



Armstrong Proverbs



ARMSTRONG PROVERBS

Welcome to **ARMSTRONG PROVERBS** – important points we can all learn from and use in our daily business and personal lives. They will *confirm* a decision you’ve made, or *persuade* you to change your mind or create *conversation*. Please note that the Armstrong Proverbs are broken into key categories for your convenience and overall review.

You may ask, but *when* and *how* do I actually use these Armstrong Proverbs? What exact value do they hold for our organization and me? These are great questions to ask.

When you encounter a problem and don’t know what to do or question your process, use Armstrong Proverbs to help you find answers. To show you how to use Armstrong Proverbs, let us look at some examples that follow:

Example #1: If you are designing a new product and find you are behind budget or miss a deadline, you should refer to Armstrong Proverbs under the “Innovation” heading to find answers. You will discover the proverbs “*Embrace Simplicity*,” or “*Perfectionism is spelled P-A-R-A-L-Y-S-I-S*.” You now realize this is your problem, and can take corrective action.

Example #2: If you are a leader and must punish someone, refer to the “Leadership” heading and you will find a proverb, “*Praise in public ... punish in private*” and this will guide you on where to discipline the employee.

Example #3: The heading “Brave and Wise” covers many topics. Always refer to it as well as the other specific headings. The “Brave and Wise” proverb “*Kindness is the noblest weapon to conquer with*” may be yet another way to discipline. Again, let us assume you are a leader and have problems with an employee.

In essence, please refer to **ARMSTRONG PROVERBS** often, and put them into *ACTION*.

A handwritten signature in black ink that reads "David". The script is cursive and fluid, with a prominent loop at the end of the word.

ARMSTRONG PROVERBS

BRAVE AND WISE

A committee is twelve men doing the work of one.

A fool always finds a greater fool to admire him.

A soft answer turns away wrath.

Ability is nothing without opportunity.

Anger is the only thing to put off till tomorrow.

Armstrong has seven secrets to success: Swiftest, Simplest, Smallest, Spirit of Intrapreneurship, Surprise, Storytelling, Smiles.

Be careful what you fear is real.

Be content with your wages.

Become an emotional, public hater of petty bureaucracy.

The best way to appreciate your job is to imagine yourself without it.

Bring attention to the common sights.

Caring is contagious.

Common sense makes the best sense.

Company logos can outlive people and products; even the buildings on which they hang.

Consider yourself an ambassador for the United States and Armstrong International.

Enthusiasm and success just seem to go together.

"Everybody does it", doesn't make it right.

Experience is the name everyone gives to his or her mistakes.

Forgiveness is the sweetest revenge.

Have you ever noticed how the past keeps getting better, the further into the future you go?

He who wishes to secure the good of others has already secured his own.

Health is not valued till sickness comes.

He's my friend that speaks well of me behind my back.

I am not young enough to know everything.

I expect my family to have the three H's: be happy, be healthy, and be honest.

If it sounds too good to be true, it probably is.

If it's to be ... it's up to me.

It is easy to be wise after the event.

It takes only one insensitive Armstronger to convince a person that she is dealing with an impersonal company.

It wasn't raining when Noah built the Ark.

Justifying a fault doubles it.

Keep your eyes on things you cannot see.

Kind people get noticed and are valuable at Armstrong International.

Kindness is the noblest weapon to conquer with.

Kindness without practice makes but half an artist.

Know thyself.

Knowledge is power.

Lack of knowledge is sometimes our greatest asset.

Learn from your mistakes.

Local knowledge is wisdom.

Losing your temper is no way to get rid of it.

Maybe the only good policy is one on safety.

