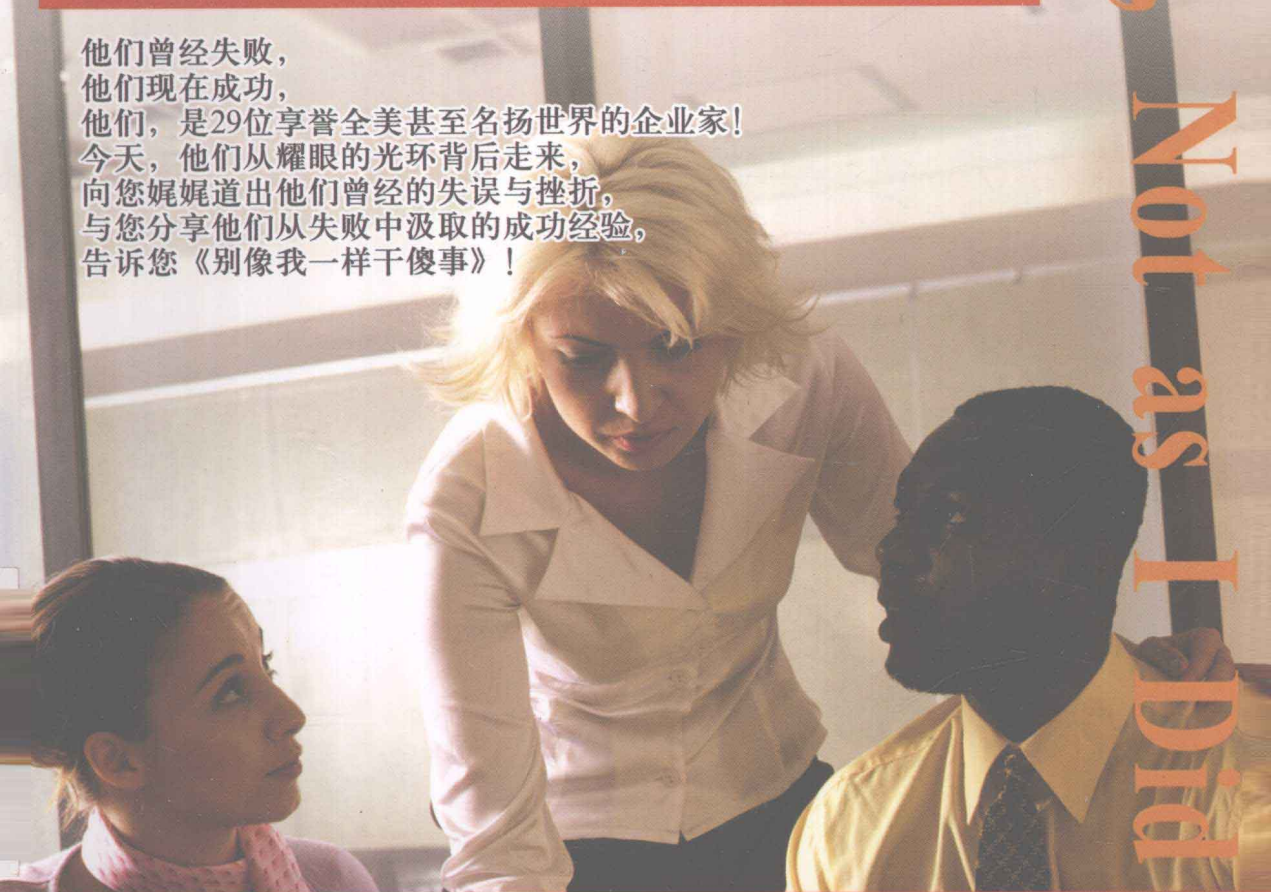


《商战英语阅读》丛书

别像我一样干傻事

[(美) 卡罗尔·弗兰克 著 杨晶 节译]

他们曾经失败，
他们现在成功，
他们，是29位享誉全美甚至名扬世界的企业家！
今天，他们从耀眼的光环背后走来，
向您娓娓道出他们曾经的失误与挫折，
与您分享他们从失败中汲取的成功经验，
告诉您《别像我一样干傻事》！



Do as I Say, Not as I Did



科学出版社

www.sciencep.com

★商战英语阅读★

Do as I Say, Not as I Did!

