price for apples falls, and with this your own value, as demand for apples falls; of course, some specific exceptional samples of really bad tasting individual apples reduces market price of apples in general.

But for buyers market to be realized you need competition, this is self evident if you analyze the difference between buyer's (free competition sets prices according to production cost) and seller's market (monopoly or oligopoly sets prices according to demand and maximizing profit from this - need not correspond to real production costs at all).

For competition to exist you need redundancy; thus the conglomerate need redundancy of producers producing the same product or service. This redundancy is necessary (though at first glance it may seem as wasteful) and in the interest of the conglomerate since it sets the internal prices rightly and motivates all within for an evolving efficient productive better production, further redundancy is central to failure risk reduction (e.g. RAID disk drive system and many other technical systems where



failure is costly).

Motivational structure boils down to two words, respect and expectation. Expectation, if you like, is the arrow to the goal, and respect is the emotional weight the put legs on that arrow, enabling you to reach the goal. You have to have respect to at least the conditions that lead to the expectation. Expectation is the map of the path, and respect is the movement along that path, remember the movement is a result of a pull towards of what you revere, and a push away from what you dislike - respect has two faces. Therefore, to avoid procrastination and get to real work, start disliking a lazy-asking-always-for-help attitude and start revere a hard-work-agile-able-firmness-hardship-overcoming attitude. If sound punishment (e.g. subject of anger, bad vibes/atmosphere, humiliation, rejection, economical) and reward (e.g. emotionally or intellectually giving positive energy, acceptance, economical) is applied by leadership, and leadership has basic common interests as its subordinates, leadership earns respect (or loses from failure, degradation or corruption of what is expected, especially related to sound judgement - same with products, customer loses respect to product out of failure, degradation or corruption compared to expectations) through expectations.

In short, the motivational structure depends on a production of a diversity of test cases, testing them, assessing them and discrimination of these. It is ultimately the communicated discrimination that affects expectation. The leftist political view of equality is a counterforce of this motivational structure. To say that all behaviour is equally good, to say that all products are equally good is to say that all should be equally rewarded, emotionally, intellectually or materially. Do you think evolution would work if all produced mutations were equally rewarded with offspring? Would you say evolution is in general a value increasing concept?

Remember, the motivational structure is a multi variable structure. E.g. personal monetary gain is one variable, another might be to set a company goal of increased profit and set out that 50% of the increase in profit goes to donating to humanitarian, wildlife, ecological causes, where the personnel feel motivated to work hard for the benefit of others, i.e. they feel useful, to make a difference in the world, which is the personal emotional gain.

There is a secret. One thing leads to another. Once you have a goal (the top of the staircase) take steps regularly on this staircase. Do work in steps to establish a platform on which to build further work. You can see work results as concrete things you've purchased. The secret to be motivated to actually produce that step is to have a reward (or absence of punishment) - like an hour of R&R (Rest & Recuperation, a military term) after work (define tasks prior to work day if finished earlier more R&R) This works since productivity increases by double speed or more if the workers sees an early end if he or she works hard.

And you do not cut work time by half. If you have something concrete in the vicinity you automatically cause curiousness, exploration motivation and a motivational

structure to work beyond what you have. If you plan to refurbish your room with new wallpaper, just go out and buy the concrete wall paper, glue and all the tools; you'll see soon someone thinks its a waste just to lie there unused and the work will be done. The concrete stuff needs to have an attractiveness to it for the motivational structure to work; therefore plan and gather information on attractive concrete material or immaterial things. Then, just go get the stuff. It is difficult to procrastinate when you feel and imagine the power of the concrete. Just remember, one thing leads to another.

#### Checklist for work

- (i) Define tasks (in the morning or day(s) ahead)
- (ii) Monitor work & possibly adjust task load next day
- (iii) Evaluate & inspect tasks done and approve or deny R&R (snacks and thirst quenching on the house, sometimes with all workers) for worker

As always, if you create good rules, do not forget to make a system to enforce them and then put this system to action. A system of enforcement is based on informative 3R - Reminders, Retribution (for violating the respect of the rules) & Reimbursement.

One of the most profound distinctions made by Milton Friedman was to understand that a private enterprise market economy is mostly wrongly thought of a profit system. That is a misnomer. The private enterprise system is a profit and loss system. The loss part is even more important than the profit part. If a private enterprise is losing money, it needs to adjust, work harder or more efficient, productivity needs to be considered in the competitive market. This is a natural effect of private enterprise in buyers market. (non-monopoly - compare to monopoly, sellers market). People have an incentive to produce quality work. There is a sound natural motivational structure. Quality production just keeps going. In a government enterprise (or a monopoly private enterprise) this natural effect is not just there - if there is a loss, increase taxes or save money by producing less quality service to the taxpayers (the taxpayers lose in both cases, whereas if private enterprise in a competitive market the consumers would have gotten more for their money - more for their work input in the system). Journalists like to talk about financing reforms within the government system - this is a nicer way to say that we need to force taxpayers to pay more. You pay taxes because otherwise you go to jail. This is a very neat business idea.

The left is all about equalizing resources. If you can get a good standard of living by just accepting the right to a more or less equal share of the resources, what incentive is there to work hard? Equalizing resources has an inherent negative effect of motivational structure to produce quality on an individual and group level. You just get the same quality of living of a hard worker as by being lazy. To clarify, the paycheck you get for contributing works in two ways, motivationally. First it is a sign of weighted measurable appreciation, secondly you can buy wanted goods and services for the money which works as an indirect appreciation motivational structure to pursue happiness. The key is appreciation; you can do without money in a society (as was the case with primitive societies), but you cannot do without appreciation (at least you have to appreciate your own work to yourself) in a minimizing harm motivational

structure society (slavery is an example of motivation through avoiding personal harm). Whether we currently live in a minimizing harm society or not is up to debate; you certainly are supposed to get harm if you do harm, you also are supposed to get harm if you do not pay your legal share of the taxes. As always, it is all about proportions and balance to judge this. Of course, the opposite of appreciation - due guilt, shame, blame, object of anger and humiliation is a reality and sometimes motivated to form an appropriate motivational structure. Absence of this can be seen as a silent appreciation. If you get equal amounts of appreciation regardless of contribution, will that not have detrimental effects on motivation to contribute with quality? In other words, to say "I do not care for contributing, even though I am capable." should have a cost to it. Emotionally or materially.

However distribution of wealth and resources is needed if we want to avoid social unrest, and further distribution of resources leads to a higher sum of living standard of the population because of the fact of mass production - to produce another house cheaply and efficiently gives more benefit to the sum of individuals than servicing the rich sweeping pools (which lacks the mass production productivity gain). There is a solution. Rather than focusing on equalizing resources, we can give each and everyone an equalized opportunity to work and contribute quality and get compensated with an income accordingly, through the private enterprise market system. The government grants this equalized opportunity to all individuals, but uses the private enterprise market system to produce wanted demanded goods and services, and the individual sees its effort and smartness in the paycheck.

The extreme form of leftist view is communism or socialism. You may think that this takes away all the envy in society. This is wrong. The opposite is true, more envy occurs than in a government regulated tax collecting market economy. What happens in communism is that those with contacts and friends in the political power get much more benefits than the rest (who of course envy those with contacts and friends in political power). Better meat in the store. Better houses. Better cars. Better holidays. Better and more money spent on parties and celebrations. In a market economy, you can simply say "Fuck them!" and then try your own wings with a new business, or finding a mate that can give you a job. This cannot happen in communism. Simply because you cannot start your own business. And that mate that might give you a job in a market economy now has to be considerate of his or her reputation with those in political power. You simply cannot go your own way in communism. There is of course a gradual change to socialism depending on the highness of the tax rate. 100% tax is the same as communism and 0% tax is completely unregulated market economy. A compromise seems to be the best, since the extremes is communism or private monopolies with time, both of which is not desirable.

Then we have the sticky issue of relations. Relations can completely change the motivational structure game plan. There are basically two types of people, those that need to be instructed, and those who can run by themselves; if you don't instruct those that need this, someone else will (and can change the motivational structure for these) or possibly they will run loose and perform unsatisfactorily. You have to figure

out relation matters yourself, since giving advice on this falls back to the negative “he or she is calculating with emotions, manipulating etc.”. In short, math code is logic, relation code is emotional. Important is to understand co-core. There are two sides to the relation structure, just like a coin. The mariner says “The seas are all relations to sail on - the common wind matters”. Group pressure is a well established phenomena, that can apply when you’re only two. The automatic emotional urge to keep good relations must be fought if it conflicts with the checklists here, e.g. follow the local laws. In the very situation, think that you will make up with positive generosity in the long run to the negative temporary dip in the relation if you hold on to the checklist in conflict with the interests of an outer person or persons in a relation. Some go risky and trick with truth, some go safe and stick to the truth.

**(vi)** What in our business is good; keep and affirm that and fight change heads and fashion wind checkers-followers.

The goal of any sustainable business is to establish a cash cow. This can be a product or a business model, allowing you with the ease of milking a cow to have relatively safe yearly earnings. Once established, this brings a confidence and backbone to the company; it gives more freedom to take risks (but with high COP) with new products or business models while keeping the old cash cow, of course, within the budget of the cash cow. Do the work of analyzing why you have a cash cow, or why competitors have a cash cow. Those analyzed results, if correct, can be used to affirm what’s right in your company. These taken risks can then in turn turn into a new additional cash cow. Naturally you do not slaughter your cash cow by changing the product or business model in a jeopardizing way.

The same with other aspects, e.g. if you have established a social cash cow, meaning that people are happy with their work and are motivated to contribute well to the company, be careful when changes are suggested.

If you have established a supplier network that works smoothly and profitable, that can be seen as a supplier cash cow.