Memories of the future will come from past experiences.
Never argue with a fool, people might not know the difference.
Never say never.
People influence people.
People like to be a part of a winning team.
Possession is nine tenths of the law.
Sickness is felt, but health not at all.
Step into another person's shoes.
Success is simply a matter of luck. Ask any failure.
Temper gets you in trouble. Pride keeps you there.
The best employees seek out their peers and hang out with them. They want to be where the talent is.
The best mirror is a friend's eye.
The grass is always greener on the other side of the fence.
The great remedy for your anger is delay.
The greatest glory is not in never failing, but in rising up every time we fall.
The harder you work, the luckier you get.
The value of an idea lies in the using of it.
The wheel that squeaks the loudest gets greased.
Thou shalt not covet your neighbor's wife, house, fields, or anything that is your neighbors.
Too often companies do little too late. They have pride. Pride that borders on stubbornness.
To teach is to learn twice.
Vacation makes a better employee.
We become whom we hang out with.
We must not become self-satisfied.
We're trapped by our habits.
When a man speaks of his strength, he whispers his weakness.
Where there's smoke, there's fire.
Wise men don't need advice. Fools won't take it.
You cannot shake hands with a clenched fist.
Your lack of knowledge is often your greatest asset.
Your temper is one of your more valuable possessions. Don't lose it.

CHANGE GOURMET

A wise man sometimes changes his mind, but a fool never.
Be fearless.
Be unpredictably consistent.
Beware the champions of order.
Change before you have to.
Change is the only thing, if big enough, that brings new opportunity.
Change quickly.
Don't become too predictable.
Get comfortable being uncomfortable.
Go ahead and fail; but fail with wit, fail with grace, fail with style.
I can't change the past, but I can let go.
I shall not grow conservative with age.

If you don't risk anything, you risk even more.
In the beginner's mind there are many possibilities, but in the expert's there are few.
In the middle of difficulty lies opportunity.
It's easier to kill an organization than to change it.
Knowledge must be invited in.
Minds are like parachutes. They only function when open.
Never too old to learn.
Old habits die slowly.
People don't resist their own ideas.
Risk your job once a day.
Significant gains come from significant risks.
Some men see things as they are and say, "Why?" I dream of things that never were
and say, "Why not?"
The only permanent thing is change.
Times change and we change with them.
Tis harder to "unlearn" than learn.
Today a brilliant idea, tomorrow a silly idea.
Whatever is, is changing.
When you're tired of changing, it's time to retire.
You must be the change you wish people to follow.
Your temper is one of your more valuable possessions. Don't lose it.

COMMUNICATION

A "thank you" should be memorable.
A company is known by the way it answers its phone.
A live voice is mightier than the pen, email or voice mail.
A perception is formed through many senses... sight, sound, smell, taste and touch.
Always take the time to make sure you've been clearly understood.
An apology is a good way to have the last word.
Bad news early is better than bad news late.
Be comfortable with silence.
Bad communication wastes everyone's time.
Be smart enough to listen.
Don't kill the messenger with bad news.
From listening comes wisdom.
Fools live to regret their words, wise men to regret their silence.
Glass, China and reputations are easily cracked, and never well mended.
He that speaks ill of his boss dishonors himself.
He, who has ears to hear, let him hear.
If you have to spread a rumor, spread a good rumor.
It's not what you say, but how you say it.
Nobody will repeat just what he hears and no more.
One eyewitness is better than ten hearsay's.
Perception is all that counts.
Praise does wonders for our sense of hearing.
Silence gives consent.
Silence is one great art of conversation.

Slow to speak; quick to listen.
Talk too much and you talk about yourself.
The less you talk, the more you're listened to.
The one that listens is the one that understands.
The phone is the blood of the company.
They that live in glass houses should not throw stones.
Think before you speak.
Three may keep a secret, if two of them are dead.
Time and words can never be recalled.
Voice mail does not kill; it permits suicide.
We're drowning in information and starving for knowledge.
When angry, do you hold your tongue?
Where there is whispering, there is lying.
Whoever gossips to you, will gossip of you.
Words once spoken can never be recalled.
You cannot shake hands with a keyboard.