Gaining Wisdom in Business Through the Mistakes of
Highly Successful People

别像我一样干傻事

(美) 卡罗尔·弗兰克 著

杨晶 节译

科学出版社

北京

江苏工业学院图书馆
藏书章

内 容 简 介

书中讲述了 29 个企业成功者真实的创业故事，并配照片和事业近况。这些人都曾经失败过，面临一无所有，但是最终从错误中得到启发，取得了事业的成功。作者本人擅长演讲，书中的真实例子和总结的道理极富感染力，适合企业管理者、中小企业创业者、对企业管理有兴趣的社会人士及中级以上英语学习者广泛阅读。

图书在版编目(CIP)数据

别像我一样干傻事 = Do As I Say Not As I Did: 英文/ (美) 弗兰克 (Frank, C.), 著. —影印本. —北京: 科学出版社, 2008
(商战英语阅读)

ISBN 978-7-03-022022-6

I. 别… II. 弗… III. ①英语 - 语言读物②商业经营 - 经验
IV. H319.4; F

中国版本图书馆 CIP 数据核字 (2008) 第 071750 号

责任编辑: 胡升华 张懿璇 / 责任校对: 朱光光

责任印制: 钱玉芬 / 封面设计: 张 放

科 学 出 版 社 出 版

北京东黄城根北街 16 号

邮政编码: 100717

<http://www.sciencep.com>

北京市文林印务有限公司印刷

科学出版社发行 各地新华书店经销

*

2008 年 6 月第 一 版 开本: B5 (720 × 1000)

2008 年 6 月第一次印刷 印张: 16

印数: 1—5 000 字数: 480 060

定价: 28.00 元

(如有印装质量问题, 我社负责调换〈文林〉)

DEDICATION

献 给

I would like to dedicate this book to my
mother, Virginia Rock, who instilled in me
my entrepreneurial spirit.

以此书献给我的母亲 Virginia Rock，是她造就了我的商业头脑。

FOREWORD

序

It was the last pity party I ever had, exclaimed entrepreneur Bill Cawley. His story and the twenty-nine others that Carol Frank shares will end any entrepreneur's personal pity party. And these stories will save you a bundle of money and headaches if you heed the lessons learned. The entrepreneurs in the following pages earned some of the most expensive and practical MBAs on the planet.

“这是我遇到的最倒霉的一件事。”创业者 Bill Cawley 大喊道。作者卡罗尔·弗兰克即将与您分享的 Bill Cawley 和其他 29 个人的故事，会为每一个创业者的倒霉经历划上句号。而且如果你能听取从这些故事中得出的忠告，就可以省去大把的钞票和头痛的事情。接下来书中记录的这些创业者赢得了世界上最值钱和最实用的工商管理硕士学位。

For the past thirteen years, I've chaired the MIT/Inc./YEO "Birthing of Giants" executive program held on the campus of MIT. The most popular evening of the program is the Dr. Ed Roberts Night of the Living Dead event. Named in honor of the legendary master of entrepreneurship in the MIT Sloan School of Business, it's an evening in which sixty chosen business leaders lay down their facades and share their most horrifying moments in business—and how they survived.

在过去的 13 年里，我曾担任在麻省理工大学举办的麻省理工（有限公司）青年创业者组织的“巨人的诞生”执行计划主席。这次活动中最受欢迎的晚会是 Ed Roberts 博士的“活死人之夜”事件。为纪念麻省理工学院斯隆商业学院创业的传奇式人物而命名的晚会特别选取了 60 位企业领导者。您将了解他们在生意场上不为人知的艰难时刻，以及他们又是如何绝处逢生的。

What's amazing, yet almost comforting, is that these successful entrepreneurs "lived" to tell their stories. Carol's book brilliantly replicates this amazing evening and teaches all of us that the most important value we must hold as entrepreneurs is to never, ever, ever give up. Yes, we might have to change strategies and entire industries, but to persevere as an entrepreneur is in many ways the real test of an entrepreneur.

