

# **BUSINESS EDUCATION, BEST QUOTES ON**

Business? It's quite simple. It's other people's money.

--Alexandre Dumas  
the Younger

Don't open a shop unless you know how to smile.

--Jewish Proverb

I would rather be the man who bought the Brooklyn Bridge than the man who sold it.

--Will Rogers

A. T. Stewart started life with a dollar and fifty cents. This merchant prince began by calling at the doors of homes in order to sell needles, thread and buttons. He soon found the people did not want them, and his small stock was thrown back on his hands. Then he said wisely, 'I'll not buy any more of these goods, but I'll go and ask people what they do want.' Thereafter he studied the needs and desires of people, found out just what they most wanted, endeavored to meet those wants, and became the greatest business man of his time.

--Grenville Kleiser

Clients do not come first. Employees come first. If you take care of our employees, they will take care of the clients.

—Richard Branson

There is only one boss. The customer. And he can fire everybody in the company from the chairman on down, simply by spending his money somewhere else.

--Sam Walton

It is but a truism that labor is most productive where its wages are largest. Poorly paid labor is inefficient labor, the world over.

--Henry George

Big companies are small companies that have succeeded.

--Robert Townsend

During my second year of nursing school our professor gave us a quiz. I breezed through the questions until I read the last one: 'What is the first name of the woman who cleans the school?' Surely this was a joke. I had seen the cleaning woman several times, but how would I know her name? I handed in my paper, leaving the last question blank. Before the class ended, one student asked if the last question would count toward our grade. 'Absolutely,' the professor said. 'In your careers, you will meet many people. All are significant. They deserve your attention and care, even if all you do is smile and say hello.' I've never forgotten that lesson. I also learned her name was Dorothy.

—Joann C. Jones

People don't buy for logical reasons. They buy for emotional reasons.

—Zig Ziglar

I don't pay good wages because I have a lot of money; I have a lot of money because I pay good wages.

---Robert Bosch

I made two mistakes last year. The first was starting a brand-new business. The second was starting it in a fireproof building.

--Pat William and  
Ken Hussar

Advertising may be described as the science of arresting the human intelligence long enough to get money from it.

--Stephen Leacock

In a consumer society, the best product you can manufacture is one that must be replaced immediately. Like munitions....You make a bomb and sell it to the government. They...blow it up....They have to come right back to you and buy another one.

--Gene Lees

Merchandising: It is our job to make women unhappy with what they have.

--B. Earl Puckett

There is one rule for industrialists and that is: Make the best quality of goods possible at the lowest cost possible, paying the highest wages possible.

--Henry Ford

All our institutions rest upon business. Without it we should not have schools, colleges, churches, parks, playgrounds, pavements, books, libraries, art, music, or anything else that we value.

--Cassius E. Gates

Pretend that every single person you meet has a sign around his or her neck that says, 'Make me feel important.' Not only will you succeed in sales, you will succeed in life.

--Mary Kay Ash

To comprehend the scope of corporate consolidation, imagine a day in the life of a typical American and ask: How long does it take for her to interact with a market that isn't nearly monopolized? She wakes up to browse the internet, access to which is sold through a local monopoly. She stocks up on food at a superstore such as Walmart, which owns a quarter of the grocery market. If she gets indigestion, she might go to a pharmacy, likely owned by one of three companies controlling 99 percent of that market. If she's stressed and wants to relax outside the shadow of an oligopoly, she'll have to stay away from ebook, music, and beer; two companies control more than half of all sales in each of these markets. There is no escape—literally. She can try boarding an airplane, but four corporations control 80 percent of the seats on domestic flights.

—Derek Thompson

Do you know what the difference is between PR and advertising? Advertising is when you say how great you are. PR is when other people say how great you are. PR is better.

—Guy Kawasaki

I'm not trying to make friends; I'm trying to make money. If you want a friend, then buy a dog.

—Kevin O'Leary

There is a great deal of advertising that is much better than the product. When that happens, all that the good advertising will do is put you out of business faster.

—Jerry Della Femina

I don't think people think of their office as a workplace anyway. I think they think of it as a stationery store with Danish. You want to get your pastry, your envelopes, your supplies, your toilet paper, six cups of coffee, and you go home.

—Jerry Seinfeld

In marketing I've seen only one strategy that can't miss—and that is to market to your best customers first, your best prospects second and the rest of the world last.

—John Romero

It isn't the incompetent who destroy an organization. It is those who have achieved something and want to rest upon their achievements who are forever clogging things up.

—Charles Sorenson

When people use your brand name as a verb, that is remarkable.

—Meg Whitman

Here's what we know works: Smile at the customer. Take the initiative. Tweak a few rules. Steal cookies for your colleagues. Don't puncture the impression that you know what you're doing. Let the other person fill the silence. Get comfortable with discomfort. Don't privilege your own feelings. Ask who you're really protecting. Be tough and humane. Challenge ideas, not the people who hold them. Don't be a slave to type. And Above all, don't affix nasty, scatological labels to people.

—Jerry Useem

'You deserve a break today,' is the best commercial jingle of the 20th century.

—*Ad Age*

Products made in China are cheap through the exploitation of the workforce. Every time we shop, we are driving the nail further into the coffin of American manufacturing jobs.

—Joe Baca

If I'd asked my customers what they wanted, they would have said a faster horse.

—Henry Ford

To sell something, tell a woman it's a bargain; tell a man it's deductible.

--Earl Wilson

Employee of the month is a good example of how somebody can be both a winner and a loser at the same time.

--Demetri Martin

It is probably true that business corrupts everything it touches. It corrupts politics, sports, literature, art, labor unions and so on.

--Eric Hoffer

How many experts does it take to turn around a big company? Only one—but the company has to really want to change.

--Megan McArdle

If you can keep your head when all about you are losing theirs, it's just possible you haven't grasped the situation.

--Jean Kerr

A woman will buy anything she thinks a store is losing money on.

--Kin Hubbard

It takes months to find a customer...and seconds to lose one.

--Unknown

If we don't take care of the customer, somebody else will.

--Jeff Jacobson

Business is many things, the least of which is the balance sheet. It is a fluid, ever changing, living thing, sometimes building to great peaks, sometimes falling to crumbled lumps. The soul of a business is a curious alchemy of needs, desires, greed and gratifications mixed together with selflessness, sacrifices and personal contributions far beyond material rewards.

--Harold Geneen

Let the buyer beware.

--Roman Maxim

The consumer is not a moron. She is your wife.

--David Ogilvy

If you are not thinking customer, you are not thinking.

--Theodore Levitt

Never underestimate the power of the irate customer.

--Joel E. Ross

The only big companies that succeed will be those that obsolete their own products before somebody else does.

--Bill Gates

It is not the purpose of the advertisement or commercial to make the reader or listener say, 'My, what a clever ad.' It is the purpose of advertising to make the reader or listener say, 'I believe I'll buy one when I'm shopping tomorrow.'

--Morris Hite

An entrepreneur is a self-employed person working 18 hours a day to avoid working 8 hours for someone else.

--Rory MccGwire

Goodwill is the one and only asset that competition cannot undersell nor destroy.

--Marshall Field

Advertising does not lead; it does not break ground; it's a reflection of society.

--Laurel Cutler

When two men in business always agree, one of them is unnecessary.

--William Wrigley, Jr.

Always remember that the soundest way to progress in any organization is to help the man ahead of you to get promoted.

--L. S. Hamaker

In thousands of years there has been no advance in public morals, in philosophy, in religion, or in politics but the advance in business has been the greatest miracle the world has ever known.

--E. W. Howe

If you aren't fired with enthusiasm, you will be fired with enthusiasm.

—Vince Lombardi

Profits may be obtained either by producing what consumers want or by making consumers want what one is actually producing.

--Henry Simons

The best ad is a good product.

--Alan H. Meyer

Excellent firms don't believe in excellence—only in constant improvement and constant change.

--Tom Peters

The superior man seeks what is right; the inferior one, what is profitable.

--Confucius

We learned years ago that it is not the big that devour the small but the fast that overcome the slow.

--Bernd Pischestrieder

There is only one social responsibility of business—to use its resources and engage in activities designed to increase its profits without deception or fraud.

--Milton Friedman

Business is like riding a bicycle. Either you keep moving or you fall down.

—John David Wright

Business is a good game—lots of competition and a minimum of rules. You keep score with money.

--Nolan Bushnell

A man's success in business today turns upon his power of getting people to believe he has something that they want.

--Gerald Stanley Lee

Perpetual devotion to what a man calls his business, is only to be sustained by perpetual neglect of many other things.

--Robert Louis Stevenson

Man does not only sell commodities, he sells himself and feels himself to be a commodity.

--Erich Fromm

The commerce of the world is conducted by the strong, and usually it operates against the weak.

--Henry Ward Beecher

A good advertising man is a first-class pragmatist. If he has any basic theorem at all, it is that most advertising is an intrusion upon the time and attention of people; a justifiable one but an intrusion nonetheless. The reader has bought the magazine for something other than the ads....Therefore the copywriters undertake to stop him in spite of himself.

--Albert Lynd

The philosophy behind much advertising is based on the old observation that every man is really two men—the man he is and the man he wants to be.

--William Feather

To be a success in business, be daring, be first, be different.

—Kenny Marchant

Don't forget until too late that the business of life is not business, but living.

--B. C. Forbes

Banking may be a career from which no man really recovers.

--John Kenneth  
Galbraith

I think there is nothing, not even crime, more opposed to poetry, to philosophy, ay, to life itself than this incessant business.

--Henry David Thoreau

The modern corporation is a political institution; its purpose is the creation of legitimate power in the industrial sphere.

--Peter Drucker

American business needs a lifting purpose greater than the struggle of materialism.

--Herbert Hoover

I have always thought it would be easier to redeem a man steeped in vice and crime than a greedy, narrow-minded, pitiless merchant.

--Albert Camus

I do not dislike but I certainly have no especial respect or admiration for and no trust in, the typical big moneyed men of my country. I do not regard them as furnishing sound opinion as respects either foreign or domestic business.

--Theodore Roosevelt

In business, the earning of profit is something more than an incident of success. It is an essential condition of success. It is an essential condition of success because the continued absence of profit itself spells failure.

--Louis D. Brandeis

The business of America is business.

--Calvin Coolidge

When nations grow old the Arts grow cold  
And Commerce settles on every tree.

--William Blake

Business without profit is not business any more than a pickle is a candy.

--Charles F. Abbott

I don't meet the competition, I crush it.

--Charles Revson

Whenever you see a successful business, someone once made a courageous decision.

--Peter Drucker

Business is a combination of war and sport.

--André Maurois

Business is more exciting than any game.

--Lord Beaverbrook

Big Business and Politics are twins, they are the monsters who kill everything, corrupt everything.

—Anaïs Nin

Many a small thing has been made large by the right kind of advertising.

--Mark Twain

It is far easier to write ten passably effective Sonnets, good enough to take in the not too inquiring critic, than one effective advertisement that will take in a few thousand of the uncritical buying public.

--Aldous Huxley

The thing, however, that repels us in these advertisements is their naive falsity to life. Who are these advertising men kidding...? Between the tired, sad, gentle faces of the subway riders and the grinning Holy Families of the Ad-Mass, there exists no possibility of even a wishful identification.

--Mary McCarthy

Why, I ask, isn't it possible that advertising as a whole is a fantastic fraud, presenting an image of America taken seriously by no one, least of all by the advertising men who create it?

--David Riesman

The aggregate effect of advertising is to bring about wide sharing of tastes. The actual social function of advertising is not to mold taste in any particular way, nor to debase it....It does not matter what people want to buy as long as they want to buy enough of the same thing to make mass production possible. Advertising helps to unify taste, to de-individualize it and thus to make mass production possible.

--Ernest Van Den Haag

The worst crime against working people is a company which fails to operate at a profit.

--Samuel L. Gompers

The aim of commerce is not to sell what is best for people or even what they really need, but simply to sell: its final standard is a successful sale.

--Sir Richard Livingstone

Life is all of one piece. Men err when they think they can be inhuman exploiters in their business life, and loving husbands and fathers at home. For achievement without love is a cold and tight-lipped murderer of human happiness everywhere.

--Dr. Smiley Blanton

Commerce is, in its very essence, satanic. Commerce is return of the loan, a loan in which there is the understanding: give me more than I give you.

--Charles Baudelaire

Live together like brothers and do business like strangers.

--Arabic Proverb

Boldness in business is the first, second, and third thing.

--Thomas Fuller

The customer is an object to be manipulated, not a concrete person whose aims the businessman is interested to satisfy.

--Erich Fromm

It is difficult but not impossible to conduct strictly honest business. What is true is that honesty is incompatible with the amassing of large fortune.

--Mohandas K. Gandhi

Honour sinks where commerce long prevails.

--Oliver Goldsmith

Commerce is the art of exploiting the need of desire someone has for something.

--Edmond and Jules  
de Goncourt

A corporation is an artificial being, invisible, intangible, and existing only in contemplation of law.

--John Marshall

Corporation, n. An ingenious device for obtaining individual profit without individual responsibility.

--Ambrose Bierce

It takes no more actual sagacity to carry on the everyday hawking and haggling of the world, or to ladle out its normal doses of bad medicine and worse law, than it takes to operate a taxicab or fry a pan of fish.

--H. L. Mencken

A man who is always ready to believe what is told him will never do well, especially a businessman.

—Gaius Petronius

Production goes up and up because high pressure advertising and salesmanship constantly create new needs that must be satisfied.

--J. B. Priestley

Without some dissimulation no business can be carried on at all.

--Lord Chesterfield

When white-collar people get jobs, they sell not only their time and energy, but their personalities as well. They sell by the week, or month, their smiles and their kindly gestures, and they must practice that prompt repression of resentment and aggression.

--C. Wright Mills

The smell of profit is clean  
And sweet, whatever the source.

--Juvenal

A dinner lubricates business.

--William Scot, Lord  
Stowell

The more facts you tell, the more you sell. An advertisement's chance for success invariably increases as the number of pertinent merchandise facts included in the advertisement increases.

--Dr. Charles Edwards

Never write an advertisement which you wouldn't want your own family to read. You wouldn't tell lies to your own wife. Don't tell them to mine. Do as you would be done by. If you tell lies about a product, you will be found out—either by the Government, which will prosecute you, or by the consumer, who will punish you be not buying your product a second time. Good products can be sold by honest advertising. If you don't think the product is good, you have no business to be advertising it.

--David M. Ogilvy

The secret of business is to know something that nobody else knows.

--Aristotle Onassis

First think of bread, and then of the bride.

--Norwegian Proverb

Everyone lives by selling something.

--Robert Louis Stevenson

You can tell the ideals of a nation by its advertisements.

--Norman Douglas

The nature of business is swindling.

--August Bebel

A business, like an automobile, has to be driven, in order to get results.

--B. C. Forbes

In business the man who engages in the most adventures is surest to come out unhurt.

--Karl Marx

A shady business never yields a sunny life.

--B. C. Forbes

Good merchandise finds a ready buyer.

--Plautus

I have always recognized that the object of business is to make money in an honorable manner. I have endeavored to remember that the object of life is to do good.

--Peter Cooper

The aim of all legitimate business is service, for profit, at a risk.

--Benjamin C. Leeming

Cheat me in the price but not in the goods.

--Thomas Fuller

The craft of the merchant is this bringing a thing from where it abounds, to where it is costly.

--Ralph Waldo Emerson

Commerce is the great civilizer. We exchange ideas when we exchange fabrics.

--Ralph Waldo Emerson

Merchant and pirate were for a long period one and the same person. Even today mercantile morality is really nothing but a refinement of piratical morality.

--Nietzsche

The propensity to truck, barter, and exchange one thing for another...is common to all men, and to be found in no other race of animals.

--Adam Smith

When your business displaces your family, find a new business.

—Dan L. Miller

Advertising is the fine art of making you think you have longed for something all your life that you never heard of before.

--Unknown

Advertising helps raise the standard of living by raising the standard of longing.

--Unknown

It isn't the number of people employed in a business that makes it successful. It's the number working.

--Unknown

Advertising is a racket...its constructive contribution to humanity is exactly minus zero.

--F. Scott Fitzgerald

The first Mistake in public Business, is the going into it.

--Benjamin Franklin

No man can see all with his own eyes or do all with his own hands. Whoever is engaged in multiplicity of business must transact much by substitution and leave something to hazard, and he who attempts to do all will waste his life in doing little.

--Samuel Johnson

He (the businessman) is the only man above the hangman and the scavenger who is forever apologizing for his occupation. He is the only one who always seeks to make it appear, when he attains the object of his labors, i.e., the making of a great deal of money, that it was not the object of his labors.

--H. L. Mencken

Commerce is the school of cheating.

--Luc de Clapiers

The business that considers itself immune to the necessity of advertising sooner or later finds itself immune to business.

--Derby Brown

The best mental effort in the game of business is concentrated on the major problem of securing the consumer's dollar before the other fellow gets it.

--Stuart Chase

There are more foolish buyers than sellers.

--Belgian Proverb

Push your business, but don't let your business push you.

--French Proverb

Anybody is a fool who wants something for nothing.

--William M. Marston

A business that makes nothing but money is a poor business.

--Henry Ford

One-third of the people in the United States promote, while the other two-thirds provide.

--Will Rogers

Financial sense is knowing that certain men will promise to do certain things, and fail.

--Ed Howe

If you attempt to beat a man down and so get his goods for less than a fair price, you are attempting to commit burglary as much as though you broke into his shop to take the things without paying for them. There is cheating on both sides of the counter.

--Henry Ward Beecher

The successful business man sometimes makes his money by ability and experience; but he generally makes it by mistake.

--Gilbert K. Chesterton

Advertising is the life of trade.

--Calvin Coolidge

A man to carry on a successful business must have imagination. He must see things as in a vision, a dream of the whole thing.

--Charles M. Schwab

There are two times in a man's life when he should not speculate: when he can't afford it, and when he can.

--Mark Twain

The best mental effort in the game of business is concentrated on the major problem of securing the consumer's dollar before the other fellow gets it.

--Stuart Chase

So the question is, do corporate executives, provided they stay within the law, have responsibilities in their business activities other than to make as much money for their stockholders as possible? And my answer to that is, no they do not.

--Milton Friedman

The substance of the eminent Socialist gentleman's speech is that making a profit is a sin, but it is my belief that the real sin is taking a loss.

--Winston Churchill

All business proceeds on beliefs, or judgments of probabilities, and not on certainties.

--Charles Eliot

Advertising promotes that divine discontent which makes people strive to improve their economic status.

--Ralph S. Butler

Advertising is 85% confusion and 15% commission.

--Fred Allen

Advertising is the foot on the accelerator, the hand on the throttle, the spur on the flank that keeps our economy surging forward.

--Robert W. Sarnoff

Sanely applied advertising could remake the world.

--Stuart Chase

Doing business without advertising is like winking at a girl in the dark. You know what you are doing, but nobody else does.

--Edgar Watson Howe

In the history of enterprise, most of the protagonists of major new products and companies began their education—not in the classroom, where the old ways are taught, but in the factories and labs where new ways are wrought...nothing has been so rare in recent years as an Ivy League graduate who has made a significant innovation in American enterprise.

--George Gilder

Going to work for a large company is like getting on a train. Are you going sixty miles an hour or is the train going sixty miles an hour and you're just sitting still?

--Paul Getty

The happiest time in any man's life is when he is in red-hot pursuit of a dollar with a reasonable prospect of overtaking it.

--Josh Billings

Big Business is basic to the very life of this country; and yet many—perhaps most—Americans have a deep-seated fear and an emotional repugnance to it. Here is monumental contradiction.

--David Lilienthal

A man isn't a man until he has to meet a payroll.

--Ivan Shaffer

All business sagacity reduces itself in the last analysis to a judicious use of sabotage.

--Thorstein Veblen

The big unions served a noble purpose once, and bless them for it. Now they're part of the problem and must give way if America is to move and to participate in management and achieve reasonable productivity.

--Robert Townsend

Man exploits man. Under communism, it's just the opposite.

--Russian Saying

Live together like brothers and do business like strangers.