COMPETITORS

An enemy with troubles at home is ripe for conquest.
Armstrong will be #1 or #2 in their market or get out.
Better a certain enemy than a doubtful friend.
Everything being done today will be done better tomorrow. "If you don't do it, I will." –
your competitor will.
Excuses interest no one except the competition.
Great competitors keep you on your toes.
If you want to do something expensive or risky, make your opponent do it first for you.
Learning faster than your competitors may be the only sustainable competitive advantage.
Never follow competition, force competition to follow us.
One of the best ways to compete is with technology.
Our enemy's opinion of us comes closer to the truth than our own.
Price cutting is a great way to keep competitors from entering our market with a **new**
product for the **first** time.
The truth is forced upon us, very quickly, by a foe.
There is no little enemy.
To remain the leader in a market, we must change often.
We often give our competitors the means for our own destruction.
Weaker competitors succeed with radical approaches that we say cannot work. (Dri Steam
vapor trails)

CORE VALUES

"TGIF" Thank God I'm forgiven.
An ounce of loyalty is worth a pound of intelligence.
Be Fair.
Be Honest.
Behave ethically.

Christian life consists in faith and charity.
Give us this day our daily bread.
Honesty is the best policy.
If you don't want anyone to know, don't do it.
In quarreling, the truth is always lost.
Joy means put Jesus first, others second, yourself third.
Keep your word.
Knowing is not the same as believing.
Lying will get you fired.
Many a truth is spoke in jest.
Nothing has a higher priority than a core value.
One of our most important Core Values is honesty.
Peace be with you.
The danger past, and God forgotten.
The truth, the whole truth, and nothing but the truth.
The world drinks to forget, the Christian drinks to remember.
The truth only hurts when you don't tell it.
The truth shall make you free.
Thou shalt not steal.
Trust comes from being trusted.
Trust people, not locks.
Truth is the only safe ground to stand upon.
Truth lasts forever, lies for a moment.
Truth never grows old.
Truth divides as well as unites.
Truth is the safest lie.
Truthfulness is a "competitive advantage."
Who are we and who are not us?
Who lies for you will lie against you.
Would you want your son or daughter to work at Armstrong?
You are not to do evil that good may come of it.
You don't lie, cheat, or steal off the job. Why would you do it at work?
You have not convinced an employee because they choose to be silent.

CREATIVITY

A company of make believe.
A great flame follows a little spark.
A great man is he who has not lost the heart of a child.
Anyone who has achieved greatness has been a dreamer.
Be a creative leader.
Before a brilliant person looks great, they must look foolish to the crowd.
Before a creative person begins something great, they must look foolish to the crowd.
Before you can inspire others, you have to be inspired yourself.
Creative ideas don't have to be expensive.
Creativity has nothing to do with your age.
Creativity practiced is best when you can laugh at your mistakes.
Daydream.

Do not do what is already done.
Doubt your fears ... not your dreams
Hire curious people.
If you want people to be creative, you have to be creative.
If your change isn't big enough, revolutionary enough, the bureaucracy can beat you.
Imagination is a gift, but you must practice to be good at it.
Imagination is more important than knowledge.
Imagination is the key to freedom.
Imagination rules the world.
Imagination will always offend the few, but normally please the many.
It's kind of fun to do the impossible.
Only those who see the invisible can do the impossible.
Opportunities come to those who look for them.
Passion demands passion.
Seeing is believing.
Smiling and laughing are free, easy to learn, no experience required.
Stay curious.
The human race is governed by its imagination.
The most unused factory asset is the human imagination.
The number one rule for imagination -- there are no rules.
The unusual gets people's attention.
Try it. Think backwards.
Using a good idea is better than thinking of it yourself.
Worry is the misuse of imagination.

CUSTOMERS

All sales are standardized, but to the customer it's customized.
Companies should be "idea-led" and consumer informed.
Customers want to purchase fun relationships.
Deliver the best service on your busiest day as you do on your slowest day.
Fire lousy clients who don't pay.
From mass production to mass customization.
Give the best deals to your current customer, not to a new customer.
Great customers push us towards greatness.
Pursue customers who can make work "fun."
Put yourself in your customer's shoes - better yet, time zone.
Take care to service the customer before taking the next order.
Thrill our customers.
Treat your customers as an appreciating asset.
Under promise, over deliver.
Customers want an experience, which centers on kind words, happy attitudes and relationships much more than price, quality or delivery.
Customers don't know what they want until they get their hands on it. (cloth vs. paper diapers)
Nothing is successfully sold until it is successfully installed.
It's easier to keep an account than it's to regain one.
Webinars are the sales call of the future because it's customer friendly, a demo to customize, cheaper and quicker.