To your customers you are the supplier. The conservative notion works for them too, if they are happy, they stick to a successful recipe and stay customers to you. Your brand is an part of an emotional customer package of being conservative and stick to you as a customer. Further, happy customers tend to spread, people twitter like happy birds when they’re content, since they want to credit and identify with quality and bang for the buck suppliers. Therefore, to tender to customer relations, once built up, is a very cost effective marketing strategy compared to active advertisements which can be very expensive, both in terms of keeping them and getting new customers. Tendering include product quality at an acceptable price, keeping expectations in delivering such as right product at right quantity at before told delivery (you should keep customer informed) date, polite and respectful customer questions and answers, as well as identification factors.

One thing on the list of tried and tested good things should be that of welcoming sizable chunks of challenges and struggles that you feel you have a worthy chance of winning over, this is tried and tested against the pervasive problem of boredom (of course a challenge you feel is pointless and hopeless of overcoming is boring), and boredom can be very dangerous to your business - the whole emotional point of existence is at stake and really stupid, drastic emotionally driven actions can result. The first and second world war could well be emotionally driven by and underlying boredom of the leaders who started the wars who felt a need for a really big challenge. If you skip the sizable chunks, then you build up a want for a really big one that could jeopardize everything.

**(vii)** Have you logged your day (decisions, events, ideas, to-do lists, people, companies, agreements, finance, delegations)? The log needs to be efficiently searchable and information findable; the boss need to be able to retrieve relevant information.

**(viii)** An efficient way to earn money is to fool (even within the legal limits) the buyer (too high price) or seller (too low price) in relation to the traded entity. Dressing the bride before a sale is a common tactic to inflate prices e.g. before a company sale, writing more or less hidden contracts than incur high costs for a long time and in reality selling those contracts for a short term show-off profit showing up in the balance sheet e.g. selling owned (by business at sale) real-estate used by the business at double market value (and thus looking as a profit at the surface) with contracts for renting them (back to the business at sale) at double market rent over a 10-year period (this contract is a cost, but not seen at sale of business).

A way to fool a potential seller is to convince the seller with faked arguments that the entity will be lower in value in the future e.g. the revenue of a company will be really low in the future because of this and that, e.g. the government owned electric power station should be sold because prices of electricity will fall as a result of deregulation. In both cases, often a faked or real need for hasty decisions are implied; or emotional, playing on the non-conflict nature of many, implying "if you make us angry you will regret it - we have invested a lot in preparation of these negotiations, to turn us down is capital/effort destruction of the big boys, for your career you should be viewed as smooth and easy and action capable and not as a wimp."

Always assume there is a risk of being fooled when entering into a contract. There no such thing that they really get angry for the extra effort of rewriting if they have to rewrite after objections; if they try to convey this, get cold feet.

Always you should ask, if this entity is so great, why do you want to sell it, or if this entity is so bad, why do you want to buy it, respectively. Test the seller that sells something that he or she says is useless to him or her, by offering an insultingly low price that means little to you..Then ask him to get other's interested. After a time you ask which others are interested and for what price; then you verify this information. A salesperson like to play on hopes for fame and fortune, and fear of losing the deal to

another one. Tell him or her I am happy with my situation right now, have no fear of losing this opportunity. Raise code red warning flag if the opportunity is unique in history; standard talk from the trick bag. Keep in mind the stabilizing quote, "Extraordinary claims need extraordinary evidence."; are we being fooled or do we have a fool here - reject too good to be true deals, and for extraordinary negative news, possibly consider and find cheap risk protection measures (like rejecting it - risk protection in terms of not investing in implied or explicit expensive suggestions). If you still want to go ahead try to practice the "feed me teaspoons of coffee that I can evaluate the taste of, and I'll pay pennies each time". Always try to involve the seller in an alternative, e.g. a licensing scheme, If and only if I get really rich on this, you get 7% and no money upfront. If he or she refuses to both, walk away.

If you decide to go ahead and buy/sell something big, always write contracts, so that you can sue (and be sure the company or person is solvent after some time of trade) if false information was declared or hidden information of weight was not declared and with clauses that the buy price adjusts down afterwards if conditions turn out to be more negative for the entity, and the sell price adjusts upwards afterwards if the conditions turn out to be more positive for the entity, respectively.

When making business constructs, always bring in the cheating/fooling aspect. For example if you rent land for farming and the business construct involves paying rent as a percentage of revenue from farm products sold, then the farmer could make a secret agreement with buyers to pay officially a low price and then behind the back pay the farmer more; thus the farmer has to pay less for the land.

Don't forget internal creativity; reduce risk of being fooled by your own or well meaning trusted own people suggestions by following a checklist that tests (with evaluation) significant aspects. Well meaning (and others with a political (politics is the aspect of power) agenda) people often just say truthful things without considering the significance of them; they may truly quote a random person they met, they may use true details and examples that are in proportion irrelevant. Such aspects (especially emotional) may (inadvertently or not) poison a discussion; especially political debates. Members of a meeting may be fooled into the wrong direction (goal) by getting on to too many sidetracks.

Apart from blatant stealing of money and blatant falsifying accounting books that will soon be discovered in the books or by following the references (a copy of your reference must be found with the supplier or customer), there are normally only two direct ways to cheat the market oriented company while the books look in order and where the references are not from your own or own companies. The first is being associated with the withdrawal of company money, e.g. with a payout to a supplier of wanted products (unwanted products do not go well with the books - don't forget manipulated taxes and duties) who overcharges the invoices (in relation to the quality and quantity supplied - that may later be found as corrections, e.g. depreciation of stock value) that get paid and can do so for returning a perceived benefit (including being fooled for a benefit, and further, the absence of harm which many threats and

extortions build upon) to some purchase responsible, e.g. bribe. The other is being associated with depositing of money e.g. a customer getting a monetarily too low price (in relation to the quality and quantity supplied), in return for a perceived benefit to responsible, e.g. a bribe.

These two basic ways are the only ways of direct money loss since one can say that there are only withdrawal of too much money (overcharging) or deposit of too little money (undercharging). As for overcharging this can be direct or indirect in the future (if this is stated in books directly today) e.g. from (regarding your company) disadvantageous contracts being made by current responsible. E.g. suppliers e.g. seller and suppliers of goods services (including the service of employed people through salaries - here the benefit of responsible can be own raised salary accepted by others who also get raised salaries accordingly to accept and not complain about or report overcharging) or good will (donations). Where said overcharging can be difficult to discover as the books on the surface looks all right. (even for no delivery to you). Undercharging can too be a challenge to discover. (Goods and services leave your company for too little money in return - this includes stealing of goods and services, material and immaterial objects (resources to your company) that is not in the books as discovered. The difficult thing with keeping track of resources that might have been stolen is that you need to count them in inventory checks (apart from money on the bank that is counted automatically by computers), stolen immaterial objects by copying is even more difficult to discover) E.g customers (buyers of your goods, services or good will) paying too little. Where said too low price (including zero e.g. unauthorized giving away of products) (either directly or indirectly through future responsibilities through contracts) is a profitable cheat to a capitalistic business while the books are still looking in order.

In political businesses such as communism with or without money, pure power is the exchange means and therefore political maneuvering through relations, organization of beliefs and motivations for power purposes (e.g. arse-licking) is more rewarding than producing quality goods, services and goodwill at a competitive price, and therefore not intended to be covered by this completeness statement (beliefs forms motivation and motivation forms action - in turn action forms motivation (you must be motivated to believe e.g. trust your eyes to believe them) which forms (often generalized) beliefs - a good motivational structure reinforces this circle - action-belief-motivation-action; what happens as well as mind input of this and thinking and communicating are part of actions, while belief is a structure in mind that fuels motivation for actions).

These cheats occur when and because people control money or resources that is not their own, since there is no point cheating yourself; there is conflicting interests of the local manager versus owners and problems to the owners occur when the owners do not keep inspecting (measuring performance and measuring falling out of line of implied or explicit owner wishes) and enforcing will enough to guard their interests. E.g. partnerships, multiple owners of shares, government corporations, etc.

A helpful way to counteract these cheats is to know the market price of material and immaterial objects for sale or purchase, and thus discover when undercharging (regarding a sale by you), overcharging (regarding a purchase by you). A motivational structure, e.g. compensation and loyalty appraisals, to report cheats is helpful too.

There exist plural indirect ways of manipulating for company money loss. Examples of this include, bribing an employee to deploy inferior products or products of shrunken niche market in order for competitors to make more money, and further bribe an employee for the company to engage in fights with competitor's competitors in order to weaken specific competitors of the other bribing competitor. Other examples are revealing company trade secrets, weakening company intellectual property, delaying vital decisions, spreading poor moral, engaging in deteriorating health of personnel, planting false information, weakening goodwill in public, false accusations, bribing institutions, regulating authorities, government positions to make life difficult for the company with permissions, tipping of who is who of key personnel for hostile recruitment, planting causes for making the company make mistakes for enabling large sum suing, make company make disadvantageous contracts and others.

There is a legal trick for majority stock owners to increase their share of the company at basically no cost, that is to do a directed issue of new shares at dirt low prices; you are not allowed to buy at these prices since the share issue is directed, and therefore your owned shares can be diluted to next to zero share, while their share can basically double or more in ownership.

I remember a particular phrase from TGB Botswana CEO Lars Hedin. If some people tried to or successfully used tricks (often inventive or cunning ways to fool or deceive people) that were not completely ethical, often to gain money, women, fame or fortune otherwise, he used the term (sounded like) "Jäfla nissar!" (Swedish for "Bad Brownies!" or "Damn Brownies!", if you are unfamiliar with the folklore term Brownie, look it up on wikipedia.org). To be honest, the term was more general than this, he used the term whenever people were being problematic.

In short, ask "Am I being punked?".