--Arabian Proverb

Commerce is greedy. Ideology is blood-thirsty.

--Mason Cooley

Crime is a logical extension of the sort of behaviour that is often considered perfectly respectable in legitimate business.

--Robert Rice

The advertisements in a newspaper are more full of knowledge in respect to what is going on in a state or community than the editorial columns are.

--Henry Ward Beecher

If it doesn't sell, it isn't creative.

--David Ogilvy

In advertising not to be different is virtually suicidal.

--Bill Bernback

Promise, large promise, is the soul of an advertisement.

--Samuel Johnson

Advertising is legalized lying.

--H. G. Wells

If I were starting life over again, I am inclined to think that I would go into the advertising business in preference to almost any other. The general raising of standards of modern civilization among all groups of people during the past half-century would have been impossible without that spreading of the knowledge of higher standards by means of advertising.

--Franklin D. Roosevelt

Business has to solve its own problems and successfully handle its environmental challenges. In order to be competitive today, companies need to use a maximum of intellect and a minimum of materials.

--Robert Bringer

You can't build a reputation on what you're going to do.

--Henry Ford

Every successful enterprise requires three men—a dreamer, a businessman, and a son of a bitch.

--Peter McArthur

If you aren't willing to take risks, you should not be in business. Business and risk-taking are inseparable twins.

--Akio Morita

What's new in the molecular organization is a molding of all business operations to fit the customer. Anything that does not add value to that customer is eliminated or adjusted. You must do that. If you don't, someone else will.

--Gerald Ross and  
Michael Kay

People can make or break a company. Management can do whatever it wants with the banks and borrowing and manipulating and everything else. If the spirit of the people isn't in everything they do, it's going to fail.

--Vic Barough

Never say no when a client asks for something—even if it is the moon. You can always try, and anyhow there is plenty of time afterward to explain that it was not possible.

--Caesar Ritz

The secret of any business success is to understand the customers' problems and to provide solutions so as to help them be profitable and feel good about the transaction.

--Francis G. 'Buck' Rogers

We have learned that productivity is a social if not a moral principle, and not just a business principle; that increased productivity must contribute to a greater income of the masses, to greater job security of the workers, to greater satisfaction of the consumer...and that it is not enough for it to contribute to profits.

--Peter F. Drucker

It is a socialist idea that making profits is a vice. I consider the real vice is making losses.

--Winston Churchill

Business is the art of extracting money from another man's pocket without resorting to violence.

--Max Amsterdam

I like business because it is competitive, because it rewards deeds rather than words. I like business because it compels earnestness and does not permit me to neglect today's task while thinking about tomorrow. I like business because it undertakes to please, not reform; because it is honestly selfish, thereby avoiding hypocrisy and sentimentality. I like business because it promptly penalizes mistakes, shiftlessness and inefficiency, while rewarding well those who give it the best they have in them. Lastly, I like business because each day is a fresh adventure.

--R. H. Cabell

Never underestimate the creative pleasure that drives many who find their calling in business...they take as much pride in what they have built as any diva in a standing ovation performance at La Scala.

--Michael Novak

Business is taking a pile of cash, doing something with it, and winding up with a bigger pile of cash.

--Leonard Shaykin

In the United States, you say the customer is always right. In Japan, they say the customer is God. There is a big difference.

--James Morgan

Business, more than any other occupation, is a continual dealing with the future; it is a continual calculation, an instinctive exercise in foresight.

--Henry R. Luce

The working of great institutions is mainly the result of a vast mass of routine, petty malice, self-interest, and sheer mistake.

--George Santayana

Unionism, seldom if ever, uses such powers as it has to ensure better work; almost always it devotes a large part of that power to safeguarding bad work.

--H. L. Mencken

Everyone, in the final analysis, is in business for himself.

--Unknown

Few people do business well who do nothing else.

--Lord Chesterfield

If you would have your business done, go; if not, send.

--Benjamin Franklin

The most sensible people to be met with in society are men of business and of the world, who argue from what they see and know, instead of spinning cobweb distinctions of what things ought to be.

--William Hazlitt

In democracies, nothing is more great or brilliant than commerce; it attracts the attention of the public, and fills the imagination of the multitude; all passions of energy are directed towards it.

--Alexis de Tocqueville

If you have a lemon, make lemonade.

--Howard Gossage

The secret of business is simple: buy low and sell high.

--Unknown

There's no room for sentiment in business.

--Unknown

The customer is always right.

--Harry Gordon Selfridge

It is ridiculous to call this an industry. This is not. This is rat eat rat, dog eat dog. I'll kill 'em, and I'm going to kill 'em before they kill me. You're talking about the American way of survival of the fittest.

--Ray Kroc, Chairman of  
*McDonald's*

No matter who you are or what you plan to do, learn to type!

--Liz Smith

More and more Americans feel threatened by runaway technology, by large-scale organization, by overcrowding. More and more Americans are appalled by the ravages of industrial progress, by the defacement of nature, by man-made ugliness. If our society continues at its present rate to become less livable as it becomes more affluent, we promise all to end up in sumptuous misery.

--John W. Gardner

The labor movement's basic purpose is to achieve a better life for its members. A union that fails in this purpose has failed utterly.

--*New York Times*

The trade union movement represents the organized economic power of the workers ... It is in reality the most potent and the most direct social insurance the workers can establish.

--Samuel Gompers

If there were no bad speculations there could be no good investments; if there were no wild ventures there would be no brilliantly successful enterprises.

--F. W. Hirst

A speculator is a man who observes the future, and acts before it occurs.

--Bernard M. Baruch

Speculation is only a word covering the making of money out of the manipulation of prices, instead of supplying goods and services.

--Henry Ford

If we devote our time disparaging the products of our business rivals, we hurt business generally, reduce confidence, and increase discontent.

--Edward N. Hurley

There is hardly anything in the world that some man cannot make a little worse and sell a little cheaper.

--John Ruskin

The world does not owe men a living, but business, if it is to fulfill its ideal, owes men an opportunity to earn a living.

--Owen D. Young

There won't be anything we won't say to people to try and convince them that our way is the way to go.

--Bill Gates

Service is just a day-in, day-out, ongoing, never-ending, unremitting, persevering, compassionate type of activity

--Leon Gorman

If you are ready to give up everything else—to study the whole history and background of the market and all the principal companies whose stocks are on the board as carefully as a medical student studies anatomy—if you can do all that and, in addition, you have the cool nerves of a great gambler, the sixth sense of a clairvoyant, and the courage of a lion, you have a ghost of a chance on Wall Street.

--Salomon Today

You can never have too many friends in business...Given a choice always do business with a friend. It's the best way to leverage your success.

--Mark H. McCormack

In all my years in business, I have found that people in meetings tend to agree on decisions that as individuals, they know are dumb.

--John M. Capozzi

In business as in life, your chances of being run over are doubled if you stay in the middle of the road.

--John M. Capozzi

When the product is right, you don't have to be a great marketer.

--Lee Iacocca

Being good in business is the most fascinating kind of art.

--Andy Warhol

A good company is a company that is doing good. The world pays for results.

--Gary Pilgrim

You can take my factories and burn up my building, but give me my people and I'll build the businesses right back again.

--Henry Ford

Customers don't want their money back, they want a product that works properly.  
--Dan Burton

Women need underwear, but women want lingerie.  
--Leslie Wexler

American business overlooks the power of fun in relation to productivity...it is just another example of how the embalming fluid has soaked into the fabric of most businesses. Fun is discouraged. The implication is that if fun is allowed, work becomes secondary. I challenge that because I know better. Fun and effort are related, success in an open company comes naturally.  
--Hal Klopp

Personal relationships are the fertile soil from which all advancement, all success, all achievement in real life grows.  
--Ben Stein

It's easy to make a buck. It's a lot tougher to make a difference.  
--Tom Brokaw

People are a firm's most important asset. If you have an excellent product but only mediocre people, the results will be only mediocre.  
--Richard Sloma

### **Sam Walton's 10 Rules for Building a Business**

1. Commit to your business.
2. Share your profits with all associates, and treat them as partners.
3. Motivate your partners.
4. Communicate everything you possibly can to your partners.
5. Appreciate everything your associates do for the business.
6. Celebrate your successes.
7. Listen to everyone in your company.
8. Exceed your customers' expectations.
9. Control your expenses better than your competition does.
10. Swim upstream.

--Sam Walton

You should not confuse your career with your life.  
--Dave Barry

Business, more than any other occupation, is a continual dealing with the future; it is a continual calculation, an instinctive exercise in foresight.

--Henry R. Luce

It is not the employer who pays the wages. Employers only handle the money. It is the customer who pays the wages.

--Henry Ford

The value decade is on us. If you can't sell a top-quality product at the world's lowest price, you're going to be out of the game.

--Jack Welch

Business underlies everything in our national life, including our spiritual life. Witness the fact that in the Lord's Prayer the first petition is for daily bread. No one can worship God or love his neighbor on an empty stomach.

--Woodrow Wilson

Without the element of uncertainty, the bringing of even the greatest business triumph would be a dull, routine, and eminently unsatisfying affair.

--J. Paul Getty

Business is never so healthy as when, like a chicken, it must do a certain amount of scratching for what it gets.

--Henry Ford

My ideal business operation is modeled on a pirate ship: if everyone works together, they all share in the booty; if not, they all walk the plank.

--John G. Roche

Don't steal; thou'lt never thus compete  
Successfully in business. Cheat.

--Ambrose Bierce

An entrepreneur sees an opportunity which others do not fully recognise, to meet an unsatisfied demand or to radically improve the performance of an existing business. They have unquenchable self-belief that this opportunity can be made real through hard work, commitment and the adaptability to learn the lessons of the market along the way.

—Chris Oakley

A whore is a woman who takes more than she gives. A man who takes more than he gives is called a businessman.

--Charles Bukowski

The shortest and best way to make your fortune is to let people see clearly that it is in their interests to promote yours.

--Jean de La Bruyere

Men in business are in as much danger from those at work under them as from those that work against them.

--George Savile

Crime is a logical extension of the sort of behavior that is often considered perfectly respectable in legitimate business.

--Robert Rice

A criminal is a person with predatory instincts who has not sufficient capital to form a corporation.

--Howard Scott

The object in business is not to make others comfortable, but to make them successful.

--Laurel Cutler

A committee takes hours to put into minutes what can be done in seconds.

--Judy Castrina

To get profit without risk, experience without danger and reward without work, is as impossible as it is to live without being born.

--A. P. Gouthey

The deeper problems connected with advertising come less from the unscrupulousness of our 'deceivers' than from our pleasure in being deceived, less from the desire to seduce than from the desire to be seduced.

--Daniel J. Boorstin

The working of great institutions is mainly the result of ...routine, petty malice, self-interest, carelessness, and sheer mistakes. Only a small fraction is thought.

--George Santayana

Give them quality. That's the best kind of advertising.

--Milton Snavely Hershey

Advertising is a valuable economic factor because it is the cheapest way of selling goods, particularly if the goods are worthless.

--Sinclair Lewis

Advertising is the greatest art form of the twentieth century.

--Marshall McLuhan

Ambitious young people should be reasonably patient and hold the success of the company as more important than their own success.

--Sir John Egan

Profit in business comes from repeat customers, customers that boast about your product and service, and that bring friends with them.

--W. Edwards Deming

To satisfy the customer is the mission and purpose of every business.

--Peter Drucker

The customer only wants to know what the product or service will do for him tomorrow. All he is interested in are his own values, his own wants, his own reality. For this reason alone, any serious attempt to state what our business is must start with the customer, his realities, his situation, his behavior, his expectations, and his values.

--Peter Drucker

Be everywhere, do everything, and never fail to astonish the customer.

--Macy's Motto

About 40 percent of the population really never smiles, and if they never smile then forget it. They shouldn't be in our business.

--Archie Norman

Moral principle is a looser bond than pecuniary interest.

--Abraham Lincoln

Marketing is not a function, it is the whole business seen from the customer's point of view.

--Peter Drucker

There is only one valid definition of business purpose: to create a customer. Markets are not created by God, nature or economic forces, but by businessmen. The want they satisfy may have been felt by the customer before he was offered the means of satisfying it. It may indeed, like the want of food in a famine, have dominated the customer's life and filled all his waking moments. But it was a theoretical want before; only when the action of businessmen makes it an effective demand is there a customer, a market.

--Peter Drucker

Good companies will meet needs; great companies will create markets. Market leadership is gained by envisioning new products, services, lifestyles, and ways to raise living standards. There is a vast difference between companies that offer me-too products and those that create new product and service values not even imagined by the marketplace. Ultimately, marketing at its best is about value creation and raising the world's living standards.

--Philip Kotler

Every company should work hard to obsolete its own product line...before its competitors do.

--Philip Kotler

Your company does not belong in any market where it can't be the best.

--Philip Kotler

Everything you do or say is public relations.

--Unknown

No one can possibly achieve any real and lasting success or 'get rich' in business by being a conformist.

--J. Paul Getty

The key to success for Sony, and to everything in business, science and technology is never to follow the others.

--Masaru Ibuka

If you want to be successful in business, find someone who has achieved the results you want and copy what they do, and you'll achieve the same results.

--Anthony Robbins

No one can long make a profit producing anything unless the customer makes a profit using it.

--Samuel Pettengill

If there's a way to do it better. . . find it.

--Thomas Alva Edison

Business is actually a rotten intellectual exercise—the essence of business is very straightforward. A lot of great things are the result of an incredibly narrow focus and great drive and a lot of bad things have come out of enormously complex and sophisticated strategizing.

--Gerry Robinson

We'll never be 100% satisfied until you are, too.

--*Cigna* Advertisement

The man who is always ready to believe what is told him will never do well, especially a businessman.

--Gaius Petronius

Business is like a man rowing a boat upstream. He has no choice; he must go ahead or he will go back.

--Lewis E. Pierson

The result of a business is a satisfied customer.

—Peter Drucker

Nothing inspires confidence in a business man sooner than punctuality, nor is there any habit which sooner saps his reputation than that of being always behind time.

--William Mathews

The successful producer of an article sells it for more than it cost him to make, and that's his profit. But the customer buys it only because it is worth more to him than he pays for it, and that's his profit. No one can long make a profit producing anything unless the customer makes a profit using it.

--Samuel B. Pettengill

The purpose of a business is to create a customer who creates customers.  
—Shiu Singh

Successful salesmanship is 90% preparation and 10% presentation.  
--Bertrand R. Canfield

## **RULES FOR BUSINESS SUCCESS**

1. Carefully examine every detail of The business.
2. Be prompt.
3. Take time to consider and then decide quickly.
4. Dare to go forward.
5. Bear your trouble patiently.
6. Maintain your integrity as a sacred thing.
7. Never tell business lies.
8. Make no useless acquaintances.
9. Never try to appear something more than you are.
10. Pay your debts promptly.
11. Learn how to risk your money at the right time.
12. Shun strong liquor.
13. Employ your time well.
14. Do not reckon on chance.
15. Be polite to everyone.
16. Never be discouraged.
17. Work hard and you will succeed.

—Meyer Rothschild

Men of age object too much, consult too long, adventure too little, repeat too soon, and seldom drive business home to the full period, but content themselves with a mediocrity of success.

--Francis Bacon

Business is really more agreeable than pleasure; it interests the whole mind, the aggregate nature of man more continuously, and more deeply. But it does not look as if it did.

--Walter Bagehot

The craft of the merchant is this: bringing a thing from where it abounds to where it is costly.

—Ralph Waldo Emerson

I am the world's worst salesman; therefore I must make it easy for people to buy.  
--F. W. Woolworth

The businessman who keeps his nose to the grindstone will find it hard to keep his ear to the ground.  
--Unknown

People never buy what they need—they always buy what they want.  
--Charles F. Kettering

Patience is a most necessary qualification for business; many a man would rather you heard his story than granted his request.  
—Lord Chesterfield

Progress: the search for the best possible product at the most possible mark-up with the shortest possible duration for the earliest possible replacement.  
--John Ciardi

In salesmanship, a foot in the door is worth two on the desk.  
--Evan Esar

One aspect of modern life which has gone far to stifle men is the rapid growth of tremendous corporations. Enormous spiritual sacrifices are made in the transformation of shopkeepers into employees....The disappearance of free enterprise has led to a submergence of the individual in the impersonal corporation in much the same manner as he has been submerged in the state in other lands.  
--William O. Douglas

Advertising is the lubricant for the free-enterprise system.  
--Malcolm de Chazal

A good ad should be like a good sermon: It must not only comfort the afflicted—it also must afflict the comfortable.  
--Bernice Fitz-Gibbon

Everyone is running to and fro, pressed by the stomach ache of business.  
--Frederic Auguste Bertholdi

The only way to keep score in business is to add up how much money you make.  
--Harry B. Helmsley

In business, the competition will bite you if you keep running: if you stand still, they will swallow you.

--William S. Knudsen

Businessmen tend to grow old early. They are committed to security and stability. They won't rock the boat and won't gamble, denying the future for a near-sighted present. They forget what made them successful in the first place.

--Peter C. Goldmark

Aggressive is not a pleasant word. Yet it's the highest form of praise in a corporate job-performance review.

--Unknown

The history of General Motors over the past 50 years is far more important than the history of Switzerland or Holland.

--Antony Jay

Information means money.

--B. C. Forbes

Inequality of knowledge is the key to a sale.

--Deil O. Gustafson

When my client gives me an absolute no, I blow a whistle and announce, 'The second half is just beginning.'

--Insurance Salesman  
Larry Levitt

Friendliness stops as soon as the sale is made.

--Jonathan Larkin

The trouble with addicted people, communities, corporations, or countries is that they tend to lie, cheat, or steal to get their 'fix.' Corporations are addicted to profit and governments to power.

--Helen Caldicott

The art of advertisement—untruthfulness combined with repetition.

--Freya Stark

Advertisement...has brought our disregard for truth into the open without even a fig-leaf to cover it.

--Freya Stark

No, I most certainly do not think advertising people are wonderful. I think they are horrible, and the worst menace to mankind, next to war; perhaps ahead of war. They stand for the material viewpoint, for the importance of possessions, of desire, of envy, of greed. And war comes from these things.

--Marjorie Kinnan  
Rawlings

Of course advertising creates wants. Of course it makes people discontented, dissatisfied. Satisfaction with things as they are would defeat the American dream.

--Bernice Fitz-Gibbon

Advertising is the rattling of a stick in a swill bucket.

--George Orwell

If you are in business and do not advertise, it is like winking at a pretty girl in the dark. You know you are interested, but does she know?

--Steuart Henderson  
Britt

Every crowd has a silver lining.

--Phineas T. Barnum

A mediocre idea that generates enthusiasm will go farther than a great idea that inspires no one.

--Mary Kay Ash

An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage.

--Jack Welch

Perfect freedom is necessary to the health and vigor of commerce as it is to the health and vigor of citizenship.

--Patrick Henry

My advice is find a niche and then become the best there is in that field.

--Darla Moore

Half the money I spend on advertising is wasted. I just wish I could identify which half.

--John Wannamaker

To succeed in business, to reach the top, an individual must know all it is possible to know about that business.

--J. Paul Getty

If you are truly serious about preparing your child for the future, don't teach him to subtract teach him to deduct.

--Fran Lebowitz

A conference is a gathering of important people who singly can do nothing but together can decide that nothing can be done.

--Fred Allen

The mechanics of running a business are not really very complicated when you get down to essentials. You have to make some stuff and sell it to somebody for more than it cost you. That's about all there is, except for a few million details.

--John L. McCaffrey

Contrary to popular opinion, the hustle is not a new dance step—it is an old business procedure.

--Fran Lebowitz

Take away my people, but leave my factories, and soon grass will grow on the factory floors. Take away my factories, but leave my people, and soon we will have a new and better factory.

—Andrew Carnegie

The most successful businessman is the man who holds onto the old just as long as it is good, and grabs the new just as soon as it is better.

—R. P. Vanderpoel

Coffee stains on the flip-down trays mean [to the passengers] that we do our engine maintenance wrong.

--Donald C. Burr

There is no such thing as 'soft sell' and 'hard sell.' There is only 'smart sell' and 'stupid sell.'