FUN

"TGIM" – Thank God it's Monday.
A leader's job is to keep fun alive.
A smile is contagious; be a carrier.
All things are easier when done willingly.
Be fun, funner, funnest.
Boredom starts with your first policy preventing fun.
Choose a job you love, and never work a day in your life.
Customers will learn more when they have fun while learning.
Employees having fun is a necessity, not a luxury.
Find humor in our failures.
Fun is contagious.
Fun is productive.
Happy people work harder.
Having fun is the quickest way to make friends with co-workers.
Humor is a cherished asset, which all ages have.
Humor is an awesome and underused business tool.
Is our company fun enough for our children to work here?
Keep the job fun for our employees.
Laugh often.
Laughter is no enemy to profits.
Laughter is the shortest distance between two people.
Laughter translates into any language.
Make your job fun.
Man's most serious activity is play.
Play is not "funny." Play is serious.
Playing is one of the best ways to learn.
Pursue leaders who can make work fun.
Pursue new employees who can make work "fun."
Thrill our employees.
Where there is no fun, the people will perish.
Ye shall be known by your alumni.

INNOVATION

Armstrong's obsession with quality has delayed many new products.
Do-it-right-the-first-timers-promote-me-too-products.
Embrace Simplicity.
Every business owes its birth to a crazy idea.
Every product goes through a failure phase. The only question is when. Better early than later.
Failure is okay if done quickly and if something is learned from it.
Failures can be good, too.
Fast failure learned from with quick corrections is the secret to successful innovation.
Fast prototyping.
Global leadership by global innovation.
In the beginning, all inventions are silly.

Innovation is best done when done by a small group.
Innovation is best done when done fast.
Innovation is best done with proven quality.
It doesn't have to be perfect.
Just because an idea is old does not mean that it's outdated.
Money kills! You are prevented from taking WOW leaps.
Naïve people who don't understand the rules create exciting products and services.
Necessity is the mother of invention.
No innovation is right the first time.
Old technology offers better quality at a lower cost and faster prototyping.
One man with courage makes a majority.
Perfect failure (lots of tries, quick halt, something learned).
Perfectionism is spelled p-a-r-a-l-y-s-i-s.
Products aren't launched at Armstrong, they escape.
Professionals built the Titanic. Amateurs built the Ark.
Prototypes are a way of life for innovative companies – make prototypes.
Prototypes create collaboration, interaction, and compromises.
Rapid prototyping.
Reward excellent failures. Punish mediocre success.
Simpler is better.
Small starts are cheaper.
Small starts are easier to accomplish.
Small starts are easier to kill.
Small starts are the best starts.
Take an old product and update it with a new feature.
Test-to-death. Don't do it.
The enemy is within – Armstrong.
The more complex, the poorer the quality and the longer to develop.
The more innovation we have, the more quality problems we have.
The secret to good ideas is using them – not thinking of them.
There is no success in products *everybody* likes a little, only for products *somebody* likes a lot.
We learn more when we have new products in the market imperfect as they may be.
When designing a new product, get it to market quickly.
“*Who*” asked the question is just as revealing as “*what*” the question was.
Why guess when you can try?
You must be first to the market. Second means nothing if you want market share.
Prototypes are community property – not engineering projects.
We must measure the amount of community prototyping.
Debate will be sharper without the option of a “compromise choice” which comes from a 3rd choice/scenario.
Prototypes are an organizations perception of reality.
Prototypes reveal a company's comfort with risk in the market and at home.
A prototype owes it very life to a company's culture not innovation process.
Companies who demand more models of prototypes in a short time are customer focused.
3m's company motto, “Make a little, sell a little” inspire relentless prototyping.
We learn as much from what we **won't** prototype as from what we **do** prototype.
Our prototyping can reveal that our dreams aren't imaginative enough.
Prototypes should create questions not yet asked.