令人惊喜的是，这些成功的创业者们几乎是以一种非常舒适的状态讲述他们的故事。卡罗尔的这本书鲜明地再现了这部精彩的晚会，并教导我们作为一名创业者，需要保留的最宝贵的东西就是永不放弃。是的，我们或许会不得已而改变策略乃至整个企业，但是对一个创业者来说锲而不舍的精神才是真正的考验。

And the stories, especially Carol's, keep reminding me of a favorite Steve Jobs quote, a quote from the quintessential survivor himself who built a multibillion dollar business before age thirty, only to see his baby, Apple Computer, ripped from his arms. Undaunted, he built another great company, Pixar, and ultimately ended up rescuing his first child. I couldn't help but think that *Finding Nemo* was a perfect metaphor for Jobs's own journey of making his way back to Apple. To paraphrase Steve: "It's amazing how overnight successes take a helluva long time!"

特别是卡罗尔的故事，让我想起了一句深受人们喜欢的 Steve Jobs 的名言。他是一个典型的幸存者，在 30 岁之前就创立了数万亿的企业，但只能看着他的宝贝——苹果电脑从他的臂腕间毁掉。然而，他勇敢地创立了另一个伟大的公司——皮克斯，而且最后还拯救了他的第一个孩子。我不禁想到，对 Jobs 回到苹果的这段经历来说，《海底总动员》简直是一个完美的隐喻。解释一下 Steve 的话：“一夜间的成功却花费了极其长的时间，多么难以置信哪。”

Persevere, learn, and enjoy the journey.

坚持，学习，享受这些经历。

VERNE HARNISH

FOUNDER, YOUNG ENTREPRENEURS' ORGANIZATION

AUTHOR OF *MASTERING THE ROCKEFELLER HABITS: WHAT YOU MUST*

DO TO INCREASE THE VALUE OF YOUR FAST-GROWTH FIRM

CEO, GAZELLES, INC.

MAY 2004

PREFACE

前言

One of the most revealing things I ever heard from a professional speaker was that lectures on overcoming mistakes, adversity, and failures invariably outsell others. Some might say it's a dirty little touch of our car-wreck mentality, but I'd like to think it's something nobler. Learning from your own mistakes is experience. Learning from the mistakes of others is wisdom. 我从职业演讲人那里听到的关于战胜错误、逆境和失败的演讲是最富有启迪意义的。也许有人会说这卑鄙地触及到了我们的“车祸心理”，但我却认为这是高尚的事情。从自己的失误中学到的是经验，从他人的失误中学到的是智慧。

At the time I heard this revelation, I was in the middle of fighting the most difficult business battle of my life.

当我得出这个启示的时候，我正处于人生中最艰难的商业战斗之中。

The next revelation set the first in concrete. I was reading a *Wall Street Journal* article entitled “For Motivational Speakers, Nothing Succeeds Like Failure.” The article described the hottest new breed of speakers — people whose tales include failure, lessons of recovery, and fighting back. Bestselling business-book author Tom Peters was quoted as saying, “Only with failure can you verify wrong ways of doing things and discard those practices that hinder success.”

下一个启示是第一个启示的具体化。我当时正在读《华尔街日报》上一篇题为《对积极的演讲者来说，没有什么像失败一样成功》的文章。这篇文章描述了新涌现的最热门的演讲人——他们的故事中包含了失败、重整旗鼓的经验，以及归来继续战斗。畅销商业书作者 Tom Peters 曾说过，“只有通过失败，你才

能检验出错误的行事方式，进而抛弃阻碍成功的那些做法。”

The final step that led to the genesis of this book came during a conversation I was having with Young Entrepreneurs' Organization's (YEO) strategic alliance/press manager Matt Mladenka. I was telling him about the difficulties I was having with my business and what it was taking to overcome the mistakes I had made. He astonished me by telling me he encountered stories like mine on a regular basis from fellow YEO members. He went on to say that the stories were so interesting and compelling, he thought someone should write a book about them.

最后要介绍这本书的来由了，它出自我与青年创业者组织战略联盟兼宣传主管 Matt Mladenka 的谈话。我向他讲述了我生意上遇到的困难及我为了克服错误而付出的东西。他告诉我，在青年创业者组织成员们的身上也发生过与我相似的故事，这让我很惊讶。他说这些故事非常有趣而且引人入胜，应该有人来写一本这样的书。

Cue the cartoon light bulb over my head.
我头顶上的灯泡给了我暗示。



I had been keeping a detailed journal of the trials and tribulations of my long journey into near-bankruptcy. What's a good journal if not the foundation for a good book? Thus, *Do as I Say, Not as I Did!: Gaining Wisdom in Business through the Mistakes of Highly Successful People* was born. The purpose of this book is to provide entertaining stories about some amazing, successful entrepreneurs who have made mistakes or faced adversity and, one way or another, triumphed by fighting the good fight.