--Charles Brower

In business a reputation for keeping absolutely to the letter and spirit of an agreement, even when it is unfavorable, is the most precious of assets-although it is not entered in the balance sheet.

--Oliver Lyttelton, Lord Chandos

We believe that there is one economic lesson which our twentieth century experience has demonstrated conclusively-that America can no more survive and grow without big business than it can survive and grow without small business.. .the two are interdependent. You cannot strengthen one by weakening the other, and you cannot add to the stature of a dwarf by cutting off the legs of a giant.

--Benjamin F. Fairless

A great society is a society in which its men of business think greatly of their functions.

--Alfred North Whitehead

In the modern world of business, it is useless to be a creative original thinker unless you can also sell what you create. Management cannot be expected to recognize a good idea unless it is presented to them by a good salesman.

--David M. Ogilvy

If it works, copy it.

--Tony Schwartz

The organization capable of continuous renewal is interested in what it is going to become, and not what it has been.

--Joseph Halloran

### **Conway's Law**

In any organization there is one person who knows what is going on. That person will probably be fired, outsourced, or laid-off very soon.

--Unknown

All existing business models are wrong. Find a new one.

--Hugh Macleod

It takes more than capital to swing business. You've got to have the A. I. D. degree to get by—Advertising, Initiative, and Dynamics.

--Isaac Asimov

Never... ever suggest they don't have to pay you. What they pay for, they'll value. What they get for free, they'll take for granted, and then demand as a right. Hold them up for all the market will bear.

--Lois McMaster Bujold

A very wise public-relations counsel cautions letter writers to delete the pronoun 'I' as much as possible. 'A weekend thank-you note which opens 'I had a wonderful time,' he points out, 'is not half so captivating as one beginning, *You are a wonderful hostess.*' Both say 'thank you,' but, ah, my friends, the second is the one that will get you asked back!

--Bennett Cerf

The customer doesn't expect everything will go right all the time; the big test is what you do when things go wrong.

--Sir Colin Marshall

A lot of times, people don't know what they want until you show it to them.

--Steve Jobs

Business originated to produce happiness.

--Charles Forbes

Help others get ahead. You will always stand taller with someone else on your shoulders.

--Bob Moawad

Sometimes what's right isn't as important as what's profitable.

--Trey Parker

Bill Gates is a very rich man today... and do you want to know why? The answer is one word: versions.

--Dave Barry

As long as people will accept crap, it will be financially profitable to dispense it.

--Dick Cavett

I wish I were perfect. I wish I were just the nicest, nicest, nicest person on Earth.  
But I am a business person.

--Martha Stewart

A specification that will not fit on one page of 8.5 x 11 inch paper cannot be understood.

--Mark Ardis

Talent will be the oil of the 21st century.

--Deborah L.  
Wince-Smith

In a hierarchy, every employee tends to rise to his level of incompetence; the cream rises until it sours.

--Lawrence J. Peter

Drive your business, or it will drive you.

--Benjamin Franklin

Don't hold a meeting after lunch--full bellies hate thinking as well as acting.

--Benjamin Franklin

Letting your customers set your standards is a dangerous game, because the race to the bottom is pretty easy to win. Setting your own standards—and living up to them—is a better way to profit. Not to mention a better way to make your day worth all the effort you put into it.

--Seth Godin

We frail humans tend to harbor the fantasy that when our ship finally comes in, our best efforts will no longer be required. In fact, 'making it' is one of the most dangerous things that can happen to a human being. And when that malady infects an organization, it's even worse.

--Jeff Ward

The minute you start to believe you can't fail you already have.

--Jeff Ward

The sweetest sound in the world is the person's own name.

--Dale Carnegie

I find it rather easy to portray a businessman. Being bland, rather cruel and incompetent comes naturally to me.

--John Cleese

If you had to identify, in one word, the reason why the human race has not achieved, and never will achieve, its full potential, that word would be 'meetings.'

--Dave Barry

Being the richest man in the cemetery doesn't matter to me....Going to bed at night saying we've done something wonderful...that's what matters to me.

--Steve Jobs

Simply put: we don't build services to make money; we make money to build better services....These days I think more and more people want to use services from companies that believe in something beyond simply maximizing profits.

--Mark Zuckerberg

The businessman's concept of self—that what he does is not who he is....Business is business. It's what you do. It is not who you are. Lying isn't a sin. It's a business plan.

--Richard Cohen

Something well bought is half sold.

--Gus Levy

Character counts in political campaigns. Should it also matter in business? I'm afraid it's both naive and old-fashioned to even ask that question.

--Dan Lyons

The enduring differences in how men and women communicate still have ramifications that range from hurt feelings to missed promotions and fewer pay raises. No news here: Men are supposedly blunter and more aggressive and appear self-confident even when they don't know what they're talking about. Women are more tentative in voicing their opinions and appear unsure of themselves even when they know very well what they're talking about. As bosses, men tend to be more authoritarian and women more collaborative. Men don't give much feedback; women want too much feedback. Men are thought not to ask enough questions; women are thought to ask too many questions. And so forth.

--Alina Tugend

I'm sick of getting e-mails from women managers who take everything so personally. I think it's keeping women from moving forward. Sometimes a business report just sucks, and a guy can take it....Women stew about it, e-mail about it, tweet about it. They've got to get away from that.

--Eve Tahmincioglu

Women are not making it to the top. A hundred and ninety heads of state; nine are women. Of all the people in parliament in the world, 13 percent are women. In the corporate sector, [the share of] women at the top—C-level jobs, board seats—tops out at 15, 16 percent.

--Sheryl Sandberg

Businessmen and consultants like to sell in glowing generalities, because they are never sure what unexpected things they'll find when they dig into your problems.

--Robert Walker

Do not focus on the past. Be future focused. If you've done something great or terrible in the past, forget it and go on and create the next thing.

--Steve Jobs

A bus station is where a bus stops. A train station is where a train stops. On my desk, I have a work station...

--William Faulkner

Don't ever think you can start a business and just turn it over to someone else. It never works.

--Steve Turner

It isn't the consumers' job to know what they want.

--Steve Jobs

About one-third of the women in this audience will be working full-time in 15 years. And almost all of you will be working for the guy you are sitting next to.

--Sheryl Sandberg  
in 2011 Address to  
*Harvard* Business  
Students

Products and objects are inevitably encrusted with cultural meaning, and a company that neglects to explore social theory is bound to leave profits on the table.

--Graeme Wood

Many parts of the work...world are still plagued by sexism, or reward a particular sort of self-promotion that many women shy away from. Studies have repeatedly shown that women get more criticism and less praise in the workplace than men do. They are offered lower starting salaries, and are judged more negatively by prospective employers than are men with identical backgrounds. And unlike in school, the burden of fighting discrimination rests almost entirely on an individual, who must initiate grievance procedures against her boss.

--Garance

Franke-Ruta

The behaviors that school rewards—studying, careful preparation, patient climbing from one level to the next—seem to give women an advantage academically, judging from the fact that they get higher grades in college than men do. Yet these behaviors aren't necessarily so helpful in the workplace. Out in the work world, people hire and promote based on personality as much as on formal qualifications, and very often networking can trump grinding away.

--Garance

Frake-Ruta

Tiara syndrome: the belief that if they (women) keep doing their job well, someone will notice them and place a tiara on their head.

--Carol Frohlinger

and Deborah

Kolb

The university system aside, I suspect there is a deeply ingrained set of behaviors that undermine women: the habits they pick up—or don't pick up—in the dating world. Men learn early that to woo women, they must risk rejection and be persistent. Straight women, for their part, learn from their earliest years that they must wait to be courted. The professional world does not reward the second approach. No one is going to ask someone out professionally if she just makes herself attractive enough. I suspect this is why people who put together discussion panels and solicit op-eds always tell me the same things: it's harder to get women to say yes than men. Well, duh. To be female in our culture is to be trained from puberty in the art of rebuffing—rebuffing gazes, comments, touches, propositions, and proposals.

--Garance

Franke-Ruta

Sensing they are not prepared for the world they have entered, many professional women seek still more academic credentials. I've come to think of this as intellectual primping—the frequently futile hope that one more degree will finally win notice, and with it, that perfect job or raise.

--Garance  
Frake-Ruta

Women may think the more degrees they get, the more chances they have of being hired, but they are swimming upstream.

--Anna Fels

What is it that often puts the B student ahead of the A student in adult life, especially in business and creative professions? Certainly it is more than verbal skill. To create, one must have a sense of adventure and playfulness. One needs toughness to experiment and hazard the risk of failure. One has to be strong enough to start all over again if need be and alert enough to learn from whatever happens. One needs a strong ego to be propelled forward in one's drive toward an untried goal. Above all, one has to possess the ability to play!

--Theresa Caplan

Entrepreneurial Obsessive-Compulsive Disorder: the gift, and curse, of unswerving faith in a potentially world-changing idea.

--Jonathan Rauch

If there remain some businesswomen who choose to put their children over their careers...we might not be witnesses to a national tragedy. We might instead find evidence of some of the best impulses of the human spirit.

--Caitlin Flanagan

I want to close the leadership gap: to elect a woman president and 50 women senators; to ensure that women are equally represented in the ranks of corporate executives and judicial leaders. Only when women wield power in sufficient numbers will we create a society that genuinely works for all women. That will be a society that works for everyone.

—Anne-Marie Slaughter

I think advertising is poison gas. When you see it, your eyes should water. It should knock your head back about a foot, and you should almost pass out.

--George Lois

People say they don't like ads. Oh, really? You don't watch the Super Bowl? You don't like catalogs? When ads are contextual—when they're feeding us the right content at the right time—we like them very much.

--Rob Scoble

Ad campaigns must have wit.

--George Lois

Advertising is the modern substitute for argument; its function is to make the worse appear the better.

--George Santayana

The secret of all effective advertising is not the creation of new and tricky words and pictures, but one of putting familiar words and pictures into new relationships.

--Leo Burnett

In 2010, three professors at Duke's Fuqua School of Business asked roughly 2,000 people to look at a long series of photos. Some showed CEOs and some showed non-executives, and the participants didn't know who was who. The participants were asked to rate the subjects according to how 'competent' they looked. Among the study's findings: CEOs look significantly more competent than non-CEOs; CEOs of large companies look significantly more competent than the CEOs of small companies; and, all else being equal, the more competent a CEO looked, the fatter the paycheck he or she received in real life. And yet the authors found no relationship whatsoever between how competent a CEO looked and the financial performance of his or her company.

--Don Peck

Examples of bias abound. Tall men get hired and promoted more frequently than short men, and make more money. Beautiful women get preferential treatment, too—unless their breasts are too large. According to a national survey by the Employment Law Alliance a few years ago, most American Workers don't believe attractive people in their firms are hired or promoted more frequently than unattractive people, but the evidence shows that they are, overwhelmingly so. Older workers, for their part, are thought to be more resistant to change and generally less competent than younger workers, even though plenty of research indicates that's just not so. Workers who are too young or, more specifically, are part of the Millennial generation are tarred as entitled and unable to think outside the box.

--Don Peck

Lauren Rivera, a sociologist at *Northwestern*, spent parts of the three years from 2006 to 2008 interviewing professionals from elite investment banks, consultancies, and law firms about how they recruited, interviewed, and evaluated candidates, and concluded that among the most important factors driving their hiring recommendations were—wait for it—shared leisure interests. ‘The best way I could describe it,’ one attorney told her, ‘is like if you were going on a date. You kind of know when there’s a match.’ Asked to choose the most-promising candidates from a sheaf of fake resumes Rivera had prepared, a manager at one particularly buttoned-down investment bank told her, ‘I’d have to pick Blake and Sarah. With his lacrosse and her squash, they’d really get along [with the people] on the trading floor.’ Lacking ‘reliable predictors of future performance,’ Rivera writes, ‘assessors purposefully used their own experiences as models of merit.’ Former college athletes ‘typically prized participation in varsity sports above all other types of involvement.’

--Don Peck

One of the tragedies of the modern economy is that because one’s college history is such a crucial signal in our labor market, perfectly able people who simply couldn’t sit still in a classroom at the age of 16, or who didn’t have their act together at 18, or who chose not to go to graduate school at 22, routinely get left behind for good. That such early factors so profoundly affect career arcs and hiring decisions made two or three decades later is, on its face, absurd.

--Don Peck

If you can’t pay for a thing, don’t buy it. If you can’t get paid for it, don’t sell it. Do this, and you will have calm and drowsy nights, with all of the good business you have now and none of the bad. If you have time, don’t wait for time.

--Ernst Fischer

The great corporations of this country were not founded by ordinary people. They were founded by people with extraordinary intelligence, ambition, and aggressiveness.

--Daniel P. Moynihan

The best advertising isn’t advertising.

--Ajaz Ahmed

What would your marketing look like if your customers signed your paycheck?

--Ann Handley

Nobody read ads. People read what interests them. Sometimes, it’s an ad.

--Howard Gossage

Regardless of the moral issue, dishonesty in advertising has proved very unprofitable.

--Leo Burnett

Content is king, but marketing is queen, and runs the household.

--Gary Vaynerchuk

I notice increasing reluctance on the part of marketing executives to use judgment. They are coming to rely too much on research, and they use it as a drunkard uses a lamppost for support, rather than for illumination,.

--David Ogilvy

To succeed in business it is necessary to make others see things as you see them.

--Aristotle Onassis

If my own son, who is now 10 months, came to me and said, 'You promised to pay for my tuition at Harvard. How about giving me 50,000 instead to start a little business?' I might think that was a good idea.

--William John Bennett

Sales may lead to advertising as much as advertising leads to sales.

--Michael Schudson

Once an organization loses its spirit of pioneering and rests on its early work, its progress stops.

--Thomas J. Watson

I do not regard advertising as entertainment or an art form, but as a medium of information.

--David Ogilvy

So often corporate America, business America, are the worst communicators, because all they understand are facts, and they cannot tell a story. They know how to explain their quarterly results, but they don't know how to explain what they mean.

--Frank Luntz

When you are skinning your customers, you should leave some skin on to grow again so that you can skin them again.

--Nikki Giovanni

Advertising is, actually, a simple phenomenon in terms of economics. It is merely a substitute for a personal sales force - an extension, if you will, of the merchant who cries aloud his wares.

--Rosser Reeves

Drive thy business or it will drive thee.

--Benjamin Franklin

A good ad should be like a good sermon: It must not only comfort the afflicted, it also must afflict the comfortable.

--Bernice Fitz-Gibbon

The success combination in business is: Do what you do better... and: do more of what you do.

--David Joseph Schwartz

There is no such thing as national advertising. All advertising is local and personal. It's one man or woman reading one newspaper in the kitchen or watching TV in the den.

--Morris Hite

Unfortunately, goodness and honor are rather the exception than the rule among exceptional men, not to speak of geniuses.

--Cesare Lombroso

That's the ultimate gratification in any business situation - do customers buy the product? And do they use it and do they come back and buy more of it?

--Jim Barksdale

I've never been one to look up the ladder. I've always looked down the ladder. As long as there's one guy down there, I'm fine.

--Ron White

In today's world, marketers reach inside the home and attempt to figure out not what's good for your daughter, because that is not their business, but what deep desires they can manipulate, stimulate and ostensibly satisfy in order to produce cold, hard cash.

--Maggie Gallagher

The advertising world had spacemen in it before spacemen existed.

--Fred Allen

Men initiate salary negotiations four times as often as women do, and that when women do negotiate, they ask for 30 percent less money than men do

--Katty Kay and Claire  
Shipman

The Dunning-Kruger effect: the tendency for some people to substantially overestimate their abilities. The less competent people are, the more they overestimate their abilities.

--Katty Kay and Claire  
Shipman

A review of personnel records found that women working at HP applied for a promotion only when they believed they met 100 percent of the qualifications listed for the job. Men were happy to apply when they thought they could meet 60 percent of the job requirements. At HP, and in study after study, the data confirm what we instinctively know. Under-qualified and underprepared men don't think twice about leaning in. Overqualified and over-prepared, too many women still hold back. Women feel confident only when they are perfect. Or practically perfect.

--Katty Kay and Claire  
Shipman

For decades, women have misunderstood an important law of the professional jungle. It's not enough to keep one's head down and plug away, checking items off a list. Having talent isn't merely about being competent; confidence is a part of that talent. You have to have it to excel.

--Katty Kay and Claire  
Shipman

As the builders say, the larger stones do not lie well without the lesser.

--Plato

Every sale has five basic obstacles: no need, no money, no hurry, no desire, no trust.

--Zig Ziglar

In order to win, you must expect to win.

--Richard Bach

Consequently, a young business often grows by large percentages. Mature businesses rarely do.

--Roy H. Williams

A salesman minus enthusiasm is just a clerk.

--Harry F. Banks

Punctuality is the soul of business.

--Thomas Chandler  
Haliburton

Marketing is what you do when your product is no good.

--Edwin Land

We must never forget that it is the private sector—not government—that is the engine of economic opportunity. Businesses, particularly small businesses, flourish and can provide good jobs when government acts as a productive partner.

--Bill Richardson

There are no traffic jams when you go the extra mile.

--Roger Staubach

There are very few retailers that give a crap about people. They are in business to make money. Period.

--Hamilton Nolan

In business, words are words; explanations are explanations, promises are promises, but only performance is reality.

--Harold S. Geneen

In the R & D business, we kind of lump people into two categories: inventors and engineers. The inventor is the kite kind of person. They have a zillion ideas and they come up with great first prototypes. But generally an inventor...is not a tidy person. He sees the big picture and...[is] constantly lashing something together that doesn't really work. And then the engineers are the strings, the craftsmen [who pick out a good idea] and make it really practical. So, one is about a good idea, the other is about...making it practical.

--Unknown Scientist

A friendship founded on business is better than a business founded on friendship.  
--John D. Rockefeller

When that camera hits you, it's not about how good you look. People look for honesty. You sell yourself; the product almost is secondary.  
—George Foreman

The idea that the way to influence older consumers is by targeting younger consumers is the purest form of ageism. No one would dare argue that the way to influence women is to target men [or] to influence black people is to target white people. Older people want to be youthful but they do not want to be like young people. This is a distinction lost on marketers. The way to influence older consumers is to take the time and trouble to understand them. But marketers are too lazy and too obsessed with youth to bother with this.  
—Bob Hoffman

Corporations cannot commit treason, nor be outlawed, nor excommunicated, for they have no souls.  
—Edward Coke

The companies that survive longest are the one's that work out what they uniquely can give to the world not just growth or money but their excellence, their respect for others, or their ability to make people happy. Some call those things a soul.  
—Charles Handy

The single most important factor in determining the climate of an organization is the top executive.  
—Charles Galloway

The entrepreneur is essentially a visualizer and an actualizer. He can visualize something, and when visualizes it he sees exactly how to make it happen.  
—Robert L Schwartz

The force of the advertising word and image dwarfs the power of other literature in the 20th century.  
—Daniel J. Boorstin

Most women's magazines simply try to mold women into bigger and better consumers.  
—Gloria Steinem

In day-to-day commerce, television is not so much interested in the business of communications as in the business of delivering audiences to advertisers. People are the merchandise, not the shows. The shows are merely the bait.

—Les Brown

His insomnia was so bad, he couldn't sleep during office hours.

—Arthur Baer

He wins every hand who mingles profit with pleasure.

—Horace

I learned early on that if you don't want your memos to get you in trouble some day, just don't write any.

—Vice President Dick  
Cheney

A brand is a signal, good or bad, that influences a consumer's decision to buy a product.

—Derek Thompson

People are meaning-seeking creatures. The brands we buy and wear and use are symbols to express our identities.

—Susan Fournier

In categories like cars or clothes, brands aren't just signals of quality; they also help us communicate our identities. When somebody totes a Fendi bag or drives a Harley-Davidson chopper, she is sending a message (particularly when doing both at the same time).

—Derek Thompson

People aren't really motivated by companies. they're motivated by other people.

—Derek Thompson

A viewer who skips the advertising is the moral equivalent of a shoplifter.

—Nicholas Johnson

You can create a business, choose a name, but unless people know about it you're not going to sell any products.