Spec-driven cultures draw heavily from market research before prototyping.
More prototypes not fewer in a short time will improve quality.
Who gets to prototype, reveals our innovation culture.
Who owns the prototype?
Who gets to see the prototype – **first?**
Build a prototype and think out loud for all to hear.
Innovative speed to market means nothing if the customers don't want it.
Customers buy short-term payback so design the prototypes accordingly.
Prototypes let people play politics.
Prototypes allow us to fail often and early – which means learn more at less cost.
Prototypes must communicate through *many* channels like CAD 3D's, cardboard, wood, clay, even a storyboard.
Prototypes don't have to be working units.
What is the mission statement for your prototype?
Prototypes should compel you to play "what if games".
Prototypes should lure people into "what if games".
Webinars are real working prototypes where the customer asks questions and builds a customized prototype.
When building prototypes remember the constraints others will face in the company.
Demo or die!
We must not drown in our spreadsheets.
Spend time on thought vs. mindless spreadsheets.
Innovators play with prototypes.
Successful prototyping is the result of how employees behave around it.
To play with prototypes helps us better understand our priorities.
Present only two *what if spread sheets* - best and worst, or you will normally choose the safe middle one.
To be swiftest means five versions of prototypes not one in five days. Yes! I really meant one a day.
Teams don't create prototypes, prototypes create teams.
If you don't want commodity products/services don't prototype commodity.
Quick prototyping allows a client to help develop with us.
Prototyping invites participation thus improvements and support.
Leaders must not focus on the process of innovation, but on better *using* prototypes which controls the process.
Learn an organization's culture by its prototyping practice.
Create an innovative culture by using prototypes.
An acquisition's culture is revealed by its prototyping behavior.
A prototype becomes a product more of culture than of a process.
A prototype should be an invitation to play.
Leaders in current technology seldom survive and become leaders in new technology. (camera film; now digital memory sticks)
Fifty percent of R&D money produces significant results but the last fifty percent almost nothing.
Revolutionary technology can remove a leader even in a low technology industry. (manual trap survey to RFC Radio Frequency Scanning)
We must not strive to maintain our current technology makes us more vulnerable to competitors.

Patents are a company's assets to be sold not protect us from competitors who wish to copy.

Technology maturity is revealed when we spend more time and money on manufacturing to reduce cost instead of R&D.

If we've reached the limit of one technology look to another technology to solve the problem. (electric EHU vs. microwave EHU)

It is most difficult to stop investing in old technology and invest the funds in new technology.

A product must not be over designed.

LEADERSHIP

A danger foreseen is half avoided.

A decision to do nothing is still a decision.

A five-year plan will surely be wrong – very wrong.

A good leader brings a problem to your attention, but also the solution.

A house divided against itself can not stand.

A leader is a dealer in hope.

A leader must have the courage to act against an expert's advice.

A leader who tells the wrong stories always hears the wrong stories.

A leader with anger scares people.

A leader's most serious activity is play.

A no is as good as a yes.

A visionary is never in his/her time.

Actions speak louder than words.

Align yourself with leaders who share your vision.

An individual without International experience information cannot think International responsibility.

Anyone can hold the helm when the sea is calm.

Armstrong hires attitudes and spirit.

Be patient with the faults of others; they have to be patient with yours.

Be swift to hear, slow to speak, and slow to wrath.

Becoming a leader is not a matter of chance; it is a matter of choice.

Catch people doing something right.

Celebrate what you want to see more of.

Celebrate your mistakes – publicly.

Cleanliness is the first step in creating pride.

Companies are led by ideas not by titles.

Company excellence comes from a huge stable of able leaders.

Culture is a top priority.

Death by 10,000 indecision's.

Deciding what to do is easy, deciding what **not** to do is the hard part.

Delegate to people's strengths not weaknesses.

Demanding stretching goals are the only way to find out what people can do.

Do unto others, as you would have them do unto you.

Don't become something you are not after you are promoted.

Don't look for the bad; look for the good in your employees.

Fail to honor people; they fail to honor you.

Focus on the things that make you unique.