**(ix)** Safety issues always need to be considered, as every action or non-action has a safety aspect. Always ask "Am I being negligent or overly risky when it comes to people's or animals health and welfare; is there a possible issue I have missed?". Also bring in the safety aspect of the economic survival of juridical persons (companies) that you care for. Be careful. It's expensive to be sued or revenged upon; in **(i)** and **(ii)** you raise the COP by considering safety wisely.

Further the safety issue is part of the motivational structure; if you signal that safety for the employed is important, you also indirectly signal that the leadership cares for and highly values its employees, which is part of the motivational structure for the employees to engage with vigor for the company. Same principle with customers.



The most important aspect of safety to the leadership is that of (especially that of malign) corruption of leadership. Top of leader means top of power of the company. This fact automatically creates a motivational structure to corrupt the leadership, since personal power raising is a motive of many in itself, and if you can force an influence of the leadership you have effectively stolen the power to various degree from the leadership.

Corruption with bribes can seem benign to one self, but it could turn into blackmailing about releasing that information that you have been taking bribes. "If you don't dance to our tune, your career is history."

The leadership should be aware that corruption can be a very cheap way to get influence. E.g. an influential purchase manager can be bribed to make specific purchases according to terms of the bribe. The more power concentrated the power structure is, the more rewarding bribes to the concentrated power can be. In general, a kickback's size is a function of the control the bribed subject has, e.g. if a manager controls the budget of 100 gold coins a kickback of 10 gold coins for a secured contract of 100 gold coins and a profit margin of 50 gold coins can be well motivated (but usually illegal), while a control of 1000 gold coins can motivate a bribe of 100 gold coins. The reason bribes work is that managers control money or resources that they do not own themselves; it would be pointless to bribe a manager that owns the money they control since it usually would be a net loss to the manager. Also be aware of the case where the "money" is public confidence in a name or symbol representing quality judgement e.g. restaurant guides; here the owner manages the public trust that they do not own but have historically built up by people lending trust that they can take back, and can be bribed to make specific statements.

One should be aware of relational corruption or corruption of weak command of common interests. Relational corruption can be hiring personnel or engage as suppliers mainly due to relations in the form of friends and family rather than the best interest for the company. Corruption of weak command of common interest is negligence or weak motivation to do the best for the "family" - the company. It can be based on a sloppy too simple attitude that just by purchasing products solves the problem; ignoring the demanding issue that you need always to have a feedback of quality of delivered products; people always tend to look for an easy buck, if they get the same amount of bucks for inferior deliverance of quality, the market will tend to favour those, since the selection pressure is weaker and therefore the supply motivation to keep fit products becomes weaker; you notice that you get the same reward for a less effort, just like a stream flows according to path of least resistance ("why should I work my ass off if he doesn't? - you look like a fool to others socially if you lift buckets of water to a hydroelectric dam that others mainly gain on" further, in a large enough group, the ignorant sloppy tend to be more socially rewarded since they are not seen as a competing threat). For a high quality deliverance of products the market need to be getting positive feedback (more purchases) of delivering higher quality at a lower or same price; more bang for the buck.

Included in weak command of common interests corruption is of course the common soft non-conflict "being nice for the moment". Just because a current salesperson (all are salespersons in some respect) is smooth talking to you does not mean you should engage to the demands just to be nice. Soft get squashed. Hard get cracked. Firm company relations is in business interest.

To be firm requires you to have a predictable core. This core should be considerate selfishness. A person that isn't selfish in the core is not predictable by being considerate to every and all outer influences according to moral code learned from others that does not account for empathy, since empathy relies on identification with others with a reference to your self and that this self has a value. Keep in mind, though, that one of the most happy and fulfilling times for a human can be to help others; the point is that you do this in a considerate selfish way, selfish that this gives you happiness. If you are unselfish you are ignoring your own self and the value of your self. You cannot rely on dust in the wind. All of a sudden a wind of mass psychosis, hatred and false blame blows and suddenly those who look after their own are considered enemy of the people. There are simply no hooks on people who do not act in and are told to not act in their own interest. Altruistic notions can well be covered by long term selfish interests of not making life itself cheap and being considerate to a mix of implied negotiated outer power influences, in itself making life more interesting and rich. Remember, as a side note, that it was altruistic feelings that caused the holocaust in Germany, the notion that you should altruistically stand up for your people, the arians, and be an altruistic criminal (altruism always refers to being altruistic to your own kind differentiating your own kind to others, whether others are referred to as animals, rats, insects, aliens, exploits or not), not be egoistic and oppose because you have a Jewish friend or personally like the Jewish people. Therefore stay away from power concentrating ideologies as these flat out differentiating values (and therefore lower one of the most passionate values we find in life) and simplify life to boredom by only being considerate to one power pole. All talk of not being egoistic and voluntarily giving power (reducing own guard) will ultimately be picked up by a power pole, since human relational total power is a null sum game (for all people, the more power one gets, the less others get in direct proportion, and vice versa), in class with George Orwell's classic quote "All animals are equal, but some animals are more equal."

Remember that giving money to a beggar can be well within a selfish framework, since the selfish interest in spreading an attitude in society of people being generous to each other can be motivated by sound selfishness, notwithstanding the selfishly motivated positive feeling that you at least matter to some people in society - making you feel dignified and worthy - this can motivate you to work hard for your money, you see purpose in your work outside the work worth itself. The basic idea to do things that are good for you is basic selfishness; to be considerate selfish is enlightened selfishness in relation and consideration to society in the long term.

Of course unsound selfishness can be a child at a birthday party taking half the cake for herself only to eat a small part and then throwing the rest in the trash and at the

same time enjoying the power feeling that some other unfortunate children were without cake at all. Speaking of cakes, have you noticed that the left focuses on dividing the cake that one assumes automatically is there, while the right focuses on motivation for people to make the cake in the first place. Note that dividing the cake fairly can motivate people to make more cakes since there is an industrial efficiency aspect (one hour of labour can make much productive amplifying cake use) of making cakes cheaply for many rather than the one to one hour labour aspect of service to already rich (sweeping pools, for instance - although sweeping pools is better than going unemployed). On the other hand, if people expect a piece of cake as a given right without proper contribution (or only contribution that one feels for that is irrelevant in making cakes), this can motivate to a lazy vacation party all the time and little or no cakes are made (why should I work my ass off making cakes, while my neighbour throw cake parties all the time without giving a hand).

A more dangerous malign way to corrupt the leadership is that of malignant conspirations. Conspirations are of great inspiration to some since they can potentially become very powerful. One is to influence all the people in the leadership except the leader, to become part of the conspiracy. Approach could be beginning with positively reward based influence (buy a lunch) and then negatively punishingly for the revealing parts. "We can in the future find you and your family anywhere in the world - you can run but you cannot hide. If this is revealed, we don't collect individual evidence we collectively punish you all". Then one can approach the leader and imply that the food you eat could contain intentional cancerous or dementing substances if you do not dance to our tune. Sacking the approacher is not an option since that is not part of the tune. Since it is an implication, there is no evidence and the approacher will go free. Another implication could be that you could be killed because of all the crime around. Another is kidnapping and special treatment. When you turn to your leadership colleagues about your suspicions (who by now are part of the conspiracy), they say you should listen to that person that approached you (or go to a psychiatrist about your paranoid suspicions). The leadership conspirers get possibly their reward (that they may not care about - they just feel the situation is so awkward) by influencing what tunes should be played (and punished for trying to reveal the conspiracy). The greater the power you have, the greater the risk; decentralization help relax this power. Maybe you should be content if you have and will have just a comfortable life. Safety policy should include report duty if conspiratorial approaches has been made so that measures can be taken in time before its too late. This problem could be more of a concern in countries with dictatorships.

Goodwill is a safety aspect of the economic survival of the company. It significantly affects the demand from the customers; its a life and death (and hurt) safety aspect of the juridical person. Ask, how does this affect our goodwill; it is expensive to be rejected and boycotted as a symbol of harm and disgust, and can be very profitable to generally be trusted with right qualitative services and goods; people in general make automatic brand choices based on summed emotions based on reputation, media and experience. A reputation can take time to build up, and can be ruined quickly if you do not consider the economic safety aspects of the company

Financial speculation is another activity where economical safety aspects need to be considered.

Insurances is an economic safety issue. Internal subsidies and toll duties to external products can be viewed as an insurance cost, and is a safety issue to critically demanded goods and services, where political and fast changing economic factors can detrimentally deprive the supply of these to survival critical products.

Stability is part of the safety aspect. In one way, the more stable, the more safe. In short, you should consider the not too big power distributive tax insurance cost of less motivational structure in principle, to increased stability and therefore personal safety (too big tax removes too much motivation to behave organized with positive contribution with the risk of chaos and not enough resources).

Watch out for the fallacy feeling of non-conflict to safety, "if I signal safety measures, I signal unfriendliness and conflict". In reality if you signal safety, you signal respect.

**(x)** Where on the priority scale is the issue? Is it significant? Is this an aspect that will raise the COP significantly. Have we set short term goals, e.g. daily? (People like to prove that they are worthy the daily goals) Have we done short term follow-up or revision of short term work. (People like to be noticed for their good work, on a daily basis.

Keep a separate top three list of priorities. A top five list. Possibly a top 20 list. And more lists if needed.

**(xi)** Are there any prioritized problems of execution, tactic and strategy. Execution problems can be underperforming employers, partners or suppliers. Tactic problems can be marketing messages that affect demand or an emerging too high cost structure in supplies or production relative to what customers want to pay. Strategy problems can be future or emerging disruptive technologies that we haven't learned and taken action about.

One way of mitigating personal execution motivation is to view yourself with two roles - the boss and the subordinate, where the boss has one subordinate - your role as subordinate. As a subordinate you want to qualify as a reliable, faithful worker with a quality and integrity driven profession. You with the boss role is the evaluator and inspector.