—Sir Richard Branson

If there is any one phrase that is guaranteed to set me off it's when someone says to me, 'OK, fine. You're the boss!' What irks me is that in 90% of such instances what that person is really saying is, 'OK, then, I don't agree with you, but I'll roll over and do it because you're telling me to. But if it doesn't work out, I'll be the first to remind everyone that it wasn't my idea.'

—*Business Insider*

A business is simply an idea to make other people's lives better.

—Sir Richard Branson

Half the time men think they are talking business, they are wasting time.

—Edgar Watson Howe

Any business arrangement that is not profitable to the other person will in the end prove unprofitable for you. The bargain that yields mutual satisfaction is the only one that is apt to be repeated.

—B. C. Forbes

The first law in advertising is to avoid the concrete promise... and cultivate the delightfully vague.

—John C. Crosby

If you're gonna be successful, you have to live and breathe this business.

—Bob Baffert

A chief executive officer (CEO) is a company's oldest, whitest male employee.

—*TL;DR Wikipedia*

A boss is a person involved in management or leadership of those who believe they could do a much better job than him.

—*TL;DR Wikipedia*

Do not primarily train men to work. Train them to serve willingly and intelligently.

—James Cash Penney

My father always told me that all businessmen were sons of bitches, but I never believed it till now.

—John F. Kennedy

Be influenced by nothing but your clients' interests. Tell them the truth.

—Arthur C. Nielsen

I live in the Managerial Age, in a world of 'Admin.' The greatest evil is not now done in those sordid 'dens of crime' that Dickens loved to paint. It is not done even in concentration camps and labour camps. In those we see its final result. But it is conceived and ordered (moved, seconded, carried, and minuted) in clean, carpeted, warmed and well-lighted offices, by quiet men with white collars and cut fingernails and smooth-shaven cheeks who do not need to raise their voices. Hence, naturally enough, my symbol for Hell is something like the bureaucracy of a police state or the office of a thoroughly nasty business concern.

—C. S. Lewis

So companies have to be very schizophrenic. On one hand, they have to maintain continuity of strategy. But they also have to be good at continuously improving.

—Michael Porter

An employee's motivation is a direct result of the sum of interactions with his or her manager.

—Bob Nelson

The prevailing business culture in the banking industry weakens and undermines the honesty norm. The apples are good, but the barrel is bad.

—Alain Cohn

Ethical problems in organizations originate not with 'a few bad apples' but with the 'barrel makers.' There are norms at their workplace that induce them to cheat.

—James O'Toole and  
Warren Bennis

Integrity cannot be legislated, and it certainly cannot be bought. It must come from within.

—Mark Carney

Bankers just get into the habit of complaining about compensation and sort of thinking that they're entitled to be paid 50 times what a firefighter that runs into a burning building to save a little baby gets paid. That entitlement is sort of endemic within banking.

—James Gorman

One who works for his own profit is likely to work hard. One who works for the use of others, without profit to himself, is likely not to work any harder than he must.

—B. Carroll Reece

It is very sad for a man to make himself servant to a single thing; his manhood all taken out of him by the hydraulic pressure of excessive business.

—Theodore Parker

In business school classrooms they construct wonderful models of a non-world.

—Peter Drucker

If each of us hires people smaller than we are, we shall become a company of dwarfs.

—David Ogilvy

A key leadership problem afflicting American companies is the lack of career obstacles for incompetent men.

—Tomas

Chamorro-Premuzic

Givers—people who share their time, contacts, or know-how without expectation of payback—dominate the top of their fields.

—Adam Grant

The dearth of females in the upper echelons of virtually every field is notorious, and tends to get worse, not better, the higher you look. While women make up about half of the U.S. workforce and more than half of entry-level hires at the largest corporations, their ranks thin so starkly that just 4.8 percent of Fortune CEOs are female. Elsewhere on Wall Street, in Big Law, and in Silicon Valley, the numbers are no more equitable. Culprits range from child-rearing demands to gender bias.

—Liza Mundy

Women, often held back in midlife by domestic responsibilities, are in many ways suited to shift into high gear at a later age than men—to have it all, as the saying goes, by having it at different times. One high-level female executive told me recently that she is waiting until her kids start college to truly move into overdrive. ‘I’ve got a good 15 years after that,’ she figures, to make her full impact.

—Liza Mundy

Psychological research hints that people of both sexes may feel more comfortable with ambitious older women than with ambitious younger ones.

—Liza Mundy

Even for talented young women, a swift professional rise is far from preordained. Today, women begin their careers close to wage parity: according to the U.S. Bureau of Labor Statistics, women between the ages of 25 and 34 earn almost 90 percent of what men do. The wage gap soon widens, however. Women between the ages of 45 and 54 make 76.6 percent of what men do. This is partly due to child-rearing logistics: a Pew Research Center report found that 42 percent of mothers had cut back on their work hours to care for a family member, and 51 percent of mothers with children under 18 said being a parent made it harder for them to advance professionally, compared with just 16 percent of fathers.

—Liza Mundy

The wage gap also seems to reflect a bias against mothers with children at home—a set of belittling stereotypes sometimes referred to as the ‘maternal wall.’ Research shows that when a working woman becomes a mother, she is typically seen as warmer and nicer, and that these traits may actually conspire against her, making her seem less good at her job.

—Liza Mundy

Men are more likely than women to be promoted based on their perceived potential, while women are more likely to be promoted based on their performance, a phenomenon that results in women getting to the top later, if they get there at all....Perhaps the real tragedy is not that women aren’t promoted on potential; it’s that men aren’t forced to wait until they have performed.

—Liza Mundy

Steve Jobs was an asshole and he was one of the most successful businessmen on the planet. Maybe if I become an even bigger asshole I’ll be successful like Steve.

—Tom McNichol

Semi-obnoxious behavior not only can make a person seem more powerful, but can make them more powerful, period. The same goes for overconfidence. Act like you’re the smartest person in the room, a series of striking studies demonstrates, and you’ll up your chances of running the show.

—Jerry Useem

What I’ve become convinced of is that nice guys and gals really do finish last.

—Adam Grant

Agreeableness is a trait that tends to make you poorer. We believe we want people who are modest, authentic, and all the things we rate positively to be our leaders. But we find it's all the things we rate negatively—like immodesty—that are the best predictors of higher salaries or getting chosen for a leadership position.

—Jeffrey Pfeffer

The fact must never be forgotten that no magazine publisher in the United States could give what it is giving to the reader each month if it were not for the revenue which the advertiser brings the magazine.

—Edward Bok

To the extent that innovation and risk taking are in short supply in the corporate world, narcissists are the ones who are going to step up to the plate.

—Donald Hambrick

Did the product you helped launch succeed because of you, or because of your brilliant No. 2, or your lucky market timing, or your competitor's errors, or the foundation your predecessor laid, or because you were a socket wrench that happened to fit that one job?

—Jerry Useem

Your premium brand had better be delivering something special, or it's not going to get the business.

—Warren Buffett

There is hardly anything in the world that some man cannot make a little worse and sell a little cheaper, and the people who consider price only are this man's lawful prey.

—John Ruskin

Salesmanship is limitless. Our very living is selling. We are all salespeople.

—James Cash Penney

There are four things that hold back human progress: ignorance, stupidity, committees and accountants.

—Charles J. C. Lyall

Honour sinks where commerce long prevails.

—Oliver Goldsmith

We can believe that we know where the world should go. But unless we're in touch with our customers, our model of the world can diverge from reality. There's no substitute for innovation, of course, but innovation is no substitute for being in touch, either.

—Steve Ballmer

No one can deny that much of our modern advertising is essentially dishonest; and it can be maintained that to lie freely and all the time for private profit is not to abuse the right of free speech, whether it is a violation of the law or not. But again the practical question is, how much lying for private profit is to be permitted by law?

—Carl L. Becker

'Be comfortable with who you are,' reads the headline on the Hush Puppies poster. Are they mad? If people were comfortable with who they were, they'd never buy any products except the ones they needed, and then where would the advertising industry be?

—Charles Edwards

There is hardly anything  
in the world  
that some man  
cannot make a little worse  
cannot make a little cheaper  
and the people  
who consider price only  
are this man's lawful prey.

—John Ruskin

Burnout is one of the biggest problems in the workplace, especially for older workers. In fact, it's a major reason many people retire earlier than they projected. They just can't take it anymore. They're sick of the routine, playing the game, and not having an incentive to push ahead because promotions have dwindled or raises are perfunctory, if they exist at all.

—Kerry Hannon

I wish my employee performance evaluation had a line for 'sacrificing my entire social life'—in which case I have exceeded expectations.

—*someecards*

The government's Small Business Administration reports that small businesses represent 99% of all employers in the U.S. and are responsible for generating well over half of new jobs created.

—Ellen Tauscher

The entertainment industry sees youth as a prime market—a distinct, ever-renewing demographic group posed of ample leisure and money to make sales soar. Further, adolescents have shown themselves, because of their particular state of life, to be especially susceptible to the marketing wiles of the entertainment industry. This industry is adept at perpetually recycling timeless adolescent anxieties and hopes into easily adaptable formulaic fads and fashions.

—Q. J. Schultze

I don't know the rules of grammar... If you're trying to persuade people to do something, or buy something, it seems to me you should use their language, the language they use every day, the language in which they think. We try to write in the vernacular.

—David Ogilvy

Eat and drink with your relatives; do business with strangers.

—Greek Proverb

In any great organization it is far, far safer to be wrong with the majority than to be right alone.

—John Kenneth  
Galbraith

A promise made should be a promise kept.

—Steve Forbes

Sometimes I want to ask these guys who say they lament their rationed fatherhood whether they are serious in their regret. I recently asked one if he really would have traded some business success for more time with his children. He hardly paused. No, he had to be who he was. He made it sound as if he had been in the grip of some powerful force, like the one that brings salmon upstream to their spawning grounds. He had no guilt, just regret. What could he do? (I'd love to ask his kids if they would have preferred more time with Daddy over their trust fund.)

—Richard Cohen

When you buy from a small business, you are not helping a CEO buy a third vacation home. You are helping a little girl get dance lessons, a little boy get his team jersey, a mom put food on the table, a dad pay a mortgage or a student pay for college.

—Unknown

Motivation is everything. You can do the work of two people, but you can't be two people. Instead, you have to inspire the next guy down the line and get him to inspire his people.

—Lee Iacocca

Public and employer opinion often defeat society's best interests with a prejudice against middle-aged women.

—Kate Smith

Researchers have shown that customers are drawn to items sitting on the middle of a shelf, as opposed to the ends, and that we perceive prices to be lower when they have fewer syllables and end with a 9. Stores have figured out how to manipulate us by overpricing merchandise with the intention of later marking it down, knowing that (thanks to a cognitive bias psychologists refer to as 'anchoring') we will see the lowered price as a deal.

—Eleanor Smith

We can serve our customers well only if our buying jobs are right. You cannot sell if you haven't ordered wanted goods into your store.

—James Cash Penney

If you're not a risk taker, you should get the hell out of business.

—Ray Kroc

In the business world, the rearview mirror is always clearer than the windshield.

—Warren Buffett

No employer today is independent of those about him. He cannot succeed alone, no matter how great his ability or capital. Business today is more than ever a question of cooperation.

—Orison Swett Marden

The keystone of successful business is cooperation. Friction retards progress.

—James Cash Penney

Half the world is composed of idiots, the other half of people clever enough to take indecent advantage of them.

—Walter Kerr

It does you no good to see the number two or number three man in the corporation—you have to get through to number one.

—Stephen Ambrose

The genius of the economic machine is in its ability to convert these indulgences into profitability. It converts desire into attention, a grip on our eyeballs and eardrums, which in turn can be marketed to advertisers.

—Todd Gitlin

The foundation stones for a balanced success are honesty, character, integrity, faith, love and loyalty.

—Zig Ziglar

When executing advertising, it's best to think of yourself as an uninvited guest in the living room of a prospect who has the magical power to make you disappear instantly.

—John O'Toole

The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.

—Peter Drucker

A market is never saturated with a good product, but it is very quickly saturated with a bad one.

—Henry Ford

Here is the simple but powerful rule... always give people more than they expect to get.

—Nelson Boswell

There is a huge difference between journalism and advertising. Journalism aspires to truth. Advertising is regulated for truth. I'll put the accuracy of the average ad in this country up against the average news story any time.

—Jef I. Richards

A thing is worth what it can do for you, not what you choose to pay for it.  
—John Ruskin

Meetings are an addictive, highly self-indulgent activity that corporations and other organizations habitually engage in only because they cannot actually masturbate.  
—Alain van der Heide

It would be difficult to exaggerate the degree to which we are influenced by those we influence.  
—Eric Hoffer

Train people well enough so then can leave; treat them well enough so they don't want to.  
—Sir Richard Branson

Is advertising a profession, like law or medicine? How many new parents clutch their baby to their breast and declare, 'I want this child to grow up to be a media planner'?  
—Jef I. Richards

The world belongs to the energetic.  
—Ralph Waldo Emerson

The old aphorism 'a picture is worth a thousand words' is most often attributed to Arthur Brisbane, a famous newspaperman. In 1911, Brisbane urged members of the Syracuse Advertising Men's Club, 'Use a picture. It's worth a thousand words.' He believed in catching a reader's attention fast and forcefully. Don't waste your time fumbling for words, he was saying, when an image can get the job done better.  
—Donna Baier Stein

The sad truth is that opportunity doesn't knock twice.  
—Gloria Estefan

When employees are happy, they are your very best ambassadors.  
—James Sinegal

Ask Americans which they think is more important to success, effort or talent, and they pick effort two to one. Ask them which quality they'd desire most in a new employee, and they pick industriousness over intelligence five to one.  
—Jerry Useem

Women appear to pay the greatest price for bragging. When job candidates in one study self-confidently high-lighted their accomplishments, they were seen as more competent than when they spoke modestly. Yet the women who self-promoted were seen as less likable than the self-effacing women.

—Matthew Hutson

People will buy anything that is ‘one to a customer.’

—Sinclair Lewis

Some people have greatness thrust upon them. Very few have excellence thrust upon them.

—John W. Gardner

If advertising had a little more respect for the public, the public would have a lot more respect for advertising.

—James Randolph  
Adams

I always arrive late at the office, but I make up for it by leaving early.

—Charles Lamb

Even as high intelligence is increasingly treated as a job prerequisite, evidence suggests that it is not the unalloyed advantage it’s assumed to be. The late *Harvard Business School* professor Chris Argyris argued that smart people can make the worst employees, in part because they’re not used to dealing with failure or criticism. Multiple studies have concluded that interpersonal skills, self-awareness, and other ‘emotional’ qualities can be better predictors of strong job performance than conventional intelligence, and the college Board itself points out that it has never claimed SAT scores are helpful hiring filters.

—David H. Freedman

The purpose of business is to create and keep a customer.

—Peter Drucker

Meetings are indispensable when you don’t want to do anything.

--John Kenneth  
Galbraith

Early to bed, early to rise, work like hell, and advertise.

—Laurence J. Peter

Adventure is just bad planning.

—Roald Amundsen

Quality is never an accident; it is always the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.

--*New York Times Ad*  
(1939)

Creativity is so delicate a flower that praise tends to make it bloom, while discouragement often nips it in the bud. Any of us will put out more and better ideas if our efforts are appreciated.

--Alex F. Osborn

If you want creative workers, give them enough time to play.

--John Cleese

A statistician carefully assembles facts and figures for others who carefully misinterpret them.

--Unknown

The real questions are: Does it solve a problem? Is it serviceable? How is it going to look in ten years?

—Charles Eames

All advertising is good news.

--Marshall McLuhan

Complexity serves nothing but our ego. Be able to say what you do in a way that people can understand.

—Chris Brogan

One key to entrepreneurial success is to get a great group of people around you who believe in your idea.

—Richard Branson

Keeping customers is not a matter of lavishing attention upon them in the hope that they will remember your firm. Customers stay with your firm because of the value that is provided.

—*Customers.com* by  
Patricia B.

The cheap contractions and revised spellings of the advertising world which have made the beauty of the written word almost unrecognizable—surely any society that permits the substitution of ‘kwik’ for ‘quick’ and ‘e.z.’ for ‘easy’ does not deserve Shakespeare, Eliot or Michener.

--Russell Baker

Another segment of society that has constructed a language of its own is business. People in business say that toner cartridges are in short supply, that they have updated the next shipment of these cartridges, and that they will finalize their recommendations at the next meeting of the board. They are speaking a language familiar and dear to them. Its portentous nouns and verbs invest ordinary events with high adventure; executives walk among toner cartridges, caparisoned like knights. We should tolerate them—every person of spirit wants to ride a white horse.

—William Strunk Jr.

In the brain-based economy, victory will go to the perpetually curious.

—Tom Peters

Those market researchers... are playing games with you and me and with this entire country. Their so-called samples of opinion are no more accurate or reliable than my grandmother’s big toe was when it came to predicting the weather.

—Dan Rather

We all know someone at work that makes us wonder...how did they ever get hired and how the hell do they still have this job?

—*memes.com*

Perfection seems like the goal. It’s impressive to see the pressure perfectionists put on themselves. It seems as if they work on a higher order. But maybe they are just frozen—focused myopically on perfectionism rather than the goal of the project. Perfection often causes paraplegia because we forget that it’s not perfection we need. It’s a solution that moves us forward.

—Danny Gregory

Perfection is hard to achieve and always impermanent. The exact right solution for a given time will always wear out its perfection. Otherwise we wouldn't have evolution—empires would not crumble, champions would not fall. The universe is always in flux, so waiting endlessly for perfection just means you'll miss the boat.

—Danny Gregory

As a country, while we revere individualism, we are in danger of forgetting that a civil society survives only so long as individuals are subject to moral imperatives that transcend narcissism and egocentrism.

Business is, in reality, a collection of these individuals. And the more a person or an institution aggregates power—in the form of human resources and financial assets—the higher the level of responsibility to society to use those assets wisely, with sensitivity and with a view beyond the bottom line.

Corporations, with their vast human and financial resources, have greater potential—and therefore greater obligations—than most segments of society. And... the societal role of business has only the potential to increase. All business leaders, therefore, have both a self-interest and a public interest in making our social systems work.

—*Hallmark* CEO Irvine  
O. Hockaday, Jr.

A company in which anyone is afraid to speak up, to differ, to be daring and original, is closing the coffin on itself.

—Leo Burnett

A good thing sells itself; a bad thing advertises itself for sale.

—East African Proverb

Making money selling manure is better than losing money selling perfume.

—Egyptian Proverb

The greatest ability in business is to get along with others and influence their actions. A chip on the shoulder is too heavy a piece of baggage to carry through life.

—John Hancock

It never fails: everybody who really makes it does it by busting his ass.

—Alan Arkin

Consultant James M. Bleech of Jacksonville, FL recently took a survey of 110 executives to find out which excuses they use most.

‘It’s not my fault’—a sort of generic denial of responsibility—headed the list. It was followed by, ‘It’s someone else’s fault.’

‘Something else came up,’ was third, followed by ‘I didn’t have time’ and ‘We’ve never done it that way before.’ The old standby, ‘No one told me to do it’ ranked sixth, at about half the frequency of the number one excuse.

Bringing up the rear: ‘I had too many interruptions’; ‘If only my supervisor really understood’; ‘I will get to it later’; and ‘No one showed me how to do it.’

Absent from the list—and it’s probably just a matter of time—was ‘The computers were down.’

—James M. Bleech  
(1995)

The trouble with low-ambition/high-sociability employees is that you can’t fire them because everyone likes them.

—Robert Hogan

I want to get rid of the living dead. I can’t stand going into factories and businesses and seeing these faceless people standing around. They don’t look healthy and they don’t act healthy, and they’re a big problem for corporate America. I’m talking about the people who are there because it’s a job, whose attitude is, ‘I have to be here, but I don’t have to like it. I’ll do it for my family, not for myself.’ What have we done to create those types of environments? We should be able to tell this person, ‘It’s your obligation to be happy. Find somewhere to be happy.’

—Jack Stack

Loyalty is a really old-fashioned value. People don’t talk about loyalty anymore. We’ve become more focused on the self, fulfilling our own personal needs. How your behavior affects the corporation has been chucked by the wayside in favor of personal actualization.