Fools are not to be convinced.
Fun increases cooperation.
Give him but rope enough and he'll hang himself.
Give moral support to the one doing the firing – before and after the firing.
Good business plans fit on one page.
Good followers do not become good leaders.
Good leaders tell stories you want to believe in.
Great leaders teach attitude each and every day.
Have witnesses when you fire.
Have you forgotten what got you to the top?
He who is not willing to have fun is not ready to lead.
He who is not willing to obey is not ready to lead.
He who refuses to remedy a wrong is guilty of a second wrong.
Health care plans should be simple.
Hire attitude, train later.
Hiring is everything.
How do you miss a deadline? One day at a time.
If a leader's fun isn't big enough, it may go unnoticed.
If you can't measure it, you can't manage it.
If you can't measure output, then measure input.
If you don't find the time to practice what you preach, you don't believe it.
If you don't know where you're going, any path will take you there.
If you weren't already in the business, would you enter it today?
If you weren't in the business today, would you enter it today? If no, get out of it.
It is easier to ask forgiveness than seek approval.
It's better to be decisive, even if it means I'll sometimes be wrong.
It's better to see one promotion than to hear how to be promoted 100 times.
It's lonely at the top, only if you want it to be.
It's never too expensive to hire the best.
Judge a leader by his questions, not by his answers.
Justifying a fault doubles the mistake already made.
Keep the job alive for our employees; make them feel unique and special!
Knowing when "not" to make a decision is just as important as knowing when to make a decision.
Lead, follow, or get out of the way!
Leaders adventure too little.
Leaders are brands.
Leaders are developed to take action, not to prepare to take action.
Leaders free up resources.
Leaders listen.
Leaders make mistakes, too.
Leaders must have a kid alive in them.
Leaders must have a smile on their face.
Leaders must keep business simple.
Leaders take responsibility *visibly* for all to see.
Leaders will always be vulnerable if they promote having fun at work.
Leading is not about age – so she's 23? So What? Get over it.
Let our numbers never be more important than our promise, culture, and people.
Lose the battle but win the war.

Make decisions while there's still risk, or you're not going to lead in your markets.
Make your hiring a special moment.
Make your promotions a special moment.
Motivation will almost always beat talent.
Never fire someone in your own office.
No credit can be given for predicting rain – only for building arks.
No policy covers all situations. What's the "spirit" of the policy?
Nobody will believe in you unless you believe in yourself.
Of two evils, choose the least.
Paying for contribution rather than for title.
People support what they help create.
People want to be recognized.
Please all and you please none.
Power does not kill; it permits suicide.
Praise in public ... punish in private.
Remember to have fun.
Respect the man and he will do more.
Reward success and failure equally, punish inactivity.
Saying "no" is not forever, just today.
Silence is a weapon of power.
Silence is one of the hardest arguments to refute.
Some questions can be asked, but the can't be answered.
Success is best when it's shared.
Success isn't permanent, and failure isn't fatal.
Surround yourself with excellent people and delegate.
The best arguments focus on assumptions.
The best leaders are master users of promotions.
The graveyards are full of indispensable men.
The great end of life is not knowledge but action.
The scarce talent executives should seek is urgency.
The secret to success is to do the common things uncommonly well.
The sweetest of all sound is praise.
The unemployment lines are full of indispensable men and women.
The way to create leaders is ... let them lead.
The wise forgive, but do not forget.
There are times when "feeling" is as important as "knowing."
There's no telling how far a person can go if he's willing to let other people take the credit.
Think in a different language.
Those who complain most are to be complained of.
Those who ignore the past are doomed to repeat it.
Time does not always improve a situation for a leader of his people.
Timing is everything.
Tis not every question that deserves an answer.
To have ability is best, but the ability to discover ability in others is better.
Two heads are better than one.
Two wrongs can never make a right.
United we stand; divided we fall.
Use Armstrong Temps before outside temps.
We are always looking for talent at Armstrong – We never have enough.