Discipline is very important. Do I only reward (you should reward yourself, occasionally) myself when I finished work reaching a target in the to-do list? Are there negative consequences for my failures - there should be, e.g. walk 10 km if you missed an important part? Do I follow the made checklists? Do I have the perseverance and can cope with hardship in reaching all the way to goal? Do I advance progressively through boring, tiresome, stressful or hard work, like a tank

advancing through rough terrain? Have I grinded my share of the grain? Let all companions take part of this the same way you do.

Here is a simple tip helping with personal execution performance. The goalkeeper Henrik Lundqvist said in radio that one of the most helping ways to his performance was to be well prepared. Emotional preparation is vital. He did this by imagining success before the match.

“Are you ready?” “Let’s go!” - standard ways of getting spirits raised before a competitive sports match.

Emotional support can be made by having a empowering musical song in the head before and during the challenge. This by having a song “The eye of the tiger” by Survivor was told by one of the investors of “Dragons Den” in UK: This helped him pitch a talk.

Further let the “stock price” (imagine you as a public company traded on a stock exchange) of you increase before performance. You do this by grabbing the future in manageable chunks; set a goal in the future and your attitude should be that of being sure of making that goal, as if it already was done. The stock market functions similarly by the way of discounting stock values. The value of a stock reflects the future, say a year ahead, and with a reasonable discounting yield (current value of stocks plus alternative interest for a year); if good news appears (better financials, lower risk - affecting the COP), the stock rises immediately taking these into the account of the new discounting yield calculation. Thus if good news appears, the stock rises, generally, and if the general alternative to this stock return on investment is lowered, the stock generally rises too, affecting the stock calculation of discounting. Inflation also raises stocks automatically since the underlying revenue of the company of the stock rises with inflation.

This discounting principle should let your imagined personal stock price rise too when you set up and just grab the future with a quick or elaborate goal (next minute in a conversation, 30 minutes of a pitch, a day of work/relations, a month of work/relations, a year of work/relations, 5 years of work/relations) filling them in with more and more details of todos as you go, electronically, on paper or in your mind. The better track record you get, the more confident you get, however the positive attitude (you just feel you will succeed now that you have a clear direction - improvisation may be necessary along the way, but that improvisation will be coloured by your emotion that you will succeed with a clear target in mind), energy, inspiration and care to live up to your raised discounted stock value should always be there, whether you’re new at this or experienced.

If you are faced with a problem, ask the question, “What are the obvious aspects of the problem, and what are the obvious solutions to the problem?”.

**(xii)** What are the competitors doing and possibly planning? They do affect what

customers are willing to pay for your product.

Your arguments contra competitors arguments in marketing, debates, courts is important, see “Make and attract good arguments” section above (outside checkpoints).

**(xiii)** Linked to **(iii)** above is the very important question acronym CTDM? Remember it as “seat damn”. It is so important that you should figure out what it stands for, so that you remember it. Humans are made of emotion and reason, and the dominant part in the short term is all emotion. Carl Sagan said “Where we have strong emotion, we are liable to fool ourselves.” Linked to CTDM is damage control, once damage has begun (D is for damage and M is me), where a new acronym might be CTKDM? where K is for keep (Watch out for seat kaput). There is a Swedish verb word “förvalta” which basically means to administer something with the purpose of keeping value, once value has been built up. Business is all about building up and then “förvalta”. CTDM should be in your backbone and this helps you “förvalta”.

The most fundamental law of all to all societies and individuals, explicit or not, is to punish damaging aggressions not in our interest. Hence the link of the following text to the CTDM question.

Are we following the local laws? Are understanding and adapting to the local culture, the unwritten laws, social custom? It can be expensive in person or monetary to break the local laws; are the media here with hidden cameras and microphones?. Contracts are usually an extension of local law.

One thing we know for sure about the God(s) is that the God(s) like to follow laws. (The laws of physics). If God(s) exist, that is.

If a single sentence can end all wars, civil and international, this is probably the one, “Respect those who stick to the law fairly and honestly regardless of what you feel or think of them.” Of course the law itself cannot be malignant, but could be as most criminal law in developed countries - with the purpose of mitigating aggression in society.

To sum up, you basically only need to follow one moral rule, which is, “Follow the local laws that you basically agree with is a fair package.” Remember moral rules are there to guide us only and not something you can call on to to save you from trouble. Basically agreed local laws are layered, e.g. your own laws, house rules, company policy, society laws, country laws, international laws, universe laws (laws of physics). Be careful with conflicting laws from different levels, usually this can be resolved by weighing in the difference in power and enforcement strength, and different levels’ ability to protect you from enforcement of other levels (as always you have to consider risk factors and protective factors). You can naturally follow your heart of what you feel is most kind and dignified (do not base this solely on surface group pressure - rather dig in to the real data, try with the usual emotional who-has-the-power filters

and data transformation into conclusions), e.g. if a company policy violates country law then you can choose between losing your job (and getting a bad reference when seeking new jobs) (enforcement of company) or going to jail (enforcement of country), further the company responsible may be tried in court for having a policy that violates country law and consequently sacking you for violating this policy, thus you could get compensation for being sacked (a measure of protection against company policy enforcement).

Make your own local laws as a counterweight to your feelings or absence of feelings - local laws that you reason is good for you, e.g. make laws of courtesy, generosity, carefulness, effort, perseverance; the reason these 5 are good for you is that they make you feel worthy and matter and they help build up your positive reputation which increases chances of good cooperative opportunities in the future, however apply them in fair amounts, too much is detrimental since this hurt your integrity or exhaust you.

Have you figured out CTDM, yet? C is for Can. And This is for T.

**(xiv)** Beware of what you say yes to. Especially in contracts. Don't forget the integrity boosting no.

**(xv)** Have I applied the KISS principle - Keep It Simple, Stupid. Don't be afraid to ask questions, relax yourself and all else by calling yourself a simple, stupid, snail; I'll try to get there, but you'll have to be pedagogic and it will take enough time, preferably I want to sleep a night on the matter (sound judgement depends (but not only - necessary but not sufficient) on considering and weighing the significantly complete set of related aspects, and this complete set may take considerable time to bring to the table - another tip; in strong or new intellectual or emotional states keep calm and imagine filter words with your palms covering your ears). Prestige and vanity of own relative worth can be very expensive. If you do a wrong, more or less, try to neutralize the wrong, rather than have the prestigious attitude that direct or implied admittance of wrong is hurting your vain surface, since with accountability and a degree of transparency will ultimately have consequences of the wrong, and by not swiftly correcting them you are accountable for this reluctance too.

Part of the KISS principle is to remind you of assumptions, explicit and emotional, as well as remind you of what's hidden. To be aware of what you do not know is a way of making emotional assumptions explicit which help in explicit risk assessment. An emotional assumption such as "everything feels fine" can turn into "I assume there is no hidden nearby hostile crocodiles in the Zambezi river we're about to pass into."

Part of explicit and emotional assumptions can lead to bias. See list of cognitive biases on wikipedia. There you can read on confirmation bias (among plenty other biases); we tend to favor information that confirms our already made beliefs. It is important to be aware of bias - our own, and even more important other peoples' bias. Do believe that all media is biased, especially information that which is politically

(politics is the field of managing power) related. Cherry picking information (selecting certain information that suit the image we want to confer) to form a biased picture is probably as old as language. Social bias such as listening more and agreeing more to those with loud voices and confident strong personality and using strong emotionally loaded words and phrases to form a consensus atmosphere where people tend to be intolerant and even hostile to people who are not part of this consensus making the consensus even stronger by group rejection fear among the participants and thus being liable to agreeing to a biased view that they really if discussed without fear do not like.

To balance it off, I quote Albert Einstein, "Make things as simple as possible, but no simpler." Here is a acronym/association related to sound judgement; "Dawn to expect, move words.", can you figure it out?

Simple business ideas are often the best. The most simple very successful legal business idea I know of is "Pay - or we'll throw you in jail". This is the business idea of most tax authorities. It's simple clean and efficient. Note the similarity to a mob member going up to a restaurant owner saying "Pay or your restaurant could go up in flames tomorrow...". Politicians thrive of a similar looking criminal technique! They get their pay from taxes, and taxes are collected using this similar technique of the mob member. Just to balance all the smooth talking politicians.

Here in Sweden politicians and other debaters usually justify and end the debate by saying "It is a democratically made decision...". Remember, it was democratically decided to enslave blacks (in minority) in democratic USA. Also remember, that a political majority can make a wide range of decisions and laws simply because they have majority power; is really this wide range all good then, philosophically? People tend to forget that tax criminals is a defined term by the legal system to collect money and also stigmatize the group not paying taxes; simply refusing to pay is not philosophically wrong if you have not agreed to this. They'll even go so far to say "Tax criminals are the worst criminals!". But its all a simple business idea they defend...

Of course it seems without taxes no central government with tax paid infrastructure, civil servants, social workers, police and military. Soon society would decay to "law of the jungle" with civil war between criminal groups and seemingly a society without dignity.

Lastly, a handy tip regarding KISS. A well known and proven technique to a daunting problem is divide and conquer. Specifically, find a procedure dividing the problem into smaller manageable units (TOP-DOWN or BOTTOM-UP whichever you prefer. Or use both. TOP-DOWN is all about getting the big picture and then seeing the need for smaller entities finer and finer detail as you go. BOTTOM-UP can be more fun, its like feeling "this could probably be useful, I'll make it". It's like making bricks before you understand how to build a house), where the interface to these units is simpler than the units themselves. For instance, a simple interface to a car is a steering wheel, automatic gear stick, accelerator pedal and brake pedal. Those four components of



the interface are much simpler than how the car works in practise. In an organizational structure, the interface might be, call the road builder company and order a road according to map and environmental and other regulation and then pay them. This organizational interface is hiding all the details to the one who orders roads making decisions easier and more efficient than the original daunting task of building from scratch and also learning and training how to build good roads. What you do is first an organizational hierarchy defining who's responsible for what and the organizational interfaces between people; the hierarchy has the characteristic that you only need to tell one or a few what needs to be done, then the organization trickle down this need into finer detail down the branches and ultimately leaves of the tree, hiding the details from the orderer, however allowing for interrupts rise up to the root if details from a leaf require this information to the top orderer. Once you have the organization ready, you can tackle the concrete problem and divide the problem into a hierarchy of interfaces and units. Then you schedule the problem into time units that synchronize jobs with each other according to some optimization. Or you build the organization division side by side with the divided concrete problem along with the schedule, adapting as you go along.