You really see a major shift in people’s sense of whom they owe something to. They feel they’re just as likely to be shafted by their companies, so if something better comes along, they’re going to grab it.

—Susan Whitbourne

I am not a scientist. I am an inventor. Faraday was a scientist. He didn’t work for money. He said he hadn’t the time. But I do. I measure everything I do by the size of a silver dollar. If it don’t come up to that standard, then I know it’s no good.

--Thomas A. Edison

Building a dialogue with a customer is an opportunity to build the scope of your relationship. Every shred of information about an individual customer's needs, perspectives, whims—every item of learning gained from every dialogue—can be used to ensure a tighter, more productive and long-lasting relationship.

—Don Peppers & Martha Rogers

Entrepreneurship, as measured by the rate of new-business formation, has declined in each decade since the 1970s, and adults under 35 (aka Millennials) are on track to be the least entrepreneurial generation on record.

—Derek Thompson

Large and profitable firms...look discomfotingly like the monopolies and oligopolies of the 19th century. American strip malls and yellow pages used to brim with new small businesses. But today, in a lot where several mom-and-pop shops might once have opened, Walmart spawns another superstore.

—Derek Thompson

In almost every sector of the economy—including manufacturing, construction, retail, and the entire service sector—the big companies are getting bigger. The share of all businesses that are new firms, meanwhile, has fallen by 50 percent since 1978.

—Derek Thompson

Politicians from both parties publicly worship the solemn dignity of entrepreneurship and small businesses. But by the numbers, America has become the land of the big and the home of the consolidated.

—Derek Thompson

...seventh grade level...is generally the level of effective mass communication—newscasts, advertising, speeches.

—James Fallows

Federal regulators apply a principle called 'exception for hyperbole' in judging whether advertisements are deceptive. If you say, 'Wear these basketball shoes and you can jump over the moon,' that's okay, since no reasonable person would believe it. But if you say they'll help you to jump an eighth of an inch higher, you'd better have reams of evidence....When television began, advertisers learned that facts can get them in trouble, but hyperbole is safe. After decades of conditioning, the American public no longer looks for specific facts.

—Bob Schapiro

Friends don't necessarily make good business or creative partners.

—Joseph Barbera

If a chairman sacks the manager he initially appointed, he should go as well.

—Brian Clough

Over the next few years the boardrooms of America are going to light up with hot flashes.

—Gail Sheehy

Surround yourself with doers. Be around people who demonstrate their boldness.

—Wayne W. Dyer

Too many problem-solving sessions become battlegrounds where decisions are made based on power rather than intelligence.

—Margaret J. Wheatley

The man who knows how will always have a job; the man who knows why will always be his boss.

--Ralph Waldo Emerson

There's so much truly putrid advertising out there it's embarrassing. But not all advertising is bad. Some of it is really quite mediocre.

—Jef I. Richards

If two men on the same job agree all the time, then one is useless. If they disagree all the time, then both are useless.

—Darryl F. Zanuck

Being good in business is the most fascinating kind of art. Making money is art and working is art and good business is the best art.

—Andy Warhol

Quality over Quantity makes more cents!

—Slogan

Company cultures are like country cultures. Never try to change one. Try, instead, to work with what you've got.

—Peter Drucker

All of the valuable qualities...like helping in the development of others—will not get you to the top at General Motors, were that path open to women....The characteristics most highly developed in women and perhaps most essential to human beings are the very characteristics that are specifically dysfunctional for success in world as it is....They may, however, be the important ones for making the world different.

--Jean Baker Miller

I have always found that if I move with seventy-five percent or more of the facts that I usually never regret it. It's the guys who wait to have everything perfect that drive you crazy.

—Lee Iacocca

European public opinion will apparently tolerate people being fired in industries where they really care about performance. Unfortunately the only industry they care enough about so far is soccer.

—Paul Graham

In modern business it is not the crook who is to be feared most, it is the honest man who doesn't know what he is doing.

—William Wordsworth

Business gives you a massive high. Doing a great deal, coming up with an inspirational solution... It's very addictive. But it doesn't last long. In isolation, it's a bit sterile. It doesn't reward the soul.

—John Caudwell

The greatest productive force is human selfishness.

—Robert A. Heinlein

For the most ambitious young people, the corporate ladder is obsolete.

—Paul Graham

Aptitude tests show that you will succeed in a business where your father is boss.

--P. Sieler

Remove advertising, disable a person or firm from proclaiming its wares and their merits, and the whole of society and of the economy is transformed. The enemies of advertising are the enemies of freedom.

—David Ogilvy

Most of the people at the top were always going to be the people at the top—they had uncomplicated access to opportunities that women and people of color and other minorities simply don't.

—Rob Markman

Staying motivated in business is really less about what you hear and think, and more about what you do and achieve.

—Kevin J. Donaldson

Research indicates that employees have three prime needs: Interesting work, recognition for doing a good job, and being let in on things that are going on in the company.

—Zig Ziglar

I believe that being successful means having a balance of success stories across the many areas of your life. You can't truly be considered successful in your business life if your home life is in shambles.

—Zig Ziglar

If people like you, they'll listen to you, but if they trust you, they'll do business with you.

—Zig Ziglar

I've always taught that a poor economy is the best opportunity for salespeople because the naysayers and grumblers have already given up, leaving more territory, more opportunities to be successful than in a good economy when virtually all salespeople are out there, giving it their best.

—Zig Ziglar

Do more than you are being paid to do, and you'll eventually be paid more for what you do.

—Zig Ziglar

Timid salesmen have skinny kids.

—Zig Ziglar

Selling is something we do for our clients - not to our clients.

—Zig Ziglar

I'm constantly amazed that owners and managers of all businesses don't train their people to call the person who pays by credit card by name. It definitely makes the customer feel good and will be a factor in bringing them back to your place of business.

—Zig Ziglar

Male students tend to be less engaged on campus and less likely to join a campus organization. According to studies...women are more likely to participate in class discussion and tend to communicate more regularly with faculty, often resulting in a more promising employment outlook after school. It has been well documented in recent years that women tend to graduate with higher GPAs than their male counterparts. As management philosophy shifts, women are also poised to take on more leadership roles in corporate governance.

—Nathaniel Clarkson

When you go to meetings or auditions and you fail to prepare, prepare to fail. It is simple but true.

—Paula Abdul

Everyone knows the first rule of business is 'Look good during confrontations.' Or if it isn't, it should be.

—Nicholas Khoo

The formulation of a public relations strategy properly begins with listening, not talking

—Leonard Saffir

We use sex to sell everything, yet we arrest those who buy and sell actual sex.

—Unknown

As a small businessperson, you have no greater leverage than the truth.

—John Greenleaf  
Whittier

I only wish I could find an institute that teaches people how to listen. Business people need to listen at least as much as they need to talk. Too many people fail to realize that real communication goes in both directions.

—Lee Iacocca

June Rokoff, Senior VP for Software Development at Lotus credits her success in turning around the company's position in the software industry to building a team that listens: she made listening the culture of her team.

—Glen Rifkin

The best salespeople are great listeners—that's how you find out what the buyer wants.

—Larry Wilson and  
Spencer Johnson

Just being available and attentive is a great way to use listening as a management tool. Some employees will come in, talk for twenty minutes, and leave having solved their problems entirely by themselves

—Nicholas V. Luppia

I would say that listening to the other person's emotions may be the most important thing I've learned in twenty years of business.

—Heath Herber

We listened to what our customers wanted and acted on what they said. Good things happen when you pay attention.

—John F. Smith

The key to success is to get out into the store and listen to what the associates have to say. It's terribly important for everyone to get involved. Our best ideas come from clerks and stock boys.

—Sam Walton

The formulation of a public relations strategy properly begins with listening, not talking

—Leonard Saffir

To truly understand television, you must first unlearn a popular misconception. Except in the strictest technological sense, television is not primarily a communications medium. It is primarily a sales medium. In an interesting reversal of the normal box office concept, it sells its audience to the actual and only customers, the advertisers.

--Stewart Bronfeld

You learn when you listen. You earn when you listen—not just money, but respect.  
—Harvey Mackay

The television commercial is the most efficient power-packed capsule of education that appears anywhere on TV.

--C. L. Gray

Television is the business of gathering you and selling you like cattle to the advertisers.

--Nicholas Johnson

Yet in this global economy, no jobs are safe. High-speed Internet connections and low-cost, skilled labor overseas are an explosive combination.

—Bob Taft

You can't do today's job with yesterday's tools and be in business tomorrow.

--Helen Mackintosh

Computers will never replace office workers entirely until they learn how to spread gossip.

--Unknown

Ambivalence about family responsibilities has a long history in the corporate world.

—Rosabeth Moss Kanter

If you don't know what to do with many of the papers piled on your desk, stick a dozen colleagues initials on them and pass them along. When in doubt, route.

—Malcolm Forbes

The big companies and their short-term bottom line rule this country.

—Alexandra Paul

Our struggle today is not to have a female Einstein get appointed as an assistant professor. It is for a woman schlemiel to get as quickly promoted as a male schlemiel.

--Bella Abzug

It is not the glass ceiling that holds women back from rising high, it is the children hanging on to their hems.

--Polly Toynebee

If she wants to get to the top, a woman must be prepared to work ninety per cent harder than a man.

--Margery Hurst

A woman's favorite position is CEO.

—Bumper Sticker

The all-American work ethic, destructive enough by itself, also packs a gender double standard that strip-mines the natural resources of both parents. It has taught us that as their earnings and success increase, men become 'more manly,' while women become 'less feminine.' This perverse cultural dynamic gives fathers an incentive to stay away from their families and kill themselves at work, while coercing mothers to limit their career commitment, which in turn limits their wages and shortchanges their families.

--Letty Cottin Pogrebin

Here's some exciting news: women now make up 49% of the workforce and 57% of the college population—indisputable evidence that women aren't just a part of the workforce, they're shaping it. After years of fighting for the rights and privileges that men enjoy, women are finally positioned to become the top influencers at work, at home, and in the world.

—Katherine Crowley and  
Kathi Elster

While most of us want to be kind and nurturing, we struggle with our darker side—feelings of jealousy, envy, and competition. While men tend to compete in an overt manner—jockeying for position and fight to be crowned 'winners'—women often compete more covertly and behind the scenes. This covert competition and indirect aggression is at the heart of mean behavior among women at work.

—Katherine Crowley and  
Kathi Elster

This is a country where women have won the right to be terminally exhausted. But we can start to say things to ourselves and our employers like 'Two of us can share a job' and 'Why do we have to go to an office?' There really isn't as much reason anymore. The day the FAX machine came into our lives, everything changed. We can work in a closet or anywhere.

--Sally Jessy Raphael

Until recently, the ‘old girls’ did not know how the ‘old boys’ network operated. Women didn’t know they needed to have a network to capture a top-level position in an institution or organization. They thought that all it took was hard work; eventually the organization would recognize worth and promote able people. Women now know that, besides hard work and lots of skill, the move to the top requires a supportive network.

--June E. Gabler

I’m sick of hearing how far we’ve come—about the isolated promotions of occasional women, about the ‘pipeline’ of potential female leaders rising in the ranks. That fact is that so far as leadership is concerned women in nearly every realm are nearly nowhere—hardly any better off than they were a generation ago.

--Barbara Kellerman

Women are no better or worse than men, in general. There are only good managers and bad managers. I have had good and bad experiences with both sexes. It completely depends upon the individual and not the sex.

--Dave Denison

Maybe it’s the last year of med school when they say, ‘I’ll take a slightly less interesting specialty because I’m going to want more balance one day. Maybe it’s the fifth year in a law firm when they say, ‘I’m not even sure I should go for partner, because I know I’m going to want kids eventually.’...And from that moment, they start quietly leaning back. They don’t pursue promotions or agree to overseas transfers. ...Do not lean back—lean in. Put your foot on the gas pedal and keep it there until the day you have made a decision.

--Sheryl Sandberg

Women’s success in moving into the workplace on equal terms with men counts as one of the greatest advances in human history. But in focusing on women’s progress, let’s not forget that men and women often share a household—and a life. No man is an island. No woman is either.

--Megan McArdle

Women are not making it to the top. A hundred and ninety heads of state; nine are women. Of all the people in parliament in the world, 13 percent are women. In the corporate sector, [the share of] women at the top—C-level jobs, board seats—tops out at 15, 16 percent.

--Sheryl Sandberg

In order to achieve success, the career woman must look like a woman, act like a lady, think like a man, and work like a dog.

--Caroline K. Simon

I do not believe fathers love their children any less than mothers do, but men do seem more likely to choose their job at a cost to their family, while women seem more likely to choose their family at a cost to their job.

--Anne-Marie Slaughter

If we didn't start to learn how to integrate our personal, social, and professional lives, we were about five years away from morphing into the angry woman on the other side of a mahogany desk who questions her staff's work ethic after standard 12-hour workdays, before heading home to eat moo shoo pork in her lonely apartment.

--Kerry Rubin and  
Lia Macko

Women are working for major corporations but not leading them. Practicing medicine but rarely heading medical departments or hospitals. Running for political office but still not winning more than a token percentage of seats. As of 2012, women accounted for only 16 percent of partners at the country's largest law firms. And 15 percent of senior executives at Fortune 100 firms. They constituted only 10 percent of the country's aerospace engineers, 7 percent of its Hollywood directors, and 16 percent of its congressional representatives. And they still learn, on average, only 77 cents to every man's dollar.

--Deborah Spar

If women are ever to achieve real equality as leaders, then we have to stop accepting male behavior and male choices as the default and the ideal. We must insist on changing social policies and bending career tracks to accommodate our choices, too.

--Anne-Marie Slaughter

Women today spend an inordinate amount of time attacking one another...Women in the workforce quietly whisper that female bosses are the worst; women on the playground indelicately dissect other mothers' choices to return to work. In my own experience, female students are liable to be particularly tough on female professors, and female professors, especially in mostly male environments, to be particularly critical of their younger female colleagues. Whenever I relate one of these stories to my husband, he sighs and offers the same remark. 'This,' he says, 'is why you people will never take over.' Slightly sexist, I know. But probably true.

--Debora Spar

As any woman who has ever sat around a mostly male table can attest, the presence of only one or two women around that table leaves them highlighted as ‘the women.’ Their voices are seen as representing ‘the women’s position.’ They are looked upon when issues of diversity arise, or when the softer side of something needs to be addressed. And, most invidious, they are implicitly but constantly compared. Did Ann speak more eloquently than Beatrice? Was Beatrice nasty to Ann? As a result, Ann and Beatrice find themselves jostling, whether they mean to or not, to become the woman at whatever enterprise they serve. And women behind them on the ladder similarly scramble to take their places, subtly aware that there are only two slots. The result is more competition than is warranted; more of a buried sense that women must fight, not just for men’s jobs, but among themselves.

--Debra Spar

Of course I’m not supposed to admit that there is tri-annual torrential sobbing in my office, because it’s bad for the feminist cause—But I have friends who stay home with their kids and they also have a tri-annual sob, so I think we should call it even.

--Tina Fey

It’s crucial to recognize—and underscore and shout from the rooftops—that being a woman who matters does not mean being a woman who does it all. On the contrary, building a life of consequence demands a certain narrowing of vision, a commitment to excelling in one area, perhaps, but not all. Men do this all the time. And we applaud them for it. Take Steve Jobs, for example, truly a person of consequence. Was he a perfect father and husband? A buff athlete who volunteered regularly at community bake sales? I have no idea, because stories about him rarely touched upon these aspects. Ditto for Warren Buffett and even Barack Obama. We know that these men have lives beyond their jobs; we know they have children and spouses and lawns that occasionally need mowing. But we don’t question their manhood when we evaluate their careers, or pry too deeply into the inner workings of their homes.

--Debra Spar

Since 1996, women have earned more bachelor’s degrees than men, and last year they started earning a greater number of master’s and doctoral degrees. It is an outrage that the male-female wage gap persists, and yet, over the past 10 years, in almost every country in the developed world, it has shrunk. In developed countries, by most economic indicators, women’s lives have improved relative to men’s. Of the 15 fastest-growing job categories in the United States, 13 are dominated by women.

--Stephen Marche

‘According to author Sylvia Hewlett, career women shouldn’t wait to have babies, because our fertility takes a steep drop-off after age 27,’ Tina Fey said during a ‘Weekend Update’ sketch. ‘And Sylvia’s right; I definitely should have had a baby when I was 27, living in Chicago over a biker bar, pulling down a cool \$12,000 a year. That would have worked out great.’ Rachel Dratch said, ‘Yeah. Sylvia, um, thanks for reminding me that I have to hurry up and have a baby. Uh, me and my four cats will get right on that.

--*Saturday Night Live*  
Sketch

The rise of women is not the result of any ideology or political movement; it is a result of the widespread realization, sometime after the Second World War, that families in which women work are families that prosper. And countries in which women work are countries that prosper. In 2006, a database created by the *Organization for Economic Cooperation and Development* demonstrated what common sense tells us; with few exceptions, countries in which women have more economic and political power are richer than countries where women are relatively powerless. Patriarchy is damn expensive. That’s why it’s doomed.

--Stephen Marche

French women avoid anything that demands too much effort for too little pleasure. They aren’t racing to the top, because most don’t consider it worth the game. They care less about being the most successful person in the room and more about being the most content. They reject the notion that success is based on how hard you work and measure their happiness instead by the amount of pleasure extracted. With our common sense, rationale, humor, and joie de vivre the French seem to convince the world of what they want to hear: to take it easy and simply.

--Mireille  
Guiliano

We’ve made undeniable progress. In the United States, women now earn more college and graduate degrees than men do. We make up half the workforce, and we are closing the gap in middle management. Half a dozen global studies, conducted by the likes of Goldman Sachs and Columbia University, have found that companies employing women in large numbers outperform their competitors on every measure of profitability. Our competence has never been more obvious. Those who closely follow society’s shifting values see the world moving in a female direction.

--Katty Kay and Claire  
Shipman

There's just a natural sort of feeling among the women that they will not get a prestigious job, so why bother trying. Or they think that they are not totally competent in the area, so they're not going to go for it. They end up going into less competitive fields, like human resources or marketing. They don't go for finance, investment banks, or senior-track faculty positions.

--Victoria Brescoll

In interviews I gave early on in my career, I was quoted as saying it was possible to have it all: a dynamic job, marriage, and children. In some respects, I was a social adolescent.

—Jessica Savitch

According to a Pew Research Center study, 50 percent of married or cohabiting women report doing more child care than their male partners, whereas just 4 percent of men do more than their female partners. This disparity has a devastating effect on women's careers. Researchers refer to the gap between male and female wages and seniority as the 'motherhood penalty,' because it is almost entirely explained by the lower earnings and status of women with children.

—Andrew Moravcsik

Despite their superior performance in college, surprisingly few women reach the pinnacle of professional success: They account for only 21 percent of surgeons, 20 percent of law-firm partners, and 9 percent of equity-fund managers. The nearly impossible expectations facing professional women pose a stark dilemma for ambitious young people planning two-career marriages.

—Andrew Moravcsik

A recent study of Harvard Business School graduates reveals that the vast majority of alumnae initially expect their career and their spouse's career to rank equally. However, among those who have kids, more than two-thirds end up doing most of the child care.

—Andrew Moravcsik

As Anne-Marie puts it in her new book, *Unfinished Business*, 'This is the dirty little secret that women leaders who come together in places like *Fortune* magazine's annual *Most Powerful Women Summit* don't talk about: the necessity of a primary caregiver spouse.' A female business executive willing to do what it takes to get to the top—go on every trip, meet every client, accept every promotion, even pick up and move to a new location when asked—needs what male CEOs have always had: a spouse who bears most of the burden at home.

—Andrew Moravcsik

Pew polls show that 42 percent of Americans now view the ‘ideal’ family for child-rearing as one in which Dad works full-time and Mom works part-time; about half prefer that she not work at all. Only 8 percent believe children are better off with Dad at home. About two-thirds of Americans believe that a married man should be able to support his family financially, yet only a third say the same about a woman.

—Andrew Moravcsik

There is no force equal to a woman determined to rise.