我用日记的形式把我漫长而艰难一直到几近破产的经历记录下来。如果不能成为一本好书的素材，这本上好的日记又有什么用呢？因此，《别像我一样干傻事》这本书诞生了。本书旨在为大家呈现一些充满魅力的成功创业者的趣事，他们曾经有过失误，有过逆境，但总是用这样或那样的方法，通过漂亮的一仗赢得了胜利。

The people included in this book had more than their share of sleepless nights and stress-filled days. My hope is that you can learn from the mistakes they made and the troubles they faced, so that you can gain wisdom, rather than

the scars of experience. If you're planning on running a business, you're going to face your own share of troubles as it is — the lessons herein will help you avoid some of the ones others have made.

书中人物与我们分享的不仅是他们的不眠之夜和压力重重的日子。我希望您可以从他们的失误和麻烦中学到东西，使自己获得智慧而非经验上的创伤。如果您正打算开公司，您将面临自己的那份烦恼——这里的忠告将帮助您避免其他人有过的失误。

I hope you take many things from this book and that the dozens of specific examples will stimulate you to take immediate action for use in your own life. I also hope you take away pearls of wisdom that you can pass along to others. But, above all, I hope you breathe a big sigh of relief and say, "Whew, I'm glad it was them, and not me. Now I know better!"

我希望您从这本书中获得更多的东西，大量具体的事例将促使您在生活中遇到事情时做出即时的反应。我也希望您把智慧之珠传与他人。但是，最重要的是，我希望您能深深地吸一口气，然后轻松地说，“哎呀，真庆幸这是他们的故事，不是我的。现在我懂得更多了。”

And I wish you success.

祝您成功！

CAROL FRANK

卡罗尔·弗兰克

DALLAS, TEXAS

CAROL@CAROLFRANK.COM

ACKNOWLEDGMENTS

致 谢

Writing a book is truly a group effort—to say this book is by “Carol Frank” is an oversimplification. First and foremost, I would like to thank Trey Garrison, my writing collaborator, and the person responsible for many of the laughs in this book.

I’d also like to thank Mark Gluck, a friend and business partner, who assisted me by offering his insight and moral support; and my business mentor, John Roberts, who donated countless hours to help me rebuild my business.

Next I’d like to thank Matt Mladenka, YEO communications manager, for helping launch the project and referring me to many of the people featured in this book; Milli Brown of Brown Books for her wisdom, guidance, and overall professionalism; Lynore Martinez, M.D., for being the best friend, mentor, and book critic a girl could ever have; and finally, all of the entrepreneurs in this book for being willing to bare their souls so that others will never have to.

CONTENTS

目 录

■ Foreword.....	i
序	
■ Preface.....	iii
前言	
■ Acknowledgments.....	vii
致谢	
■ Carol Frank's Story.....	1
卡罗尔·弗兰克的故事	
■ Section One — Know the Business You're In.....	21
第一章 了解你的行业	
■ Amilya Antonetti: Soapworks.....	23
■ Michael Berolzheimer: P&M Cedar Products/Cal Cedar.....	29
■ Gary Hoover: Bookstop, Travelfest.....	37
■ Dorothy Miller The Miller Agency.....	45
■ William "Bill" Cawley: Cawley International.....	51
■ Section Two — Employees: A Necessary Evil?.....	59
第二章 雇员：必要的麻烦？	
■ Michelle Lemmons: Poscente:International Speakers' Bureau, Inc.	61
■ Marilyn Mobley: Acorn Consulting Group, Inc.	69
■ Tim Barton: Freightquote.com.....	77
■ Dianne Patterson: Claim Services Resource Group, Inc.	85
■ Jeff Taylor: Monster.com.....	95
■ Section Three — When Good Partners Go Bad.....	101
第三章 当好伙伴变坏	
■ Chris Ryan: Erasmus.....	103