Regarding the KISS principle, read and understand the italic text at the top and bottom of this document.

**(xvi)** How does this affect my self-esteem in the long term?

There are basically two philosophies of feeling good inwards. Surface-inwards; arrange the surface (your interface to the outer world, physical appearance, oral, written, physical actions, gestures, aura) to your liking and feel better inwards. Or inwards-surface; arrange the inwards motivational structure to arrange the surface. This is a matter of taste.

Appearance (visual and vocal), social relations and health (physical and psychological) are all affecting your self-esteem. Remember net increase or decrease = input - spending. Whether spending is clothes wearing, voice aging, the wear of boredom or degradation in social relations, energy used of body regarding to weight, mind, heart and muscles natural decay in relation to physical activity, or stress related to psychological spending. Figure out the inputs yourself (e.g. "loading up the batteries" on a holiday for psychological health).

Physical and psychological health affect self-esteem. Good health ultimately raises and poor health lowers. Do not deny the obvious; you are made of a physical body and the health of this is important.

**(xvii)** Be aware of information leakage. Talking, computer security and risk of competitors hiring your own key personnel (raiders for employable persons) with trade secrets is all relevant, further their gain (1) info and (2) competence, you lose (3) info (ideas, memories, analysis that wasn't documented or told) and (4) competence (skills, valuable relationships internally externally) - quadruple loss (1,2 -

competition stiffens, 3,4 your competitive advantage weakens).

This is obvious, but it needs to be spelled out. Don't leak information that is detrimental to you (or your companions) if it comes out, since this information can hurt you, and information is something that can last a very long time; its not like a perishable fruit that goes away after a specific period of time. The reason this needs to be explicitly spelled out is that we are emotional beings, and emotions can betray us. How many bank robbers have not been caught because they start to talk at the bar out of the emotion vanity (crime TV series point this out repeatedly).

**(xviii)** Are we communicating efficiently internally and externally? Are we repeating the important stuff enough?

Inferred in the COP is to find the tracks, the paths, the bet details, so that you can estimate chance and odds for that specific bet, given the path. If you do not have the path on the table, how can you have the chance to bet on it? Inherent and essential in this strategy is finding paths, thus.

Communication can be described as a transfer of meaningful information. e.g. the exchange of words between parties. To find paths, you must communicate; either between different parties, or within the same party.

Everyone loves to be an advisor, this makes them feel important and contributing with often little effort. As a manager, top or middle, personally meet with subordinates and imply that you are friendly by introducing the talk with detailed compliments of work effort, then ask if they want to contribute in an easy way to help the company compete. Tell them that you would like 2 or 3 written advice, well motivated, in a week's time. Tell them that 50% of the value of the advice in two years will be a bonus seen in the paycheck, e.g. savings done due to advice, or earnings due to market receiving of advice.

These collected written advice in this document can serve as a pool of paths to be evaluated.

Further, do not forget that communication can be served internally within a person, by asking questions in your head. How? What? When? Why? Am I exaggerating? Am I neglecting? Is there a better way? Is the package complete or can we add something more? What are the problems? What do I assume, emotionally and explicitly? Etc.

An important part in communication is written accounting, balancing the books. Remember this important concept cannot only be applied to money, but also the other aspect of products, quality, e.g. accounting on todo (detailed instructions), accounting of checked todo (follow-up), regularly (5 minutes daily or weekly) with all personnel quantified in some metric, e.g. hours, pages written, money worth of work, number of items gone through, etc, complete with verifications as in real accounting. The employees does this briefly and send the note to the local manager for verification and

compilation. It's important that the process is lightweight in terms of man-hours. People love to be heard, that someone notices regularly that they are contributing, however demands must be reasonable and positive stress only (each employee must feel that they are in control of the situation; that they can solve the todo problems timely; for this to be valid without making too relaxed demands, competence (either own or from advisors) is needed by the local manager - remember a great motivation for swift execution of the todo list is to have an hour at the end of the day just contemplating over all the great work, sleep, relax, socializing, if you start to fill up that hour with work, then the workday will risk not be done at swift execution since all kinds of excuses of why it takes time will fertilize the communication to the local manager to reduce the todo demands; the motivational structure to be very productive (and feeling that one is motivated to do high quality) is more important than "common sense" of working (or appearing to work) 100% of the time), accompanied with rewards that feel fulfilling, but can be cheap as after a successful productive week, go out to a bar with the first two beers on the company (or even cheaper, have a makeshift bar on the premises, buy beer from the bottle shop and invest in beer glasses and a good music equipment).

When communicating, remember these three things. (1) You only have one chance to get a first impression. (2) Interest should be sparked as soon as possible (3) The determination is in the details - butterfly effect. Whether pithy elegant catch-phrases and images are used in speeches, pitches, print or on the web or just brute force ("Do you want your kids to end up in the gutter?" - as said regarding an education computer software package for children).

A very important communication issue is marketing. Marketing costs can be very substantial. Prices for print advertising can typically be as high as €100 per successful inquiry that leads to a sale. Radio ads and web ads can be a factor 10 cheaper. But still expensive if you are selling a €10 product. One option is to market your product in established shops. The shelf space there advertisers itself by just being there. Typical figures for a €10 product can be, €2 VAT, €4 to the shop and €4 to you. In this commission of €4 to the shop is the advertising of the product included. And most importantly, it is a cost only if there is a sale. Advertising in media can be a cost with little or no sales, thus there is a risk of losing money involved. Remember, you can advertise for additional products in the documentation of the original product you sell at a shop. Of course, there is a cost associated with contacting shops and negotiating deals. Be prepared to send free samples to the shop (for a review of the product by the shop, and possibly test sales at little cost to the shop owner), a generous gesture appreciated by most who want to engage business with you. Remember, the shop owner wants to make money, imagine you yourself is a shop owner; what products would you include in the limited sortiment. To include your product might mean getting rid of another product in the sortiment. There is a competition between products; and the priority for the shop owner is to earn as much money as possible for the littlest of effort. Typically a sale of a product takes 20 seconds on average in a small shop (depending heavily if customers buy many or just one product at sale), which means there is a cost of €0.5 in labour and store rent

costs (monthly rent \* 3 (active 8 of 24 hours) / (30\*8\*60\*3) ) to the shop owner (including labour and rent cost when there is no sales and staff is idle at 50% of total open time; €0.25 \* 2). A product with good actually earned money (€4 - €0.5 = \$3.5 in this case) and good volume of sales is prioritized. What it comes down to is how much additional money the shop owner earns in a year from including your product and excluding another.

Marketing is expensive. It's an irony that in a market economy the biggest hurdle to a successful business is marketing costs. Marketing reasons is the most common reason a business fails. Knowing this, you need to figure out a marketing strategy, tactic and tricks for increasing probability of a successful business idea. Remember, for every customer that spreads the word to another potential customer and this customer buys from you, this single spread is worth around €100 - €10. Making a good enough product (goods and services, a service can too be called a product) sell by these means (word of mouth) and having good customer service can help this spread, and as you can figure out, it's worthwhile. If you build a platform on the right spot in Earth's seas, seals will find it and use it. Once you have a stand in a visited spot, probably few customers in the beginning will buy from you, but as times goes on and they see you as persistent, more and more will use your service. Persistence is all you need once you have invested enough into quality. Repetition is a well known need in marketing. As one fellow remarked, marketing is the art of intelligent nagging. With intelligent in the previous sentence you should understand that the nagging should build up "This is really the right thing to do." feeling every time you nag, regarding your marketing message, and should, of course, not cause dissonance and repulsion. Most people are building their lives on "This is the right thing to do.", and you should use that age old sense and guide and adapt your messaging to hitchhike on that powerful momentum-full train that carry us. What's attractive messages is individual, but also common, and group pressure induces what we really feel is attractive and make people truly like what's the common group pressure, individually.

Don't just read the previous and forgetting to take notice! These are old market economy facts. The biggest hurdle to any business is the marketing challenge. If you are carried away with a new business idea, do the work of planning strategy, tactic and tricks of marketing. Do the work of planning marketing strategy, tactic and tricks. Nagging intended. You can see your business marketing as a road trip. And we all know that road trips to the right destination are helped by maps, but also direction instructions. This marketing map and direction instructions is your marketing plan. Be prepared and know what to do when you see the road signs. Signs such as "a competitor has just entered the market", "the competing existing market players are taking measures to your threat of their diminishing market share", "negative buzz about your brand", "sales personnel are performing poorly", "cooperators in marketing are hesitant", "the marketing costs have skyrocketed", "marketing is inefficient", "we're getting too few good leads" (a lead is a name of an initially interested company or person that can lead to a sale) but also, "we're getting good media coverage", "local sales have skyrocketed in this region, why?", "this advertising method was particularly cost effective", "these sales persons are performing well", "I found out why people like

this specific feature of the product, and are spreading the word”.

If you have gone astray inspite of maps and direction instructions (or because you didn't do your homework and they are absent), remember Ida is your companion. Ida stands for “I dare ask.”.