—W. E. B. Dubois

They’re called ‘man hours’ because women would have that stuff finished in 20 minutes.

—Ged Backland

Of course women don’t work as hard as men. They get it right the first time.

—Ged Backland

The problem is with men. I know I shouldn’t say this, but they’ve shrouded and hidden women to hide their incompetence.

—John Galliano

Our business is infested with idiots who try to impress by using pretentious jargon.

—David Ogilvy

The American secret became open to me, after a while, and I applied it to everything: all things were to be produced with the least effort for the comfort and satisfaction of the largest number of people.

--Luigi Barzini, Jr.

Capitalism in the United States has undergone profound modification, not just under the *New Deal* but through a consensus that continued to grow after the *New Deal*. Government in the U.S. today is a senior partner in every business in the country.

--Norman Cousins

Look, we trade every day out there with hustlers, deal-makers, shysters, con men....That’s the way businesses get started. That’s the way this country was built.

--Herbert Allen

Never underestimate the importance of money...It's how business people keep score!  
--Mark H. McCormack

Advertising has done more to cause the social unrest of the 20th century than any other single factor.  
—Clare Boothe Luce

Advertisements ordinarily work their wonders, to the extent that they work at all, on an inattentive public.  
—Michael Schudson

Stop thinking in terms of limitations and start thinking in terms of possibilities.  
—Terry Josephson

Few businessmen are capable of being in politics, they don't understand the democratic process, they have neither the tolerance or the depth it takes. Democracy isn't a business.  
—Malcolm Forbes

I think it's wrong that only one company makes the game Monopoly.  
—Steven Wright

There's nothing like frankness if you want to create your own lack of opportunities.  
—Unknown

He that resolves to deal with none but honest men, must leave off dealing.  
—English Proverb

People will always work harder if they're getting well paid and if they're afraid of losing a job which they know will be hard to equal. As is well known, if you pay peanuts, you get monkeys.  
--Armand Hammer

There is an exception to every rule, standard operating procedure, and policy; it is up to leaders to determine when exceptions should be made and to explain why they made them.  
--General David Petraeus

On the fourth day of telecommuting, I realized that clothes are totally unnecessary.  
—Scott Adams, 'Dilbert'

It is very hard to be a female leader. While it is assumed that any man, no matter how tough, has a soft side... a female leader is assumed to be one-dimensional.

—Billie Jean King

A boss is a person involved in management or leadership of those who believe they could do a much better job than him.

—*TL;DR Wikipedia*

No institution can survive if it needs geniuses or supermen to manage it. It must be organized to get along under a leadership of average human beings.

--Peter Drucker

A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work—he is the purpose of it. We are not doing him a favour by serving him. He is doing us a favour by giving us the opportunity to serve him.

—Mahatma Gandhi

I hire only people with high-reactive temperaments as research assistants. They're compulsive; they don't make errors.

--Jerome Kagan

When emotionally upset, people cannot remember, attend, learn, or make decisions clearly. As one management consultant put, 'stress makes people stupid.'

---Daniel Goleman

The worst disease which can afflict executives in their work is not, as popularly supposed, alcoholism; it's egotism.

—Robert Frost

Your Business clothes are naturally attracted to staining liquids. This attraction is strongest just before an important meeting.

—Scott Adams

Growth for the sake of growth is the ideology of the cancer cell.

—Edward Abbey

The latest I like to be to meeting is 15 minutes early.

—David O. McKay

Punctuality is the duty of gentlemen and the necessity of men of business.

--Samuel Smiles

Method is the very hinge of business; and there is no method without punctuality.

—Richard Cecil

Punctuality is one of the cardinal business virtues: always insist on it in your subordinates.

--Don Marquis

If your absence won't make any difference, your presence won't either.

—Unknown

If each of us hires people who are smaller than we are, we shall become a company of dwarfs. But if each of us hires people who are bigger than we are, we shall become a company of giants.

—David Ogilvy

[Shelley] Correll says, 'I worked with one company that insisted that the best way for good ideas to emerge was to have people on teams screaming their ideas at each other. When you watch these teams work, they literally scream at each other and call each other names. They believe this dynamic is essential to scientific discovery—absolutely essential. I said, 'Could you at least say you disagree with someone without saying you think they are an idiot?''

There's a term for the screaming-and-name-calling approach to scientific discovery. It's called 'constructive confrontation,' and it was pioneered by the company that helped give silicon Valley its name. That would be *Intel*, maker of the silicon chip.

—Liza Munday

I think that companies always become complacent, over time.

—Tim O'Reilly

Remember that time is money.

--Benjamin Franklin

Anything that won't sell, I don't want to invent.

--Thomas A. Edison

The more an organization succeeds and prospers, the more it is likely to be diverted from its original ideals, principles and purposes.

—Robert Shea

Here, everything, pretty much everything you do in government involves heart, whereas in business most things don't involve heart. In fact, in business you're actually better off without it.

—Donald J. Trump

If one defines the term 'dropout' to mean a person who has given up serious effort to meet his responsibilities, then every business office, government agency, golf club and university faculty would yield its quota.

--John Gardner

A man with a career can have no time to waste upon his wife and friends; he has to devote it wholly to his enemies.

--John Oliver Hobbes

Leisure is an indispensable ingredient in a growing consumer market because working people need to have enough free time to find uses for consumer products, including automobiles.

—Henry Ford

The idea that we should voluntarily retain jobs that could be automated simply so people of lesser capability have something to do is one that economists have debunked time and again. Whatever can be done effectively and less expensively by machines, we should have machines do. There are more than a few tasks not yet being taken care of in our society—child and elder care are two easy examples—that those without a college degree can handle. Let's focus on matching people to valued jobs that are within their abilities without simply making work where it's not needed.

—Gidon G. Rothstein

Boss: This is the third time you've been late to work this week. Do you know what that means?

Me: It's Wednesday?

—Unknown

I have come to a resolution myself as I hope every good citizen will, never again to purchase any article of foreign manufacture which can be had of American make be the difference of price what it may.

--Thomas Jefferson

It is impossible to change organizations which do not accept the danger of their present way of doing things...organizations only change when the people in them change, and people will only change when they accept in their hearts that change must occur.

--Sir John Harvey-Jones

I must report that even excellent institutions run by excellent human beings are inherently sluggish, not hungry for innovation, not quick to respond to human need, not eager to reshape themselves to meet the challenge of the times.

--John W. Gardner

The beliefs that mold great organizations frequently grow out of the character, the experience and the convictions of a single person.

--Thomas Watson, Jr.

As a business leader you have to ask yourself, 'Am I creating a consumer environment that is conducive to loyalty?' If the answer is no, FIX IT!

—Steve Maraboli

You can pitch a no-hit game,  
But it's just another loss  
If the errors of your teammates  
Put opponent's runs across.  
You might be a brilliant runner  
Pass and kick with easy grace,  
But you'll miss the winning touchdown,  
If a teammate's out of place.  
In the sporting world or business,  
In the office or a mill,  
Nothing can produce a winner,  
Like a little teamwork will.

—Unknown

Do not compromise on the quality and your customers will not negotiate on the price.

—Amit Kalantri

If an organization is to meet the challenges of a changing world, it must be prepared to change everything about itself except beliefs as it moves through corporate life...The only sacred cow in an organization should be its basic philosophy of doing business.

--Thomas Watson, Jr.

The challenge for every organization is to build a feeling of oneness, of dependence on one another, because the question is usually not how well each person works, but how well they work together.

--Vince Lombardi

If you're going to play together as a team, you've got to care for one another. You've got to love each other...The difference between mediocrity and greatness...is the feeling these guys have for each other. Most people call it team spirit.

--Lee Iacocca

You bombard them with images of what they ought to be, and you make them feel grotty for being the way they are. You're working with the gap between reality and perception. That's why you have to hit them with something new, something they've never seen before, something they aren't. Nothing sells like anxiety.

—Margaret Atwood

If women are to be accepted into the exclusive ranks of men, then they have to look like men: buttoned up, stuffy, and no-nonsense. As if to show a little cleavage, to highlight a curvaceous figure, or to in any way appear feminine would discount, discredit, and disqualify them.

I strongly disagree with this idea. I feel that women should wear clothes that suit their bodies rather than forcing themselves into unflattering men's suits and that it is feminist to make a wide range of women's clothes acceptable business attire.

—Tim Gunn

Marketing's illusive promise is that this one product will change your life, make you feel more sexy, satisfy all your heart's desires.

—L. G. Durand

Most careers are made or marred in the hours after supper.

--C. R. Lawton

If you've ever taken an economics course you know that markets are supposed to be based on informed consumers making rational choices. I don't have to tell you, that's not what's done. If advertisers lived by market principles then some enterprise, say, General Motors, would put on a brief announcement of their products and their properties, along with comments by *Consumer Reports* magazine so you could make a judgment about it.

That's not what an ad for a car is—an ad for a car is a football hero, an actress, the car doing some crazy thing like going up a mountain or something. If you've ever turned on your television set, you know that hundreds of millions of dollars are spent to try to create uninformed consumers who will make irrational choices—that's what advertising is.

—Noam Chomsky

It's no accident that most ads are pitched to people in their 20s and 30s. Not only are they so much cuter than their elders...but they are less likely to have gone through the transformative process of cleaning out their deceased parents' stuff. Once you go through that, you can never look at \*your\* stuff in the same way. You start to look at your stuff a little postmortemistically. If you've lived more than two decades as an adult consumer, you probably have quite the accumulation, even if you're not a hoarder...I'm not saying I never buy stuff, because I absolutely do. Maybe I'm less naive about the joys of accumulation.

—Roz Chast

The great problem of capitalist production is no longer to find producers and to multiply their powers but to discover consumers, to excite their appetites and create in them fictitious needs.

—Paul Lafargue

I like being a woman, even in a man's world. After all, men can't wear dresses, but we can wear the pants.

—Whitney Houston

Clothes don't make a man, but clothes have got many a man a good job.

—Herbert Harold  
Vreeland

There's no business like show business, but there are several businesses like accounting.

—David Letterman

Growing up female in America. What a liability! You grew up with your ears full of cosmetic ads, love songs, advice columns, whorescopes, Hollywood gossip, and moral dilemmas on the level of TV soap operas. What litanies the advertisers of the good life chanted at you! What curious catechisms!

--Erica Jong

Many years ago, a large American shoe manufacturer sent two sales reps out to different parts of the Australian outback to see if they could drum up some business among the aborigines. Some time later, the company received telegrams from both agents. The first one said, 'No business here...natives don't wear shoes.' The second one said, 'Great opportunity here...natives don't wear shoes!'

--John M. Capozzi

In many businesses, today will end at 5 o'clock. Those bent on success, however, make it last from yesterday right through to tomorrow.

--Lawrence H. Martin

If at first you don't succeed, date the boss's daughter.

--Evan Esar

Grit—perseverance plus the exclusive pursuit of a single passion—is a severely underrated component of career success.

—Angela Duckworth

If Columbus had an advisory committee he would probably still be at the dock.

—Arthur J. Goldberg

Advertising says to people, 'Here's what we've got. Here's what it will do for you. Here's how to get it.'

—Leo Burnett

Any time people come together in a meeting, we're not necessarily getting the best ideas; we're just getting the ideas of the best talkers.

—Susan Cain

What is the difference between unethical and ethical advertising? Unethical advertising uses falsehoods to deceive the public; ethical advertising uses truth to deceive the public.

—Vilhjalmur Stefansson

Most CEOs got their jobs because their predecessors and the directors liked them. They slapped the right backs and laughed at the right jokes. It's reverse Darwinism: Once a backslapper gets the top job, he sure as hell isn't going to have somebody better than him as his heir apparent. So management gets worse and worse.

--Carl C. Icahn

The ability to form friendships, to make people believe in you and trust you is one of the few absolutely fundamental qualities of success. Selling, buying, negotiating are so much smoother and easier when the parties enjoy each other's confidence. The young man who can make friends quickly will find that he will glide instead of stumble through life.

--John J. McGuirk

If you want to win friends, make it a point to remember them. If you remember my name, you pay me a subtle compliment. You indicate that I have made an impression on you. Remember my name and you add to my feeling of importance.

—Dale Carnegie

The unrestricted competition so commonly advocated does not leave us the survival of the fittest. The unscrupulous succeed best in accumulating wealth.

—Rutherford B. Hayes

Each [of my wives] was jealous and resentful of my preoccupation with business. Yet none showed any visible aversion to sharing in the proceeds.

--J. Paul Getty

Salesmanship, too, is an art; the perfection of its technique requires study and practice.

—James Cash Penney

There is no need for advertisements to look like advertisements. If you make them look like editorial pages, you will attract about 50 per cent more readers.

—David Ogilvy

An employee with a good family life is healthier and more productive.

--Sylvia Sepielli

[Susan] Wu is struck by ‘the countless times I’ve had to move a man’s hand from my thigh (or back or shoulder or hair or arm) during a meeting (or networking event or professional lunch or brainstorming session or pitch meeting) without seeming confrontational (or bitchy or rejecting or demanding or aggressive).’ In a land of grand ideas and grander funding proposals, she found that the ability to neatly reject a man’s advances without injuring his ego is ‘a pretty important skill that I would bet most successful women in our [tech] industry have.’

Wu learned how to calibrate the temperature of her demeanor: friendly and approachable, neither too intimate nor too distant. She learned the fine art of the three-quarters smile, as well as how to deflect conversation away from her personal life and return to topics like sports and market strategy. She learned to distinguish between actual predators and well-meaning guys who were just a bit clueless. And yet to not be overly wary, because that, too, can affect career prospects.

—Liza Mundy

Location is the key to most businesses, and the entrepreneurs typically build their reputation at a particular spot.

—Phyllis Schlafly

If a businessman tricked a customer, it’s a business strategy, but if a customer tricked a businessman, it’s thievery.

—*theChive*

A professional woman should dress at least two steps above her current position. You do not dress where you are; you dress where you want to be.

--Unknown

Any girl who takes pride in her appearance is bound to be a good worker.

--Margery Hurst

The men’s business suit....No other garment so expertly creates an idealized masculine silhouette. It conveys authority, has inspired a whole wardrobe of protest garb (from the jeans and T-shirts of ’60s rebels to the Dockers and golf shirts of casual Fridays), and has a message that crosses demographics, cultures, and languages. Not everyone wears one, but everyone knows what it means: we understand ‘the suits’ to be the folks in charge.

--Robin Givhan

I was once asked if a big business man ever reached his objective. I replied that if a man ever reached his objective, he was not a big business man.

—Charles M. Schwab

Remember, when it come to applying for jobs, books ARE judged by their cover!

—Patricia Akins

Your hair cut, your clothes, your mannerisms, how you present yourself to others—these aren't accidents, but deliberate choices you make. We constantly invent ourselves by the choices we make: how we choose to act and what we choose to do in any given situation.

So no one first impression can give the full picture of who a person is, just how they choose to be on that particular day. However, when you only meet someone once, then it is inevitable that you will form an opinion of them based on the information gleaned on that occasion—even if it's only the cover of the book. It's all you have to go on.

—Peter Harris

While everyone should be treated equally regardless of fashion, in many situations how you are dressed matters. At a professional conference, a woman in business casual attire seems more important than a woman in yoga pants. In a business setting, a man in a suit is accorded more respect than a guy in jeans and a polo shirt.

—Peter Harris

Recent psychology research has found that dressing more formally actually makes people think differently. When people dress up they feel more powerful, and this allows them to make better decisions....Dressing in what you perceive to be the clothing of the most well-regarded and competent person for a role will have a psychological effect on you, allowing you to actually perform as a more competent person in that role.

—Peter Harris

My women students openly admit that they dress for interviews like dates, hoping to look their best: makeup, high heels, a well-fitting suit that shows off their figure. And I always tell them to make sure to wear a shirt under the suit jacket. Form fitting, yes. Cleavage, no.

—Susan Estrich

Commerce flourishes by circumstances, precarious, transitory, contingent, almost as the winds and waves that bring it to our shores.

—Charles Caleb Colton

The bitches, as Shannon saw it, came in three varieties. She categorized them on her personal blog, in a post titled ‘Beware the Female Big Law Partner.’

First was the ‘aggressive bitch’—a certain kind of high-ranking woman that the firm where she worked who didn’t think twice about ‘verbally assaulting anyone.’ When one such partner’s name appeared on caller ID, Shannon told me, ‘we would just freak out.’

Next was the two-faced ‘passive aggressive bitch,’ whose ‘subtle, semi-rude emails hinted that you really shouldn’t leave before 6:30.’ She was arguably worse than the aggressive bitch, because you might never know where you stand.

Last but not least, but ‘tuned out, indifferent bitch,’ Shannon wrote, ‘is so busy, both with work, and family, that they don’t have time for anything...This partner is not trying to be mean, but hey, they got assignments at midnight when they were associates. So you will too.

—Olga Khazan

The firm’s pace was as frenzied as she’d feared. Partners would assign projects late in the day, she said, sometimes forcing associates to work through the night only to announce in the morning that the assignment wasn’t needed after all. When Shannon wanted to leave at the early hour of 7 p.m., she would sneak out of her office, creep past the elevators, and take the stairs down to evade her bosses. She took up smoking to deal with the stress.

—Olga Khazan

They were slavishly devoted to their jobs, regularly working until nine or 10 at night. Making partner meant either not having children or hiring both day- and nighttime nannies to care for them. ‘There’s hostility among the women who have made it,’ she said. ‘It’s like, ‘I gave this up. You’re going to have to give it up too.’

—Olga Khazan

I can not think of any circumstances in which advertising would not be an evil.

—Arnold J. Toynbee

The rule of my life is to make business a pleasure, and pleasure my business.

--Aaron Burr

She divides her past female managers into 'Dragon Ladies and 'Softies Who Nice Their Way Upwards.' She'd rather work for men because, she says, they're more forthright. With the women, I'm partly being judged on my abilities and partly being judged on whether or not I'm 'a friend' or 'nice,' or 'fun,' she told me. That's some playground BS.'

—Olga Khazan

Large surveys by Pew in Gallup as well as several academic studies show that when women have a preference as to the gender of their bosses and colleagues, that preference is largely for men. A 2009 study published in the journal *Gender in Management* found, for example, that although women believe other women make good managers, 'the female workers did not actually want to work for them.' The longer a woman had been in the workforce, the less likely she was to want a female boss.

—Olga Khazan

In 2011, Kim Ellessor, a lecturer at *UCLA*, analyzed responses from more than 60,000 people and found that women—even those who were managers themselves—were more likely to want a male boss than a female one. The participants explained that female bosses are 'emotional,' 'catty,' or 'bitchy.' (Men preferred male bosses too, but by a smaller margin than the female participants did.)

—Olga Khazan

One day on her way to work, Rozenfeld tripped on the parking garage steps and twisted her ankle. It swelled as the day wore on, and she worried that it would get even worse. She wasn't particularly busy, so she knocked on her boss's door and asked whether she could leave early to see a doctor. Her boss asked Rozenfeld to come in and close the door.

'You know, I had high hopes for you,' Rozenfeld remembered her saying. Her boss questioned why 'you feel like you can leave when things like this happen.'

'But I feel like I'm not going to be able to walk,' Rozenfeld said.

'I will tell you something about my career and how I got to be where I am today,' her boss continued. 'Do you know how many times I worked with men who basically sexually harassed me? Do you know that man over there missed his kid's high-school graduation because he was working on a proposal? And you have a sprained ankle and you think it's okay to leave?'

As tears welled in her eyes, Rozenfeld realized that she was never going to be the kind of worker her boss wanted. Six months later, she quit.

—Olga Khazan

System Justification: a psychological concept in which long-oppressed groups, struggling to make sense of an unfair world, internalize negative stereotypes. Women simply don't have the same status in American life that men do. So when people think, Who do I want to work with?, they subconsciously leap to the default, the historically revered—the man. Some women look around, see few women running things, and assume that there must be something wrong with women themselves.

—Laurie Rudman

There is a group of antifeminist women who exemplify what we call the Queen Bee syndrome...The true Queen Bee has made it in the 'man's world' of work, while running a house and family with her left hand. 'If I can do it without a whole movement to help me,' runs her attitude, 'so can all those other women.'

