

Free Advice – and it's worth all the money you paid for it

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THE BEST-RUN BUSINESSES RUN SAP



Lessons I picked up in University

- Every class you took is important
- One day it will all come together and make perfect sense
- Really
- Learn to Learn
- Nothing is as important as working outside of the University during school
- Teach
- Wrap that degree up to go... you may at some remote situation need that diploma
- Keep in touch with your friends... especially those you gave your books to, or copied their notebooks



Lessons I've Learned at Work

From Being Small

- Pick the right team to join- People you trust 100% are better than people who know 100%
- Success is 10% inspiration and 90% perspiration
- Sit on giant's shoulders, they will take you places farther than you can imagine
- Go for Singles, not for Home Runs
- When it rains it pours, when it dries up, it does so just as fast
- You are an optimist...by definition It will take more than you think

From Being Big

- When you figure out the combination to the floodgate the flood shows up
- Don't make short term decisions, they will always come back to bite you
- Let your people go/grow
- You can't do it on your own, so line up the whole team with you
- The previous rule not always applies
- Disruption will come from below
- Work Silver bullets for disruptors
- When changing or buying - design day 2
- Patterns work – find them in the genes



More Lessons I've learned in life

Distance between success and failure is tiny

The previous axiom works both ways

The media loves you on the way up...don't buy into your own image

The media loves to get you on the way down...remember that on the way up

Pick the right mentor for the right stage – You never know it all

Synthesize, mentor and grow – shed those who don't

When you are at your peak speed there is no energy left

When it all stops you better have the next vine ready

See your true self in the mirror

True Leaders find blame in the mirror and heroes out the window

It is not a zero sum game – win-win will take you much further

Screwing a partner is the worst game plan ever...even bad partners

Simplify

Read a lot of business history, it has a bad habit of repeating itself

Money isn't everything...until you can't pay the salaries

Plan for victory, don't just play the game



Thoughts for Potsdam

- Take Risks – Life is boring otherwise, and you only get one ride through life
- Fail Forward
- Plan to Improvise – the un-aimed arrow never misses
- Money is a by-product of success, it is not good nor evil, it is just what you make of it
- Creating a successful company is part of social responsibility
- Analysis Paralysis - Fear is the only thing you have to fear
- Don't catch the back of a wave
- If all fails, come work for SAP



The only lesson you have to remember

Remember, It's all a big game



What should you do

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How the hell should I know?

You know better than anyone else...be yourself, love what you do, the road is the reward

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