■ David Matthews: AV4U*	113
■ Dr. Judith Briles: The Briles Group, Inc.	119
■ San Jay Singhal: Aquanta Group	125
■ Valerie Freeman: Imprimis Group, Inc.	133
■ Section Four The Corporate Culture: If It Ain't Broke . . .	139
第四章 团队文化: 如果没有被破坏	
■ Kip Tindell: The Container Store	141
■ Joe Croce: Cici's Pizza	147
■ Section Five Entrepreneurship 101	153
第五章 王牌企业家	
■ Sam Horn: Action Seminars/Consulting	155
■ Cynthia McKay: Le Gourmet Gift Basket	161
■ Susan Jones Knappe: Knappe And Knappe	169
■ Hal Brierley: Epsilon Data Management	177
■ Larry Winget: Adtel, Inc.	183
■ Section Six Tough Times	191
第六章 困难的时日	
■ Jo Ann Brumit: Karlee	193
■ Rob Solomon: Us Online Holdings, Inc.	201
■ Merle Volding: Bancotec, Inc.	209
■ Dr. Rosemary Rosetti: Rosetti Enterprises	215
■ Section Seven Selling Your "Baby"	221
第七章 把“宝贝”卖出去	
■ Jeff Stepler: Telcom Training	223
■ Trent Voight: Process Enterprises	231
■ Conclusion	239
结语	

Carol Frank's Story

卡罗尔·弗兰克的故事

Name: Carol Frank

Company: Avian Adventures

Industry: Pet Products

行业：宠物产品业

Annual Revenues: \$2.1 Million

年收入：210万美元

I am the master of my fate; I am the captain of my soul.

我是命运的主人，是我灵魂的船长。

■ *W. E. Henley ("Invictus")*

Freedom. Freedom is the heart and essence of entrepreneurship. Freedom to captain your own destiny. Freedom to take your business in whatever direction you determine. The freedom brought by financial success and security. The freedom of spirit in seeing your vision realized.

There will come a time when big opportunities will be presented to you,
and you've got to be in a position to take advantage of them.

总有一天属于你的重大机会将会来临，那时你已经有能力好好利用它们了。

■ *Sam Walton, founder of Wal-Mart, Inc.*

But what is freedom? Placed in the crucible of life and with all its superficialities burned away, freedom comes down to one essence: options. Having options is both what freedom is and what freedom brings and, ironically, is the means by which freedom is secured.

Entrepreneurs identify opportunities, large or small, that no one else has noticed. Good entrepreneurs also have the ability to apply that creativity — they can effectively marshal resources to a single end. But they have to have the freedom of options to make it happen.

The successful person makes a habit of
doing what the failing person doesn't.
成功者习惯于做那些失败者不做的事情。

■ *Thomas Edison*

Entrepreneurs have drive, a fervent belief in their ability to change the way things are done, and the force of will and the passion to achieve success. They have a focus on creating value; they want to do things better, faster, cheaper. And they take risks — breaking rules, cutting across accepted boundaries, and going against the conventional. All because they value freedom as both a means and an end. Entrepreneurs face daily challenges that test both will and resolve, yet they overcome, learn, and grow as they continue on their path.

The entrepreneur's life is just that — a life. As in life, nothing you do can completely prepare you for what you face when you take on the daunting task of being the owner and president of your own company. While there may be support, you're ultimately on your own — your money, time, and energy are personally on the line. But having freedom — the freedom to say no, the freedom to take this path rather than that, the freedom to find your own market, niche, or value — that's what it is all about, and it can make all the difference in the world.

My story is a testament to the importance of having options, freedom, and self-reliance.

My independent streak was forged by a combination of events in my

childhood. My parents' divorce and the tragic deaths of both my father and my older brother all while I was young cruelly stole away any childhood notions of permanence and security. Yet despite this and subsequent experiences, I've striven to keep an irresistible optimism and belief in the goodness of life and people.

Optimism is the faith that leads to achievement.

Nothing can be done without hope and confidence.

乐观能使人走向成功。没有希望和自信将一事无成。

■ *Helen Keller*

A former CPA with a master's degree in business administration, I had always considered myself business savvy. My natural demeanor was to look for the best in people, trust them when they gave me their word, and try not to rock the boat by being too hard-nosed.