—Carol Tavris, Graham  
Staines, Toby  
Epstein Jayaratne

Modern man's happiness consists in the thrill of looking at the shop windows, and in buying all that he can afford to buy, either for cash or on installments.

--Erich Fromm

Cheerfulness greases the axles of the world.

—H. W. Byles

I constantly felt (as I suppose many an ambitious girl has felt) a thumping from within unanswered by any beckoning from without.

—Anna Julia Cooper

From a commercial point of view, if Christmas did not exist it would be necessary to invent it.

—Katharine Whitehorn

Some businessmen are saying this could be the greatest Christmas ever. I always thought that the first one was.

—Art Fettig

Santa Claus and all he stands for in the way of institutionalized greed means far more to children and to American business than the more formal religious connotations of Christmas.

—Isaac Asimov

The true meaning of Christmas has become obscured, if not obliterated, by our genuflection before the golden calf of materialism.

--Playthell Benjamin

Human life is just as cheap to corporate America as animal life, so long as there are big profits to be made.

—Tom Scholz

At the end of life, we know that a top regret of most men is that they did not lead the caring and connected life they wanted, but rather the career-oriented life that was expected of them.

—Andrew Moravcsik

Commercials capture your attention, that's all.

—Calvin Klein

Menopause is as much a 'disease' as adolescence, and it wasn't considered a problem until the 1960s, when drug-makers...effectively rebranded it a disorder of 'estrogen deficiency'—and that was the term they used when they were being polite. The 1966 industry-funded book *Feminine Forever* declared menopause 'a tragedy,' a 'living decay,' and asserted that in the absence of estrogen a woman would 'be condemned to witness the death of her own womanhood.' A 1977 ad for Premarin, an estrogen derived from pregnant horses' urine, shows a family cowering from their crazed matriarch: 'Almost any tranquilizer might calm her down,' reads the copy, 'but at her age estrogen might be what she really needs.'

—Jennifer Block

Farm women have always been wage earners and partners in their husband's businesses, but no one ever noticed.

--Laura Ingalls Wilder

The most advertised commodity is not always intrinsically the best; but is sometimes merely the product of a company, with plenty of money to spend on advertising.

--Emily Post

My father worried about men in business not treating me with respect. He told me to shake hands firmly and 'hurt 'em.' Let them know you're strong. Then you'll be unforgettable.

—Ann Curry

Was [Steve Jobs] smart? No, not exceptionally. Instead, he was a genius. His imaginative leaps were instinctive, unexpected, and at times magical. [...] Like a pathfinder, he could absorb information, sniff the winds, and sense what lay ahead. Steve Jobs thus became the greatest business executive of our era, the one most certain to be remembered a century from now.

History will place him in the pantheon right next to Edison and Ford. More than anyone else of his time, he made products that were completely innovative, combining the power of poetry and processors. With a ferocity that could make working with him as unsettling as it was inspiring, he also built the world's most creative company. And he was able to infuse into its DNA the design sensibilities, perfectionism, and imagination that make it likely to be, even decades from now, the company that thrives best at the intersection of artistry and technology.

--Walter Isaacson

We need to re-create boundaries. When you carry a digital gadget that creates a virtual link to the office, you need to create a virtual boundary that didn't exist before.

—Daniel Golem

A great ad campaign will make a bad product fail faster. It will get more people to know it's bad.

—William Bernbach

Not a tenth of us who are in business are doing as well as we could if we merely followed the principles that were known to our grandfathers.

—William Feather

We don't grow unless we take risks. Any successful company is riddled with failures.

—James E. Burke

People are definitely a company's greatest asset. It doesn't make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps.

—Mary Kay Ash

The business enterprise, especially the large business enterprise, exists for the sake of the contribution which it makes to the welfare of society as a whole.

—Peter Drucker (1952)

Today, in America, competition is dying. Consolidation and concentration are on the rise in sector after sector.

—Elizabeth Warren  
(2018)

Magazine and television advertisements have me subconsciously believing that a sexy airbrushed image can sell a lot more canned tomatoes than without this image. Who's to say that a dolled up vagina can't buy me love? Yet this is what we teach our daughters through these images. It's the makeup, manicures, pedicures, closet full of clothes, the size of our boobs, the perfection of our skin and shininess of our hair—this is what secures us love. We teach our sons to love women who look a certain way. We teach our men to support this belief system, and it's constantly reinforced by false advertisements. It's like that one cheesy but lovable song we can't stop playing. We may forget about it for a while, but the minute we hear it again, it's on repeat a few hundred times.

— Sadiqua Hamdan

More often than not, those left behind at work rarely revere retirees but breathe a sigh of relief at their departure. Some actually revel at the prospect of their own promotion to fill the gap.

—Dan L. Miller

Randy Williams, general manager of McMillan, declares that selling books requires the power of suggestion rather than a ton of equipment. As an example, he tells how McMillan sold 200,000 copies of *The Secretary's Handbook*. 'There was no such thing as a list of private secretaries,' says Williams, 'so we acquired the next best thing: a list of important man who certainly had one secretary, and probably more. To each of these gentlemen we addressed the letter with the slogan, 'Don't Fire Your Secretary!' emblazoned on the envelope. Of course, nine out of ten secretaries tore open the letters themselves to see what was inside. What they found was so glowing a tribute to *The Secretary's Handbook*, they insured themselves against being fired by ordering a copy immediately.

An eager student drank in Mr. Williams's words, and wrote in her notebook, 'Always open the boss's mail.'

—Bennett Cerf

It has become a certainty now that if you will only advertise sufficiently you may make a fortune by selling anything.

—Anthony Trollope

Fanny Brice (Baby Snooks to you) displayed her perspicacity at a tender age when she was helping out in her aunt's candy store. Her aunt had stocked up heavily on peppermint sticks, but though the price seemed right (a penny a stick) the neighborhood kids weren't having any. The ten-year-old Fanny borrowed a hammer, broke the sticks in twelve pieces each, put a handmade sign in the window: 'Big bargain today only! A dozen pieces of peppermint for a cent.' The entire stock was cleaned out in three hours.

—Bennett Cerf

We can learn from IBM's successful history that you don't have to have the best product to become number one. You don't even have to have a good product.

—Adam Osborne

Every company's greatest assets are its customers, because without customers there is no company.

—Michael LeBoeuf

A 2015 Ernst & Young survey of high-level female executives found that 90 percent of them played a sport; among women holding a C-suite position, the proportion rose to 94 percent.

—Sally Jenkins

Courteous treatment will make a customer a walking advertisement.

—James Cash Penney

I insist on a lot of time being spent, almost every day, to just sit and think. That is very uncommon in American business. I read and think. So I do more reading and thinking, and make less impulse decisions than most people in business. I do it because I like this kind of life.

--Warren Buffett

The man who will use his skill and constructive imagination to see how much he can give for a dollar, instead of how little he can give for a dollar, is bound to succeed.

—Henry Ford

Advertising people who ignore research are as dangerous as generals who ignore decodes of enemy signals.

—David Ogilvy

It is just as important that business keep out of government as that government keep out of business.

—Herbert Hoover

Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.

—Thomas Hardy

If she sells sea shells by the seashore, she might want to rethink her business plan, as seashells are plentiful and free at the seashore.

—*@cravin4*

My experience has shown me that the people who are exceptionally good in business aren't so because of what they know but because of their insatiable need to know more.

—Michael E. Gerber

You don't have to make massive investments in infrastructure and personnel in order to start applying AI's potentially transformative technologies. The technologies will transform the nature of work and the workplace itself. Machines will be able to carry out more of the tasks done by humans, complement the work that humans do, and even perform some tasks that go beyond what humans can do. As a result, some occupations will decline, others will grow, and many more will change.

—Whit Andrews

Historians and archaeologists will one day discover that the ads of our time are the richest and most faithful reflections that any society ever made of its entire range of activities.

—Marshall McLuhan

As a black man who is not slight of stature, I am aware that displays of emotion that might be construed as passion or overlooked altogether coming from my white counterparts may easily be interpreted as threatening coming from me, or get me branded as an 'angry black man.' Black women, including Michelle Obama, have been called angry when they dare project a temperament other than sweetness and sunshine. Race is at least as important as gender in business communications if you are not a white male.

—Steve Brown

If you know the right people, they can help you do anything, be anybody, rules and hard work be damned—as long as they like you.

—Casey Gerald

The aim of marketing is to know and understand the customer so well the product or service fits him and sells itself.

—Peter Drucker

The role of gifts in commerce dates back at least to ancient Rome. The poet Catullus described the gifts Caesar deployed to cajole and manipulate others as ‘wicked generosity.’

In recent decades, social psychologists have helped turn consumer-focused gift-giving into a science. One of the godfathers of this field is Robert Cialdini. Early in his career, in the 1970s, he became intrigued by the various tactics that salespeople used to get consumers to buy stuff. He set out to explore whether these tricks actually worked. He went undercover, taking sales and marketing jobs at a used-car lot, a fund-raising organization, a telemarketing company. He cataloged the tactics he witnessed and began to test them at *Arizona State University*, where he was a faculty member.

This work culminated in 1984, with *Influence: The Psychology of Persuasion*, which became a best seller and is still assigned and read in business schools today. The book lays out six principles that can make a pitch more persuasive. Among them is reciprocity, which Cialdini’s book helped package as an explicit—and easy-to-implement—tactic for marketers.

—Ray Fisman and  
Michael Luca

If you look at business history, the winners are almost always those that get their user experience right.

—Jim Hackett

Great things in business are never done by one person. They are done by a team of people.

—Steve Jobs

Making a product is just an activity, making a profit on a product is the achievement.

—Amit Kalantri

There is an old story about Sam Walton: In the early days of Walmart, its founder would monitor how stores were doing by counting the cars in the parking lot.

—Frank Partnoy

The track record of expert forecasters—in science, in economics, in politics—is as dismal as ever. In business, esteemed (and lavishly compensated) forecasters routinely are wildly wrong in their predictions of everything from the next stock market correction to the new housing boom....Unfortunately, the world's most prominent specialists are rarely held accountable for their predictions, so we continue to rely on them even when their track records make clear that we should not. One study compiled a decade of annual dollar-to-euro exchange-rate predictions made by 22 international banks: Barclays, Citigroup, JPMorgan Chase, and others. Each year, every bank predicted the end-of-year exchange rate. The banks missed every single change of direction in the exchange rate. In six of the 10 years, the true exchange rate fell outside the entire range of all 22 bank forecasts.

—David Epstein

There are three qualities that make someone a true professional. These are the ability to work unsupervised, the ability to certify the completion of a job or task and, finally, the ability to behave with integrity at all times.

—Subroto Bagchi

Today, the higher a person climbs on the org chart, the harder she is expected to work. Amazon's 'leadership principles' call for managers to have 'relentlessly high standards' and to 'deliver results.' The company tells managers that when they 'hit the wall' at work, the only solution is to 'climb the wall.'

—Daniel Markovits

No country has worked harder than the Philippines to export its people, and no people have proved more eager to go. Since the mid-1970s, the government has trained and marketed overseas workers, not just drumming up jobs but fashioning a brand—casting the Filipino as a genial hard worker, the best in low-cost labor.

—Jason DeParle

Two men have been supreme in creating the modern world: Rockefeller and Bismarck. One in economics, the other in politics, refuted the liberal dream of universal happiness through individual competition, substituting monopoly the corporate state, or at least movements toward them.

—Bertrand Russell

It was a good thing to let the money be my slave and not make myself a slave to money.

—John D. Rockefeller

A friendship founded on business was superior to a business founded on friendship.

—Henry Flagler

Do unto the other feller the way he'd like to do unto you, an' do it fust.

—Edward Noyes  
Westcott

In adulthood, generous people earn higher incomes, better performance reviews, and more promotions than their less generous peers. This may be because the meaning they find in helping others leads to broader learning and deeper relationships, and ultimately to greater creativity and productivity.

—Adam Grant and  
Allison Sweet  
Grant

I know of nothing more despicable and pathetic than a man who devotes all the hours of the waking day to the making of money for money's sake.

--John D. Rockefeller

I never felt the need of scientific knowledge, have never felt it. A young man who wants to succeed in business does not require chemistry or physics. He can always hire scientists.

—John D. Rockefeller

It is a religious duty to get all the money you can, fairly and honestly: to keep all you can, and to give away all you can.

—John D. Rockefeller

A business partnership, balanced as the authorities of its members may theoretically be, presently becomes a union in which the authority of one partner is tacitly recognized as greater than that of the other or others.

—John D. Rockefeller

America has the proud satisfaction of having furnished the world with the greatest, wisest, and meanest monopoly known to history.

—Henry Demarest Lloyd  
(1881 on the  
*Standard Oil  
Company*)

There is a tendency among some businesses to criticize and belittle their competitors. This is a bad procedure. Praise them. Learn from them. There are times when you can co-operate with them to their advantage and to yours! Speak well of them and they will speak well of you. You can't destroy good ideas. Take advantage of them.

—George Matthew  
Adams

If you're not making mistakes, you're not taking risks, and that means you're not going anywhere. The key is to make mistakes faster than the competition, so you have more chances to learn and win.

—John W. Holt, Jr.

The day you sign a client is the day you start losing them.

—From *Mad Men*

All organizations start with WHY, but only the great ones keep their WHY clear year after year.

—Simon Sinek

Some people say give the customers what they want, but that's not my approach. Our job is to figure out what they're going to want before they do. I think Henry Ford once said, 'If I'd ask customers what they wanted, they would've told me a faster horse.' People don't know what they want until you show it to them. That's why I never rely on market research. Our task is to read things that are not yet on the page.

—Steve Jobs

There are huge advertising budgets only when there's no difference between the products. If the products really were different, people would buy the one that's better. Advertising teaches people not to trust their judgment. Advertising teaches people to be stupid.

—Carl Sagan

It is the men behind who ‘make’ the man ahead.

—Merle Crowell

Successful people have no fear of failure. But unsuccessful people do. Successful people have the resilience to face up to failure—learn the lessons and adapt from it.

—Roy T. Bennett

The only rule that ever made sense to me I learned from a history, not an economics, professor at *Wharton*. ‘Fear,’ he used to say, ‘fear is the most valuable commodity in the universe.’ That blew me away. ‘Turn on the TV,’ he’d say. ‘What are you seeing? People selling their products? No. People selling the fear of you having to live without their products.’ Fuckin’ A, was he right. Fear of aging, fear of loneliness, fear of poverty, fear of failure. Fear is the most basic emotion we have. Fear is primal. Fear sells.

—Max Brooks

We grew up founding our dreams on the infinite promise of American advertising. I still believe that one can learn to play the piano by mail and that mud will give you a perfect complexion.

—Zelda Fitzgerald

There is nobody in this country who got rich on their own. Nobody. You built a factory out there—good for you. But I want to be clear. You moved your goods to market on roads the rest of us paid for. You hired workers the rest of us paid to educate. You were safe in your factory because of police forces and fire forces that the rest of us paid for. You didn't have to worry that marauding bands would come and seize everything at your factory... Now look. You built a factory and it turned into something terrific or a great idea—God bless! Keep a hunk of it. But part of the underlying social contract is you take a hunk of that and pay forward for the next kid who comes along.

—Elizabeth Warren

By sharing big company issues, discussing what you’re struggling with, asking for help, and being transparent, your team will follow suit—and together you can work toward creative solutions more effectively and efficiently.

—Brad Hillier

Business schools don’t create successful people. They simply accept them, then take credit for their success.

—Josh Kaufman

Everyone who has ever been on a playground knows that kids who call other kids names are deeply insecure, possibly emotionally damaged and in need of intervention and counseling from caring adults. Adults who call other adults names are also no doubt deeply insecure and possibly emotionally damaged but that is not in any way your problem. The only name you should be called in a professional setting is your own.

—Mary McNamara

Most everyone hates their boss at some time or another; that doesn't mean every boss is hateful. Being a perfectionist and demanding a high level of work can be a good thing.

—Mary McNamara

Interviewer: How would you describe yourself?

Me: Verbally, but I have also prepared a dance.

—Internet Meme

Every successful business (1) creates or provides something of value that (2) other people want or need (3) at a price they're willing to pay, in a way that (4) satisfies the purchaser's needs and expectations and (5) provides the business sufficient revenue to make it worthwhile for the owners to continue operation.

—Josh Kaufman

The assault on education began more than a century ago by industrialists and capitalists such as Andrew Carnegie. In 1891, Carnegie congratulated the graduates of the *Pierce College of Business* for being fully occupied in obtaining a knowledge of shorthand and typewriting rather than wasting time upon dead languages. The industrialist Richard Teller Crane was even more pointed in his 1911 dismissal of what humanists call the life of the mind. No one who has a taste for literature has a right to be happy because the only men entitled to happiness... is those who are useful. The arrival of industrialists on university boards of trustees began as early as the 1870s and the *University of Pennsylvania's Wharton School of Business* offered the first academic credential in business administration in 1881. The capitalists, from the start, complained that universities were unprofitable. These early twentieth century capitalists, like heads of investment houses and hedge-fund managers, were, as Donoghue writes motivated by an ethically based anti-intellectualism that transcended interest in the financial bottom line. Their distrust of the ideal of intellectual inquiry for its own sake, led them to insist that if universities were to be preserved at all, they must operate on a different set of principles from those governing the liberal arts.

—Chris Hedges

Many companies get comfortable doing what they have always done, with a few incremental changes. This kind of incrementalism leads to irrelevance over time, especially in technology, because change tends to be revolutionary not evolutionary. So you need to force yourself to place big bets on the future.

—Eric Schmidt

‘How do you motivate your employees to be so punctual?’

‘It’s simple. I have 30 employees and 29 free parking spaces. One is paid parking.

—Internet Meme

Your most unhappy customers are your greatest source of learning.

—Bill Gates

Business is a game, played for fantastic stakes, and you’re in competition with experts. If you want to win, you have to learn to be a master of the game.

—Sidney Sheldon

Women need to shift from thinking ‘I’m not ready to do that’ to thinking ‘I want to do that—and I’ll learn by doing it.’

—Sheryl Sandberg

The essence of man is imperfection. Know that you’re going to make mistakes. The fellow who never makes a mistake takes his orders from one who does. Wake up and realize this: Failure is simply a price we pay to achieve success. Achievers are given multiple reasons to believe they are failures. But in spite of that, they persevere. The average for entrepreneurs is 3.8 failures before they finally make it in business. When achievers fail, they see it as a momentary event, not a lifelong epidemic.

—John Maxwell

I ask the managers to judge every action they take—not just by legal standards, though obviously, that’s the first test—but also by what I call the ‘newspaper test.’ Basically, if an article written by a smart but pretty unfriendly reporter appeared in a local newspaper about a decision or action you made, and your family, friends, and neighbors read it, how would you feel about it? It’s pretty simple. If your decision or action passes that test, it’s okay. If anything is too close to the lines, it’s out. We have all the money we need. We’d like to have more, but we can afford to lose money. But we can’t afford to lose reputation.

—Warren Buffett

You aren't paid according to how hard you work; you are paid according to how hard your employer thinks you are to replace.

—Internet Meme

It's a woman thing. We don't always sing our own praises; we give credit to the team.

—Connie Chung

In survey after survey, employers say that the most valuable and hardest to find skills are unrelated to the technical skills of particular jobs. What employers are seeking most, and not finding nearly as often as they'd like, are workers who have what are known as 'noncognitive' or 'soft' skills such as communication, critical thinking, team orientation, diligence, and integrity—in other words the kind of 'human' skills that make people successful at working with other people.

—Brent Orrell

Your business is serving diverse customers—diverse age groups, religions, genders, creeds and colors. How well do you serve those customers without having that representation in your company? Diversity is not only the right thing to do, it's also the profitable thing to do.

—Daymond John

Life is one big mistake, and entrepreneurs embrace that idea. We try things, we take risks, we fail, we learn from our failures and we move on.

—Michael Medema

Advertising strips away the world and its complications until all that's left is want.

—Megan Garber

When the passions become masters, they are vices.