If you are looking for a job, ask “What kind of people would I hire if I were the employer?”. If you are selling a product, ask “What kind of products would I like and buy?”. If you are looking for cooperation, ask “What kind of people and what kind of offers would I like if I had a business (shop, office or internet site) or was just a private citizen?”. If you are looking for a relationship, ask “What would I find attractive?”. In short, put yourself in other people's shoes.

**(xix)** Are we testing that our written, oral and implied unwritten company policy are held. Can we catch any cheaters? Can I trust the loyalty, competence and pedagogic skills of my advisors? Can we verify the crucial information. Are there any references? The solution to bribery is to tentatively try to bribe subjects (and possibly the bribery checkers in turn), and reveal the corrupt. “People don't do what you expect, they do what you inspect.” The last sentence is so important that I'll put it into an acronym PDDWYETHDWYI. The great difference between a market economy and communism is that a market economy has this acronym built in naturally in the system - all the customers of a producer weigh (inspects) what a product costs and what it can deliver to them according to their budget; producers doing relative value for money for their customers is naturally rewarded with profits and tendency for market growth. This natural inspection reinforces the rewarding (more money) motivational structure to deliver quality within the framework of the societal law.

If you can't find a direct way to inspect; make a contract where whistleblowers are rewarded properly AND informed of this contract AND the engaging organization is punished for proven violations according to terms in the contract AND a prohibition for defense tactics for this, e.g. prohibit that the engaging organization writing dire consequence contracts regarding whistleblowing to you with its members including potential whistleblowers to you. (If they write the a general NDA with its staff; make sure that your contract's whistleblowing terms is exempt from the NDA)

Recruitment is central to all businesses including one man businesses, where they recruit themselves! Central to performance of the recruited is the quality of the concrete work that they do. In recruitment, what you want to learn in your selection process is a prediction of how well each candidate will do this work. Central to this prediction is actual tests and verifications. E.g. if you hire a typist, test how fast they can type, if you hire a programmer ask to see code they have written, if you hire an architect, ask to see blueprints, if you hire a section boss, verify with people that have worked under him/her, if you hire a chef, ask to test the chef for a day and taste the food, if you hire a staff manager, ask him or her what they can read from you, and your colleagues. In short, test and verify as well as calling those references they give in the CV.

Are we testing own and others products? Particularly test new structures where one part induces something in another part (and particularly where this induction scheme has not been tested before by known and available parties), as the total effect of the parts may not be obvious at first glance.

**(xx)** Before an all “go” signal, ask, “Have we made (or can reuse an old) a script with ifs, gotos, routines and statements before this coming situation?” Detailed plans can be very handy. This checklist is a script.

Make at least one checklist of questions only applied at a common work situation - different checklists for different situations; the checklists should be substantially complete. Common questions are “What? How and how long? When? Where? Why? Missing any details (is the prioritized list sufficiently complete)? What are our assumptions? (if that happens or is discovered, what are the consequences? - does it break our assumptions?) What’s the leverage?”

Time planning is a script. This means you plan the tasks needed to be done, making them sync with each other between different people, so that when a needed item is ready when it is needed (by another person), minimizing wait time.

Planning in general is a script. Make sure you have a market plan.

Policy is a script. A system to enforce the policy is a script. Once you have a good policy and a good system to enforce this, things might work like a clockwork giving profits out of your business endeavour.

Scripts can have routines, if statements, goto, loops and statements.

Rules of thumb can be a very efficient and practical script.

**(xxi)** Are we nearing a negotiation or closing situation? Do we have the script for this ready? Deals and agreements can solve many problems.

You may have a fantastic product portfolio, but if you execute your negotiations poorly regarding these products, and thus end up with a weak position, your company might very well go bust. Negotiations is a crucial part of the puzzle.

Negotiations need leverage. Your right is to deny. That is a leverage you should use if you find the position in the negotiations back breaking. An even more powerful leverage (building on the deny leverage, but amplifying it) is to play out different players. To say, we can go elsewhere with our business, in fact, we have got these conditions from ACME Inc, can you better them? You need to make your selling points attractive. Keep the basic customer usability (benefits to the customer) points. Make them short and pithy. You always should spell out the benefits, sometimes your negotiating opponent does not connect the dots.

A negotiation always results in a written or oral agreement if all parties accept the agreement of negotiating results. This agreement should always contain a push and pull motivational structure. Push away from mutually agreed undesirable behaviour, and pull toward mutually wanted behaviour. The art of successful negotiations is to find and write down all relevant details (try to envision all important forthcoming events relevant to the deal and wanted party behaviour) and keep an eye on the right proportions and balance. Once you have all important points, sugar the deal with enticing bonuses to get an agreement done.

Try to keep a negotiation script ready before the negotiation. Also a time plan script should include negotiations before heavy investments are made. In other words sell the product before investments are made.

Imagine you have a great business idea. You need some financiers. You tell the idea to them and they laugh, it's a great idea, but there are now no patents on business ideas in major countries (there used to be), therefore we'll go ahead financing your idea without you. The standard solution to prevent stealing business ideas is to write an NDA - Non-Disclosure Agreement.

**(xxii)** Have you made a prediction of the cash flow for all relevant periods?

In bookkeeping, this is called the income statement for a specific period.

If you can't get an enough money buffer (loans or other external capital such as shareholders capital), cash flow management is very important. Bankruptcy is usually caused by failed cashflow for a specific period. In this case for the period, the money runs out and you can't pay your liabilities, such as salary.

You need to make sure you have buffer large enough to pay for the running costs. The buffer fills up with revenues and goes down with expenses.

**(xxiii)** Have you valued all your assets?

In bookkeeping, this is called the balance sheet. The balance sheet usually includes all tangible assets, such as real estate and machinery, but can also include immaterial assets such as goodwill.

Make sure you know the value of employees, consultants, personal and business contacts, agreements and contracts, customer records, supplier records, ways of successful marketing, reputations, strategy, tactic and tricks of the trade, information gathering methods, immaterial rights, market knowledge, potential customers and suppliers, potential product and business ideas, routines in the company that are successful.

**An amplifier and repeater of prioritized messages**

- Repetition. If you are a baker, and you make and sell a good tasting and well selling bread, you stick to your recipe. You repeat the instructions for making the bread to yourself, and all other bakers at the bakery. Your company is a baker of internal and external services and goods; you stick to, repeat and amplify, successful instructions for making these; successful instructions represent a momentum of a heavy train, with good speed, of success and repetitions and amplifications of successful instructions represent the locomotive with the task of maintaining the momentum (and also even increasing momentum).

The power of amplification and repetition is such the mere fact of repeating can bring a train rolling and then maintain good momentum even if the train is destined to an abyss. The amplifications and repetitions causes group pressure, and group pressure causes people to fall in line, maintaining or increasing momentum, almost regardless of the bottom line substance of the messages.

Hence this common proven successful technique shall be used in your company.

### **Accountable summing-up the moral of the stories**

- You cannot count on that people will make their own moral of the story. The leadership sometimes need to explicitly state the moral of the story in some context, e.g. the motivational structure.

### **Accountable for prioritizing (and especially understands which details are critical - “the straw that broke the back of the camel”) and setting ambitious goals**

- Prioritization is a need in a world of limited resources (basic need) and competition (need from relative reference). If you don't prioritize there is an inherent waste of resources that almost certainly will lead to failure; the more effective your competitors rightly prioritize, the more you have to prioritize right, otherwise soon enough you're out of business since then your competitors (businesses or political camp) can offer products that are more attractive to the market. The trick is to evaluate the relative value of the resources and sort this accordingly.

Politics is always a priority. It's your duty to influence wisely (blatant or clumsy influence will almost certainly have opposite effect; you must imagine the future arguments used by the opposition; don't forget the common strawman, shifting goal posts, ad hominem and its opposite - peoples respect and identification with persons) it or someone else will do this.

Ambitious goals is part of the motivational structure; a difficult challenge relieves boredom by dreams of recognized (at least by yourself) ambition and successful contribution where there is a value in the first prize (this value is in the difficulty, in relation to competitiveness or own imagined value of path to target). Why do people climb the mount everest, it costs a lot and is hard on your body for no apparent



physical gain (or why do people sponsor mount everest expeditions)?

Obviously you need a way to correctly measure performance (direct or indirect), how else can you correctly tell if the goal has been reached?

### **Accountable for relevant company information collecting, internally and externally**

- Information collecting is vital to any business. The reason why armies are so equal when it comes to weapons is partly due to information collecting.

Implied in information collection is the subsequent prioritization of the information for relevance and value.

Information collecting can be expensive; the trick is to find cheap collection of significant information where the collecting and filtering is done more or less free.

Of course it is important to assess the truth of the information. Beware of “lie by telling the (mostly) truth”. What this means is that there is a payload of false information in the package of mostly truth that sound reasonable or can be verified. (e.g. a common way is to give credible examples, and then have a false payload with a generalization based on the examples, e.g.” thus there are only negative effects with this”) This makes you assume everything is true and that the deliverer of information is credible and true and this assumption can betray you. This naturally includes payloads that comes from a apparent benevolent individual, where the payload is of (malign or not) conveyed messages to this individual or own misconceptions of this benevolent individual. A loyal trustworthy friend can suddenly lie and betray you in a big manner. The loyal friend has been true all this years, just to release a payload at worst time. See “hooks” in this text.

A lot more people than you might expect are mythomaniacs. Some only use occasional lapses of mythomania, some probably only once in their life. Often to make them feel special or argument for an agenda. They probably know its cheating, but they might feel it is for a cause, so they justify these means for the cause. They may use very detailed specific examples, that make the lie more credible to believe (if they have all these facts, how can they lie?).