As an auditor for a large CPA firm, I found it interesting to see how our different client companies worked, and it served as a good basis to expand my understanding of company operations. But I had to get out. After a short stint selling radio advertising and then working as an executive recruiter, I had had enough. Since my teens, I had been setting my own rules, so being stifled by the corporate blanket just wasn't going to work. Although I was going to school at night, captaining two soccer teams, and working as a recruiter during the day, I still found time to come up with a business plan for myself.

The first business I started was an outgrowth of my graduate school project. With help from my boss at the executive recruiting firm, The Animal Kingdom was born. This was before the days of Petco and PetSmart, and I envisioned a large, professionally operated pet store — the anti-“mom and pop.” Our plan called for The Animal Kingdom to become a regional chain in time. Although it never grew past a one-store operation, it gave me two new tastes — one of ownership, which was like manna from heaven, and the second, of being an entrepreneurial mind trying to manage retail-level employees, which was not so appealing. In its first year, the business generated almost \$800,000 in revenue. It also nearly sent me to the nut house.

I expected round pegs to fit in round holes and square pegs to fit in square holes. Instead I got chaos on a daily basis! The mentality of the people working for me was something I was totally unprepared for. It was a challenge just to get them to show up for work, much less show up on time. One of the people I had managing the store, I found out, was taking the phone numbers of attractive women customers from their checks and bothering them at home. Another was pulling tricks with the cash register, pocketing a couple hundred dollars a week. I spent more time policing the books and dealing with personnel than I did running the business.

CAROL'S VERY FIRST LESSON:

卡罗尔最初的忠告：

Remember the Chinese proverb — “If you neglect your art for one day, it will neglect you for two” Keep your mind on your money, because no one is going to care about your business like you do. Also, I learned the importance of knowing your strengths and weaknesses. Are your personality and style right for your business?

Despite wanting to get out of the retail end of business, the silver lining was my discovery of what has become a lifelong love affair with exotic birds. I fed and nurtured literally hundreds of baby parrots, and what began as work became a devotion. In 1991, after selling The Animal Kingdom, my parrot passion led to my next venture, a wholesale distribution company specializing in bird products: Avian Kingdom Supply.

Within four years, Avian Kingdom Supply, which had started in a 600-square-foot closet behind the pet store, had grown into a 17,000-square-foot warehouse with twelve employees and \$1.7 million in revenues. The main reason for this kind of growth was something most people wouldn't think to build a business around — large birdcages. With the pet bird market still in its infancy (but on its way to the seventeen million birds living in the United States today), there was virtually nothing to choose from if you wanted to house your \$1,000 feathered friend in something you would enjoy having in your living room. Wherever I could find attractive cages, I bought them, and they sold amazingly well at solid margins.

In seeking suppliers, in 1993 I found one in Tijuana, Mexico. The company offered a decent product at a reasonable price. Once I picked up their line of cages and started marketing them to my growing customer base of pet and exotic bird shops, the cages sold like antacids at a chili-eating contest. Avian Kingdom Supply was bringing in the cages by the truckload, yet demand continued to outpace supply.

I had found a unique opportunity. Very often entrepreneurs spend much of their lives wracking their brains trying to think of the *Next Big Thing*. Here was a product where the manufacturer could not keep up with demand, and that dynamic showed no evidence of abatement. Smart egg I can be sometimes, a light bulb went off in my head. That year, Avian Adventures was hatched.

First things first. It wasn't enough to just import existing cages from Mexico. All it would take was someone else coming along with deeper pockets or a better distribution network to put Avian Adventures out of business before it could even spread its wings. I wanted something I could call my own. After the *Dallas Morning News* did a story on the success of Avian Kingdom, I got a call from Randall*, who claimed that his family had nine manufacturing facilities south of the border and that he would love to talk to me about being my new cage connection. Randall and his son lived in Dallas, and when they came to visit, they dazzled me with credentials, accomplishments and even a picture of Randall with former President Bush.

They came across as honest and trustworthy, and they offered to make a birdcage for me that looked like the ones I was buying in Tijuana, but for less money. The son claimed to be an architect who would spend several months at one of their factories overseeing the production of the cages.

Unfortunately, the first shipment arrived a few months late and the quality was horrible at best. Within a few days after the shipment's arrival, Randall and son were pestering me to place another order — but this time at much higher prices. I was not pleased with the first shipment so I decided to hold off doing anything for the time being. It's a good thing I did, because several days after the shipment arrived, I received a fax from someone named Carlos*