—Blaise Pascal

Our Republic is not a pastoral, not a military, not an agricultural, not a nomadic, not a clerical, but a business civilization. Nor is there anything random, casual or accidental about the United States as a business society. It is thoroughly well integrated—organized from top to bottom for the maximum efficiency of commerce and industry, for the maximum efficiency of making money.

—Margaret Halsey

There are...other business societies—England, Holland, Belgium and France, for instance. But ours [the United States] is the only culture now extant in which business so completely dominates the national scene that sports, crime, sex, death, philanthropy and Easter Sunday are money-making propositions.

—Margaret Halsey

The only way to win is to learn faster than anyone else.

—Eric Ries

A business set up just to make money is rarely efficient, because it is not often intended to create wealth; it is only expected to make a fortune for certain people who occupy executive positions.

—Sarah Tarleton Colvin

Advertising prods people into wanting more and better things. Of course advertising makes people dissatisfied with what they have—makes them raise their sights. Mighty good thing it does. Nothing could be worse for the United States than 200,000,000 satisfied Americans.

—Bernice Fitz-Gibbons  
(1967)

Our number one objective is to make a profit so we can hit our number one priority—which is to help people be all they can be.

—Zig Ziglar

Listen to what employers ask of educators and parents in new hires for entry-level jobs. Again and again, they say that they want recent high school and college graduates who can be trusted, care about the work they do, finish tasks, are self starters, show initiative, can define problems, write and think clearly and work cooperatively. Not a word about how to use databases, manage spreadsheets or do PowerPoint presentations.

—Larry Cuban

The boss drives his people; the leader coaches his.  
The boss uses authority; the leader wins goodwill.  
The boss keeps them guessing; the leader arouses their enthusiasm.  
The boss talks about 'I,' the leader makes it 'we.'  
The boss makes work drudgery; the leader makes work a game.  
The boss says 'Go'; the leader says 'Let's go.'

--Ted Pollock

Wise are those who learn that the bottom line doesn't always have to be their top priority.

—William Arthur Ward

The boss isn't always right;  
But the boss is always the boss.

--Rudolf Abel

Listen long enough and the person will generally come up with an adequate solution.

—Mary Kay Ash

Leaders devote time every day to tipping the scale toward a more balanced life. This means taking care of themselves exercising, resting properly, eating right; nurturing friendships; spending time with family members; nourishing the spirit; and having fun. If you can't find or make time for these activities, you're not the leader of the organization. You're a slave to it.

—Robert Ramsey

If your nose is close to the grindstone and you hold it there long enough, in time you'll say there's no such thing as brooks that babble and birds that sang. These three will all your world compose: Just you, the stone, and your poor old nose.

—Inscription on a  
200-year-old  
Gravestone

Nothing else can quite substitute for a few well-chosen, well-timed, sincere words of praise. They are absolutely free—and worth a fortune.

—Sam Walton

There are two things people want more than sex and money—recognition and praise.

—Mary Kay Ash

There are high spots in all our lives and most of them come about through encouragement from someone else. Encouragement is oxygen for the soul.

—George Matthew  
Adams

A smile costs nothing but gives much. It enriches those who receive without making poor those who give. It takes a moment, but the memory of it sometimes lasts forever. None is so rich or mighty that he can get along without it, and none is so poor that he cannot be made rich by it. A smile creates happiness in the home, fosters goodwill in business and is the countersign of friendship. It brings rest to the weary, cheer to the discouraged, sunshine to the sad, and is nature's best antidote for trouble. Yet it cannot be bought, begged or borrowed, or stolen, for it is something that is of no value to anyone until it is given away. Some people are too tired to give you a smile. Give them one of yours, as none needs to smile so much as he who has not more to give.

—Unknown

All decisions should be made as low as possible in the organization. *The Charge of the Light Brigade* was ordered by an officer who wasn't there looking at the territory.

—Robert Townsend

Protectiveness has often muffled the sound of doors closing against women.

—Betty Friedan

If you want to move up in the organization, you go along with the culture. If you don't care, well, you can wear anything.

—Cora Rose

Wool, cotton, and the odd bits of silk and cashmere are the only acceptable materials for Prep clothes. They look better. They require professional maintenance. They are more expensive.

—Lisa Birnbach

The best committee's a committee of one!

—Naomi Mitchison

Any committee is only as good as the most knowledgeable, determined and vigorous person on it. There must be somebody who provides the flame.

—Lady Bird Johnson

The great disadvantage of being in a rat race is that it is humiliating. The competitors in a rat race are, by definition, rodents.

—Margaret Halsey

One can always get anything one wants if one will pay the price. And do you know what the price is, nine times out of 10? Compromise.

—Agatha Christie

In the comparatively short time between my childhood and my daughter's, the business society has ceased urging people to produce and is now exerting its considerable influence to get them to consume.

—Margaret Halsey  
(1952)

Our affluent society is preoccupied with the production and compulsive consumption of material goods we have been taught to want.

—Judith Groch

I am always astonished at the lack of seriousness in the businessmen and politicians. They don't know what it is to meditate, to evolve schemes which preclude chance. They don't know how to make an idea work, in other words study it from eight or ten different angles, foresee its potential development and the scope it offers for combination with other ideas. Their reasonings are always very brief, their flashes of insight briefer still, and all done in a haphazard atmosphere of confusion, improvisation and groping in the dark.

—Jean Dutourd

Great parts of our economy are directly dependent upon women having a weak self-concept. A multi-billion dollar fashion-cosmetic industry testifies to the validity of this approach. A woman who does not know who she has can be sold anything.

—Gabriel Burton

All decisions are made on insufficient evidence.

—Rita Mae Brown

I don't keep a dog and bark myself.

—Elizabeth I (1590)

If threatened by law that either they welcome the outsiders into their midst or be punished for failure to do so, the insiders can make their system work so as to avoid either outcome entirely....Saying that a person cannot be kept out doesn't ensure that that person can get in, and more important, stay in.

—Margaret Henning and  
Ann Jardim

The tendrils of graft and corruption have become mighty interlacing roots so that even men who would like to be honest are tripped and trapped by them.

—Agnes Sligh Turnbull

To people who think of themselves as God's houseguests, American enterprise must seem arrogant beyond belief. Or stupid. A nation of amnesiacs, proceeding as if there were no other day but today. Assuming the land could also forget what had been done to it.

—Barbara Kingsolver

I always hotly defend the French against the charge that they are grasping materialists only interested in money. A nation of shopkeepers whose motto is obviously 'The customer is always wrong,' simply cannot care that much about money.

—Alice Furlaud

Casino owners spoke more loudly than any of the other kings of industry to defend their contribution to society. They could speak more loudly because their's was the purest activity of civilized man. They had transcended the need for a product. They could maintain and advance life with machines that made nothing but money.

—Jane Rule

Every program develops a constituency. That's why it's such perfect hell trying to cut anything, not just good programs, but also dopey ones, spectacularly cost-ineffective ones and some that are, by any known measure, at least three quarters of a century out of date.

—Meg Greenfield

Everyone else is represented in Washington by a rich and powerful lobby, it seems. But there is no lobby for the people.

—Shirley Chisholm

Crowd action is the outcome of agreement based on concurrence of emotion rather than of thought.

—M. P. Follett

In this society, dominated as it is by the profit-seeking ventures of monopoly corporations, health has been callously transformed into a commodity—a commodity that those with means are able to afford, but that is too often entirely beyond the reach of others.

—Angela Y. Davis

When folk tell me of this great man and that great man, I think to myself. Who was tinted of joy for his glory? How many old folk and children did his coach wheels go over? What bridal lacked his song, and what mourner his tears, that he found time to climb so high?

—Mary Webb (1924)

One of the problems with industrialism is that it's based on the premise of more and more....More and more television sets. More and more cars. More and more steel, and more and more pollution. We don't question whether we need any more or what we will do with them. We just have to keep on making more and more if we are to keep going. Sooner or later it's going to collapse.

—Dora Russell

At first people refuse to believe that a strange new thing can be done, then they begin to hope it can be done, then they see it can be done—then it is done and all the world wonders why it was not done centuries ago.

—Frances Hodgson  
Burnett

Loyalty is a verbal switch-blade used by little and big bosses to force us quickly to accept a questionable situation which our intelligence and conscience should reject.

—Lillian Smith

I have yet to hear a man ask for your advice on how to combine marriage and a career.

—Gloria Steinem

When morality comes up against profit, it is seldom that profit loses.

—Shirley Chisholm

The world is not run by thought, nor by imagination, but by opinion.

—Elizabeth Drew

We have created trouble for ourselves in organizations by confusing control with order.

—Margaret J. Wheatley

Power's twin is responsibility.

—Willa Gibbs

Business is really more powerful than politics....Its power to confuse an issue by insisting upon acceptance of such clichés as ‘free enterprise’ in a world where nothing is free from interrelationships, and its absolute refusal to meet the practical issues of needs of human beings for such simple things as food, clothing, and shelter, are the real obstruction in clearing the path for permanent prosperity and peace.

—Sarah Tarleton Colvin

Women who acquire power are more likely to be criticized for it than are the men who have always had it.

—Carolyn Heilbrun

In America the word revolutionary is used to sell pantyhose.

—Rita Mae Brown

The ceiling isn't glass; it's a very dense layer of men.

—Anne Jardim

If people are worried about unfair advancement, they should look at the sons-in-law of the world running companies. They've truly slept their way to the top.

—Mary E. Cunningham

The flour-merchant, the house-builder, and the postman charge us no less on account of our sex; but when we endeavor to earn money to pay all those, then, indeed, we find the difference.

—Lucy Stone (1855)

There are very few jobs that actually require a penis or vagina. All other jobs should be open to everybody.

—Florynce R. Kennedy

The only women who don't believe that sexual harassment is a real problem in this country are women who have never been in the workplace.

—Cynthia Heimel

No institution can be good which does not tend to improve the individual.

—Margaret Fuller (1840)

To be successful, a woman has to be better at her job than a man.

--Golda Meir

Whatever women do they must do twice as well as men to be thought half as good. Luckily, this is not difficult.

--Charlotte Whitton

Women were the slave class that maintained the species in order to free the other half for the business of the world.

—Shulamith Firestone

If people are highly successful in their professions they lose their senses. Sight goes. They have no time to look at pictures. Sound goes. They have no time to listen to music. Speech goes. They have no time for conversation. They lose their sense of proportion—the relations between one thing and another. Humanity goes.

—Virginia Woolf

What a denial of our humanity that at the centers of power, where decisions are made, there is no room for nurturing, for love, and children. There is more to life than the ‘inhuman’ workplace. It is terrible that many men do not know that: it is a tragedy if women follow them.

—Dora Russell

To hold that women are natural peacemakers given to placation is to neuter women’s rage, to turn ‘female’ into a partial, defanged category, foreclosing on the full range of motivations available to males—including status seeking, resource hoarding, nepotism, and vanity. Intransigence, too, is human.

—Rebecca Giggs

People will accept anything. To be obeyed, one only has to command. Nothing comes more naturally than obedience, if only because it offers people a simple world where everything is laid down in advance and no calls are made on their imaginations.

—Jean Dutourd

**European Out-of-Office:**

I’m away camping for the summer. Please email back in September.

**American Out-of-Office:**

I have left the office for two hours to undergo kidney surgery but you can reach me on my cell any time.

—Samuel Pollen

If you want anything said, ask a man; if you want anything done, ask a woman.  
--Margaret Thatcher

In a 2016 study by research firm QR, Chick-fil-A's employees overwhelmingly said 'please' and 'thank you' at a higher rate than their competitors. But one thing those employees don't say: 'You're welcome.' Instead they say, 'It's my pleasure.' Why? Because it's simply more polite, and it shows gratitude to the customer.  
—Gene Marks

[Warren Buffett says] the difference between successful people and really successful people is that really successful people say no to almost everything....If we let our egos and insecurities dictate our actions and we keep saying yes instead of no, it's not a sustainable business or life practice. We will inevitably crash and burn. So often we spread ourselves thin by saying 'yes' constantly, and we end up taking on more commitments than we can handle. If you've been there, you know the outcome: increased stress and lower quality, whether it's of work, life, or just decisions in general.

—Marcel Schwantes

People think focus means saying yes to the thing you've got to focus on. But that's not what it means at all. It means saying no to the hundred other good ideas that there are. You have to pick carefully. I'm actually as proud of the things we haven't done as the things I have done. Innovation is saying no to 1,000 things.  
—Steve Jobs

You don't build a business—you build people—and people build the business.  
—Zig Ziglar

Jamaica, Colombia, and St. Lucia are the only 3 countries in the world where your boss is more likely to be a woman.

—<https://didyouknowfacts.com>

Diamonds are neither rare, nor valuable. In one of the most successful ad campaigns of all time, De Beers claimed men should spend one month's salary on a diamond ring. Then they raised their prices, restricted their supply, and created an illusion that generations of people still believe to be a mandatory part of the marriage process.

—<https://didyouknowfacts.com>

Correcting typos takes up an average of 20 minutes in every white-collar worker's day, the equivalent of 180 days, or half a year, over a 45-year career. Some words are mistyped so frequently that on their own they can waste days of the average employee's existence. 'Thnaks' is the worst offender in the English-speaking world, followed by 'teh', 'yuo,' and 'remeber.' The amount of time the average worker spends writing 'Bets wishes' is also counted in days....Various types of formatting tasks constitute another huge time-suck. Think of those attempts to change the margins on Word or Google documents, or the hours spent trying to work out exactly where you need to put the missing bracket in that broken spreadsheet formula. Shakespeare wrote 'King Lear' and the time an average office worker spends changing font sizes during their career.

—*The Economist*  
(June 18th, 2022)

If you do not believe in your product or service enough to offer it to your own family and friends, then you should question the value of what you are selling.

—Zig Ziglar

The reason why modern women are so unhappy and why they unconsciously hate men, is because they have gotten better and men have gotten worse. They will not let men swallow them up, because the swallows aren't good enough. I will give my body soul and spirit to a man who can use it up to make a Damascene blade, but not to someone who will hammer out of it a lead paper-weight. Women know that making money to buy motors and country houses, shoving around lumps of money to the most profitable places, or selling more and better tooth paste, isn't admirable, isn't worth the expenditure of whatever flame of life is in them. Besides men who do these things haven't any use for women. They don't need more than themselves really. I've never known a woman who thought adding up a column of figures was important. All male bookkeepers do. Women will give themselves to men again when they know what to do with the gift.

—Dorothy Thompson  
(1927)

Please don't waste your time and the prospect's time telling them what the product IS. Tell them what it can DO and why it will do it for them.

—Zig Ziglar

When you leave work on Friday, leave work. Don't let technology follow you throughout your weekend (answering text messages and emails). Take a break. You will be more refreshed to begin the workweek if you have had a break.

—Catherine Pulsifer

THE WORLD IS increasingly designed to depress us. Happiness isn't very good for the economy. If we were happy with what we had, why would we need more? How do you sell an anti-ageing moisturiser? You make someone worry about ageing. How do you get people to vote for a political party? You make them worry about immigration. How do you get them to buy insurance? By making them worry about everything. How do you get them to have plastic surgery? By highlighting their physical flaws. How do you get them to watch a TV show? By making them worry about missing out. How do you get them to buy a new smartphone? By making them feel like they are being left behind. To be calm becomes a kind of revolutionary act. To be happy with your own non-upgraded existence. To be comfortable with our messy, human selves, would not be good for business.

—Matt Haig

No matter how great the talent or efforts, some things just take time. You can't produce a baby in one month by getting nine women pregnant.

—Warren Buffett

Business is a matter of human service.

—Milton S. Hershey

The squeaky wheel doesn't always get greased; it often gets replaced.

—John Peers

You can change everything about your business by changing your thinking about your business.

—Zig Ziglar

Whenever you see a successful woman, look out for three men who are going out of their way to try to block her.

—Yulia Tymoshenko

Goal setting is the secret to a compelling future.

—Tony Robbins

Children turn talented, intense, accomplished men into overburdened but compassionate fathers and talented, independent women into overworked, loving mothers.

—Dan L. Miller

Be honest! Always tell a straight story and always treat employees in a forthright manner.

—Dan L. Miller

When the rich rob the poor it's called business. When the poor fight back it's called violence.

—Mark Twain

White-collared people are constantly striving to get ahead: most will never get very far, and after they have outlived the romantic dreams of youth, they know it.

—Joseph A. Kahl

Billions of dollars [are] being spent by advertisers to persuade Americans to 'upgrade' themselves through consumption. Advertisers are our most ardent crusaders for more upward striving at the material level.

—Vance Packard

There are three main levels, or areas, of competition in the corporation, and the overwhelming majority of the personnel begin and end their careers at the same level. Those levels are:

The managers and planners.

The technical aids and functionaries.

The workers.

—Vance Packard

The reason he had made a sideline of dabbling in local politics during most of his adult life was that it helped him keep in touch with reality, and with people's aspirations and needs. Keeping a hand in politics, he felt, was the most important thing he did during his long rise to the presidency of his corporation.

—Vance Packard

Patricia Salter West reported, after studying 10,000 college graduates, that 'academic ability, or whatever ability is measured by college marks, makes very little difference to success in business.'

—Vance Packard

Happy employees who love what they do lead to happy customers who keep coming back.

—Marcel Schwantes

While Apple utilizes group interviews to eliminate time-consuming one-on-ones, saving time isn't its only purpose. There's another benefit to the group interview structure that Apple's brilliant recruiting team is secretly scrutinizing: social dynamics. Group interviews or not, it's a useful indicator that every business should consider when making hiring decisions.

It's what enables Apple to find not only the most intelligent and qualified candidates, but also the ones best suited to join a particular team.

—Kelly Main

In three studies, gender expert Jennifer Berdahl found that sexual harassment isn't primarily motivated by sexual desire: Women who meet feminine standards of beauty don't experience the most harassment. Instead, 'it is motivated primarily by a desire to punish gender-role deviants and, therefore, is directed at women who violate feminine ideals.' Women who were 'assertive, dominant, and independent' faced the most harassment, particularly in male-dominated organizations. Sexual harassment, she concludes, is mostly targeted toward 'uppity women.'

—Adam M. Grant

Products don't create value. Customers do.

—Adam M. Grant

If the BlackBerry's rise was due in large part to his success in scientific thinking as an engineer, its demise was in many ways the result of his failure in rethinking as a CEO.

—Adam M. Grant

In a meta-analysis of ninety-five studies involving over a hundred thousand people, women typically underestimated their leadership skills, while men overestimated their skills.

—Adam M. Grant

Polaroid fell due to a faulty assumption. Within the company, there was widespread agreement that customers would always want hard copies of pictures, and key decision makers failed to question this assumption. It was a classic case of groupthink—the tendency to seek consensus instead of fostering dissent.

—Adam M. Grant

Brands are two things: promise and performance.

—Scott Galloway

Selling is calling people who don't want to hear from you, pretending to like them, getting treated poorly, and then calling them again.

—Scott Galloway

Women under 30 who don't have children have closed the pay gap with their male counterparts. Once women have kids, they go to 77 cents on the dollar relative to their male counterparts. Part of our ability to create the same career trajectory for women with kids is to create more options and flexibility around where they work from. Part of working from home is the ability to work at different hours than the rest of your team, allowing for family needs like caretaking, side gigs, or hobbies that contribute to a work-life balance. It may be time to unroll the yoga mat or dust off the drum set in the garage, instead of spending 225 hours, or 9 full days, a year commuting.

—Scott Galloway

Flexible spaces where people can work alone or in teams, distributed throughout cities and beyond, sounds like the future.

—Scott Galloway

Being a salesman: They make it look like you're a super hot shot with a fancy suit, a briefcase, and slick hair. Really you're just going through 100 different clients until one of them says yes.

—*theChive*

An employee made a mistake that cost the company \$10 million, he walked into the office of Tom Watson, the C.E.O., expecting to get fired. 'Fire you?' Mr. Watson asked. 'I just spent \$10 million educating you.'

—Adam Grant

Overall, on average, happier people earn more money, get higher performance ratings, make better decisions, negotiate sweeter deals, and contribute more to their organizations. Happiness alone accounts for about 10 percent of the variation between employees and job performance.

—Adam Grant



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