**An evaluator with reasonability and common sense, especially the only two aspects of a product (this can be a service or goods) pricing and qualities (qualities refers not only to service life, buy all qualities associated with the product that preferably has a customer meaningful advantageous usefulness and emotional attraction (such as coupled to brand name goodwill, company environmental and social policy)). Further, advantageous negotiations need this**

- Common sense can be sharpened by looking at a wealth of concrete examples, and analyzing them. Make sure you have a right representative balance of examples, to get the priorities right. Understanding the concepts of correlation, implication (=> e.g.

if it is raining (what we normally mean by this), then there are clouds above), if and only if (iff,  $\Leftrightarrow$ , e.g. if and only if precipitation from clouds falls all the way to the ground then its raining, snowing or hailing (what we normally mean by this)), necessary but not sufficient, “but that is the same thing as” is of assistance. Demand pedagogy. Credit people who break false beliefs e.g. with a devastating example.

When it comes to price and qualities of a product, demand due to qualities sold at a attractive price, bang for the buck. and market size are factors which enable prediction of volumes. Testing the market is always a good idea, with or without NDAs.

When in a negotiation, always make sure you have options to walk away (into another store, into another project, into another product, into another market, into other services, into other negotiating parties, into other terms), so that you make the other party to realize that you are in a buyers' market (of terms). The other party are motivated to get you into a sellers' market (of terms). The difference between the two can be huge, e.g. difference between slave contract and freedom.

The other party may be using standard sales tricks (see sales section); be aware of this.

Be polite, respectful and elegant, but you must dare make them disappointed when it comes to terms. Dare to take their time to read and understand the terms, ask questions, and ask that the orally clarified terms should be included in the written terms. Do not be naive and don't be dreaming of the other party's good will, decency and fairness towards you, this can cost you dearly once signed deals.

A highly intelligent boss but with little common sense to pedagogically explain matters, what good is that to instruct coworkers and give reports to the owners?

**A defender and follower of relevant written and implied company policy, walk the talk. Further a person who understands the unwritten laws and company politics**

- According to Percy Barnevik in a book about leadership (from which this text was inspired), Mark Twain said “It is nice to do the right thing, and even nicer to tell others to do the right thing.” The reason its nicer is that it implies they are not doing the right thing, and one common way to attempt to be viewed and valued higher is to directly or implicitly down-value others or simply indulge in information that directly or implicitly blames and then thinking, implying or saying “I am innocent - I am not part of that”, by the relative reference method.

Walk the talk means that your speeches made about wanted or unwanted behaviour should be applied to yourself. If you want to convey the splendidness of company policy, naturally you should follow in line, otherwise you are sending split signals about this; “if this is truly so splendid, why do you not follow this yourself?”

The power structure in a company must be understood, since otherwise execution of by you wanted tasks will fail in relation to blatant violation of power structure, since people in strength follow instructions based on in strength the perceived power behind an instruction, i.e. consequences of not following or following the instruction. Social unwritten rules are part of a power structure, what is “fit” or not (this may vary as cultural winds blow) in relation to these social rules.

As important to creating rules, is to have a system of enforcement.

An example of company policy is NPIP. Can you figure it out?

**A face outwards and emotional flagship inwards; a source of inspiration and incentive to work under, someone you can count on in challenging times, more or less**

- Both in terms of face outwards and flagship inwards, a generally communicated confident, positive and sane (realistically positive and confident) attitude that will persevere help both customer motivation to engage and companion motivation to perform, since hopes and dreams about the company and what it can be is kept alive and this helps with motivation of engagement. Of course dips of negativity and insecurity is alright if you gather strength afterwards and dig in into new challenges. A communication of “ready to quit anytime” leadership does not help!

To build up and maintain a leadership momentum of faith that the leadership will not betray its customers or companions (existing and potential) as soon as the winds become chilly is vital to trust and motivation to engage with the company.

A Swedish king had the motto, “People’s love, my reward.” This motto is worth considering as part of a motivational structure for the leadership, since leadership self-esteem (in general, high self-esteem is a motivational factor) is linked, among other factors, to what impression the leadership has of others true value of the leadership. One problem with being a loved and amplifying leadership is that this motivates many to have long conversations with you about every topic on earth; in this case, you sometimes need to politely and respectfully shorten the chats in the interest of fair treatment of external person (outside of leadership) illumination and weight.

**Accountable for delegating to and attracting competence under him/her and building profitable relationships with these; understanding which companions are critical**

- The main reason you delegate is to you detail overload, or information overload, if you like, and correct delegating, and delegating in turn further down, relieves you of handling many details, because a complex business handles a lot of details and thus information. E.g. a house builder need not know all the details of brick manufacturing, just the main characteristics of the brick or in turn trusting even those details in the hands of the delegated architect and bricklayer.

For a delegation to work, the person responsible for the delegated tasks need to be

competent with these tasks. The most important delegation you can do, can, for example, be a delegation of the task of finding competent personnel for further down delegated tasks. Since you basically always need to test the competence of the person of a delegation before a delegation, a direct delegator should preferably be well acquainted with the fields of competence, or know at least a trustworthy way to test and simply assess the fields, that the direct delegated tasks involves. You can consult a tester, but to test the testing competency of the tester you at least need to correlate the history of test results to real results of test subjects.

Indirect delegations further down the chain need also to have this direct test of competence link, because all delegations have a direct link to the one immediately responsible for the delegation one step up, but the local root (of the upside down tree, if you like) need not to know the competency field (but must be able to have a responsibility chain to test the testing competency (e.g. by correlating this with results done, opinions of people below, general own and others impression of direct communication with subject, budget, look at made balance sheets of the section - all "boiling down to" information reducing techniques (that keep the boiled down essentials)), so that the top node is directly or indirectly responsible for the testing competency of competency fields) of branches further down indirect delegations (but the stem or branch that a branch is directly connected to, need to know how to test the field of the direct branch further down), as long as the direct delegations are trusted and competently functioning. The fertile soil can be seen as the top delegator of all trees. The tests of fields of competence should naturally be done before appointing the delegation, and testing should after appointing be done that at regular intervals, since regular testing is part of the motivational structure, e.g. revisions of work done by those directly delegated.

Remember, to fill a vacancy with the right competence can be too difficult; then you could try to hire two or more specialists that cooperate, since finding all these specialists can be easier than one competence that covers all. E.g. different fields of knowledge and skills, characteristics such as good judgement, creativity, polite, friendly, etc, even good looks.

Sometimes someone down the chain will try to delegate upwards. This must in general be discouraged (but with the occasional exception (depending on the workload further up), especially directly one step up; flexibility can increase productivity) because of information overload of the needingly more personnel sparse structure further up; answer not by giving information but by telling how to find the information, for example by pointers to other personnel. Of course, if people higher up have a lot of free time, and are competent with details, for instance, by all means, delegate upwards.

It may be more cost effective to have parallel delegations part in the same field. E.g. main delegations to various fields that does the main work in their respective field, and helper delegations that assist, help and service those main fields. Rather than the engineers write their own patents in their fields, you have helpers that arrange such.

Its important to build fruitful relations with those you directly delegate to, its part of emotional and intellectual motivation for loyalty and trust. Occasional in house and rented parties, nights out, lunches, excursions, travel, arenas for leisure talk where people can give you an honest opinion (without getting coarse or wet - some thought of direct compliments are a real turn off) are usually worth their cost since they tend to build and maintain prosperous relations.

A delegation safety issue regarding trust, is that of addictions (e.g. alcohol, drugs, gambling); it is mainly the responsibility of the one who has made a direct delegation. Addictions work in the beginning as a quick emotional reward by escapist (e.g. from boredom) intoxication and can be a very strong emotional force; but they usually end up by being a need for feeling normal (e.g. anxiety reduction, depression and bad feeling reduction, and “gambling as a motive to cover previous losses”).

**An accountable company internal and external work, tool, motivation, creativity, holding on to, testing and resources (“WoToMo CreHoTesRe”) organizer for strategy, tactic and execution in broad and sometimes detailed strokes. The leadership productivity is measured by how well the “WoToMo CreHoTesRe” is organized and executed; however in essence the boss merely need to point to a trusted party that does all this and the rest of this text**

- Work, tool, motivation, creativity, what to stick to, testing (in trying or testing implies also evaluation) and resources organizer, internal (matters we can more or less control) and external (matters we can at most influence). External work is for example suppliers, partners, outsourced production. External tools are for example software, services, patents, tm, design protection for the ultimate usage in courts (external factor that determine their value). External motivation is for example customer demand, supplier quality and price consciousness, partner cooperation factors, offensive programs to hire key personnel of other companies. External creativity is for example incentive programs to the public to give feedback on products and their improvements, external inventions, designs and art (can be used in marketing and for motivational structures) we can use. External keeping organizing is influencing to keep political law and other societal structures that is good, keeping good suppliers, keeping good external competence and partners. External testing is market surveys, and of course ultimate market acceptance of our products. External resources is for example bank loans, issued bonds, investment capital through new issue of shares, external know-how, external production infrastructure, external communication infrastructure, supporting governments, judicial system, police and military.

Internal work is in-house employed, engaged and potentially engaged consultants (that is, consultants that you can trust will not run away too easily or trust that they do not take too much advantage of their position and incur unreasonable costs for their service). Internal tools are for example bought machinery, computers, phones, software and made checklists, service routines, training and education that forms and shapes expertise, expertise helpers. Internal motivation is for example incentive

programs, internally taxing malpractice, decentralization, reward for good idea/detail finders, career opportunities for showing good judgement, plans and programs to keep key personnel. Internal creativity is invented in-house, marketing details, social inventions to improve motivation. Internal holding on to, is for example, keeping machinery that works well, keeping software that works well, "if it ain't broke, don't fix it" for time critical safety issues - the idea is that an improvement can make the entity non-functional in a critical time, keeping social structures and traditions that work well, keeping the general meaning and characteristics of an entity that are considered valuable and good. Internal testing is testing of technical stuff, trial and error methodology, testing products, accountable judgement of matters, trying individuals for corruption, trying individuals for following written and implied work policy. Internal resources are for example owned assets, internal competence and know-how, internal infrastructure, possibly company policy and politics if good.

Strategy is choosing markets. Tactic is somewhat detailed worked out (that may change as one adapts) competitive advantage bag of tricks or owned/controlled leverage in chosen market.

Leverage such as,

(1) "the early bird gets the worm" - first with perceived relatively more attractive product characteristics (humour alternative is "the second mouse got the cheese!")

(2) cuckoo phenomena; the biggest best looking nestling beak gets all the worms - outgrow the competition due to perception of package as exciting in the market (exciting because the customer sees a way to earn/save money, relative bang for the buck, emotionally attractive hopes of what a purchase will result in)

(3) invested technical momentum - this is temporary, if the product is complex enough you get a fairly long time leverage

(4) patents, design IP, copyright, trademarks, domain names

(5) physical possession such as land and real estate

(6) trade secrets

(7) technical characteristics such as top of search engine

(8) consumers memory and emotional momentum coupled to a trade mark or physical establishment protected by ownership rights

(9) contacts and relations of businesses and people

(10) loyalty of personnel that are competent and efficient; your own competence and reputation, your integrity and reputation to strike back

(11) your arsenal of tricks (including exponential spread techniques)

(12) information access

(13) momentum of an established distribution network, market infrastructure

(14) de facto standards establishment affecting the motivational structure to keep things as they are (the supporters of the infrastructure benefit more in the short term by aligning, which gathers support by the very fact of the established standard and this strengthens the structure, reinforcing the leverage; e.g. new potential facebook members stick to facebook since there is an established network of friends, this makes it difficult for new competitors since the marginal benefit for potential customers of the competitor is to stick to the established standard "since everyone is there and none of the friends is available with the competitor", same with microsoft and software adhering to the standard, users chose an os because of the wealth of available software and reject alternatives because of lack of the same, and makers of available software stick to the same os because of available users of the os),

(15) contracts (this can solve many problems of leverage, if done right and tight),

(16) political and legislative influence

(17) financial momentum

(18) market momentum (established demand causes more demand by word of mouth and noticement in the media)

(19) production momentum.

Remember, and this is very important, any business needs leverage in a competitive market - if there is no leverage drop the business idea no matter how great - a bigger fish in the market and the consumers will only benefit from the new business idea, and you will lose money and the investment - think of leverage as including the factor that more or less forces the customer to pay for the wanted benefit, an analogy to a toll booth on a pay highway can be seen - you have to have a toll booth somewhere in your business model, the ability to deny a prospective customer the benefits if they chose not to pay (or harder, cause them harm, e.g. by legislative and enforcement measures, if they do not pay e.g. tax system's motivational structure), what it all comes down to is a motivational structure for customers to contribute to the economic welfare of the business traded for the perceived benefit or absence of perceived harm - even charity organizations fall under this category, if they do not contribute they cannot feel good about themselves as contributing citizens, you deny them this if they do not contribute, provided that you have the leverage of a well reputable name that does good, safety factors (imagined fear of what will happen if I do not engage in the product, e.g. insurance industry and designer clothes for

teenagers where main motivation is fear of being picked on as “out” in school),

Execution is the total flow of all participants’ micro and macro company related, explicit or implied, intellectual or emotional, decisions, that have been made part of reality (material or immaterial), to various degrees (e.g. an idea from an emotional decision may reside in head until right time, then made concrete; first to a soft degree, then hard), in a given time period. Execution flow can be hard and strong and have high density (relatively much flow compared to number of participants), be skilled and effective. Or the opposite.

Organizing resources includes having an internal tax system and distributing these collected resources to organize financed testing of creativity by kept patterns through work, tools and motivational structure. The idea is to keep all personnel occupied with high productivity tasks with high performing motivation through effective invented and kept tools.

Out of financing options? Just create your own local currency with an accompaniment central bank and tax system; all it requires is a medium for the currency (such as pen and paper, or preferably for currency handling efficiency distributed computers) organizational skills and work. Remember, money is just a tool to distribute wanted work and arrangements in society.

One way is through creativity with known knowledge to generate and keep lists of various internal and external demands that internal and external customers can pay for either on a on-a-go (buyers’ market) trade basis (where you have an effective “toll-booth”, i.e. you can force customers to pay if they want the product) and through tax financed (which in theory is always a better alternative than to sellers’ market businesses since political controlled prices and quality is to prefer to extortion like prices and at a product qualities that is motivated to be low to cut costs and yet sales are remained by lack of alternatives, e.g. rigid monopolies (weak monopolies are fearing future new competition), oligopolies) system (where commonly financed synergy is dominant, i.e. where “toll-booth” method of payment is ineffective and relatively expensive (the “toll-booth” is realistically non-existent or its application is very costly in total, yet there exists a tangible demand for the product) compared to commonly financed system; you gain effectiveness where the summing tax finance system is of higher value than the separate financed parts of independent “toll-booth” trading of product - synergy in economical contexts basically means the glued-together-sum is of greater value than the sum of the separate parts), and finding out which of these demands can be profitable satisfied through invented and known kept bag of tricks applied on the demand lists.

While there can be financing synergy with the tax system, there are drawbacks, such as wasting of resources as the resource can appear to be “free” once taxed. E.g. paying rent for a flat can be seen as a part internal tax system, and resources such as water usage is not coupled to use, which can lead to longer than usual showers, i.e. wasteful usage. Pay-as-you go “toll-booth” system leads to careful consideration



of resource usage according to own budget as there is a direct link between usage and cost. Further, if the “toll-booth” method is in an environment of buyers’ market, then there is a strong incentive to produce the product at lowest cost and with high qualities as this increases competitiveness and sales feedback are a function of cost and quality, while the tax method tend to get its money regardless of cost structure and quality of delivered products, thus without this natural incentive, i.e. there can be a more wasteful production environment in tax financed system than buyers’ market pay-as-you-go systems.

If you have business units financed by the tax system, and there is only a weak link to quality and cost of product to the tax system, you can have a bad motivational structure. The business unit is motivated to keep quality as low as possible to keep cost structure as low as possible, and at the same time get as high prices as possible financed by the tax system. Thus a motivational structure that gets very poor bang for the buck characteristics. Insurance models can function as tax systems in this way. The important part is the motivational structure to get a good bang for the buck characteristic. In tax financed systems it can be more beneficial for individuals to be slick with their tongue to their financiers than to do real work that delivers quality.

Politically controlled prices and quality regulation on a free business arena are always not to prefer to buyers’ market business arena with competent customers, since these customers will automatically get the best bang for the buck with time, as the market evolves with their buyer’s careful with their budgets each weighing delivered quality to cost with the sum of all this evaluations and sellers adapting to this causing the market to evolve. Note that usually the average of all guesses of the number of balls in a jar of balls is better than the best individual guess of the same. If the customers are not competent to judge qualities (for technical reasons - too complex or too difficult to estimate the long term effects, or causes harm to society), the political floors of quality control can be motivated (e.g. chemical or medicine regulation with licenses).

Toll duties of external products are always a cost to the company (usually we consider countries making tolls, but countries can be likened to a company organization) where the cost is the product duty size per product, shifting buyers’ market lowest prices upwards by that amount or lower depending on internal buyers’ market price level. (Of course the actual toll duty can be seen as an income, but usually where external trade is considerably less than internal markets, this can be ignored - the important part is what it does to prices within the company) However the alternative can be more costly, if net tax income from internal production is reduced (high paying products are shifted to low paying products and thus net tax income reduction by more than total toll duties consequences) or expenses increased by for example contracts of keeping employed people with an income (as custom with countries with social responsibilities), and the cost of paying salaries for being idle is higher than the direct cost of consequences of tolls to keep them occupied within a trade that they traditionally know and are costly or inefficient to re-educate to a trade that can compete without toll duties.

Motivation is linked with the question “What is the point of this?”

Organize top-down or bottom-up. This choice depends for example on emotional taste. Top-down is beginning with identifying main characteristics, and then refining into more and more detail. Bottom-up relies on a strategy of finding and sensing important details first, “this can surely be useful” and then clarifying main characteristics as the role of the useful building blocks become clearer. Or a mix between them two.

### ***Epilogue***

Egoism is the empirically proven success recipe for biological evolution. Egoists are beneficial for society (read Adam Smith), well argued for. Is altruism beneficial for society? Self-evident? No.

*Written in 2013, 2014 by Per Trydell*

*Credits,*

*Percy Barnevik (many topics in this text)*

*Implied credits in the text*

*Anders Trydell (inspired to economic thinking and ideas about solving unemployment)*

*Kerstin Trydell (general and specific existential motivation which do indirect credit to this text)*

*Lars Hedin (“Jäfla nissar”)*

*Cissi Wallin, radio 1 (stay away from course compliments)*

*Robert Aschberg, radio 1 (“keep talk short” - with elegance and politeness)*

*Kevin O’Leary, Shark Tank TV series (“Do you want your kids to end up in the gutter?”)*

*Ola Trydell (told “the best compliment you see in the paycheck”, margin and competitors, and conspiracy theory)*

*Roine Johannessen (mentioned unwritten laws)*

*Internet*

*howstuffworks.com (sales techniques)*

*talk.origins newsgroup (strawman, shifting goal posts, ad hominem)*

*Norstedts Engelska Ordbok*

*Wikipedia*

*Google Drive*

*Apple Macintosh*

*Dell & Microsoft*

*Swedish television and radio (inspiration to various degrees)*

*Various musical artists, spotify and CDs were inspirational*

*Various books, movies (struggle inspiration from “The Deer Hunter” and humor from “Life of Brian”)*

*Implied conditions of comfortable existence*

*Be angry with the Bushman that betrays you  
If you are that Bushman, then expect trust-anger too  
Sloppy attitude, indifference to harm, gives power to who?*

**Simple rulership techniques**