We cannot measure everything, and we should not.
We must tell stories; we're their leaders.
We need International mavericks.
Well done is better than well said.
What gets measured, gets done.
Where there is no vision, the people perish.
You can never plan the future by the past.
You can't stand for something if you chase after everything.
You have to be brave enough to fail as a leader.
You must be able to deal with ambiguity.
You'll never have all the data you need so have guts and make a decision.
You want to get something done, give it to the busiest person you can find.
You who are not with me are against me.
You're only as good as the people you hire.

LEGENDS AND TALL TALES

A company is known by the people it employs.
Armstrong International takes pleasure in doing what people say you cannot do.
Armstrong legends come from daring to begin.
Celebrations are wonderful arenas for bonding.
Even great ideas need continuous improvement.
Fool me once, shame on you; fool me twice, shame on me.
In some attempts, it is glorious even to fail.
Legends are created and known by the stories told.
No noble thing can be done without risk.
Pride blinds us.
Problems can become opportunities when the right people come together.
Stories reveal values of a leader.
The price of greatness is responsibility.
The smallest good deed is better than the greatest intention.
The young man knows the rules, but the old man knows the exceptions.
To build a great company requires great people!
You may have to fight a battle more than once to win it.

PARTNERSHIP

A good deal is a good deal only when it's a good deal for both parties.
Behind every great company is a city.
Cooperation is spelled with two letters – WE!
Hire curious partnerships.
Honor thy partnerships.
Pursue partnerships that make work fun.
Thou shalt love thy neighbor as thyself.
You are whom you do business with.
You really do get what you pay for.

PROFIT

A bird in hand is worth two in the bush.

A fool and his money are soon parted.

A good customer is a paying customer.

A good reputation is a company's greatest asset.

Acquisitions must be more valuable than buying back our own stock.

Beware of little expenses; a small leak will sink a great ship.

Capital requests must promise flexibility.

Capital requests must promise quality.

Capital requests must promise speed.

Cash in hand allows one to master their own time.

Cash is King.

Cash permits suicide.

Common sense will prevail.

Complexity increases cost.

Dreams offer little collateral.

Economy of scale is less profitable than niche pricing.

Euthanasia applied to people may be criminal, but not to aging products.

Figures are not always facts.

If you have always done it that way, it is probably too expensive.

Inspiring vision rarely (I'm tempted to say never) include numbers.

It's more profitable to keep valued employees than to find new valued employees.

Just because it's new doesn't mean it's better.

Many receive advice, few profit by it.

Money is like promises. Easier made than kept.

Nine-tenths of reducing cost is being wise in time.

No customer's credit is as good as its money.

No item is too small to save money on.

Only do what has added value.

Overspending is a lack of imagination.

Packaging can save you money.

Quality is everyone's responsibility.

Safety gets a high priority in capital budgets.

Simplicity reduces cost.

The borrower is servant to the lender.

The cost of perfection will drive you out of business.

The numbers tell you how your business is going, not why.

Time is money.

To contract new debts is not the way to pay old ones.

Treat your employees as an appreciating asset.

Triumph of niche nibblers.

What percent of profits come from global operations?

Whatever you have, spend less.

When money is taken freedom is forsaken.

When prosperity comes, do not use all of it.

With size comes waste.
Work smarter, not harder.
You never see a bad proforma, look at the assumptions.

QUALITY AND SERVICE

Developing well is wise; building well is wiser; servicing well is wisest and best of all.
Quality is in the eye of the beholder.
The customer is our final inspector ... of quality and service.
We are judged by what we finish, not by what we start.
Well begun is half done.

SIMPLEST

Be comfortable with simplicity.
Be the simplest.
Complexity blinds us.
Complexity is the thief of time.
Complexity permits suicide.
Good stories are simple stories.
Have the simplest communications.
Have the simplest organization.
It's better to be simple, even if it means I'll sometimes be wrong.
Pursue simplicity every day, every hour.
Quality improvement comes from simplification.
Reward simplicity, punish complexity.
Simplicity is the essence of brilliance.
There is no job so simple that it cannot be done wrong.
Yes and no are the oldest words and simplest words, but they require the most thought.
You achieve simplicity in a few seconds and maintain it for a lifetime.

SMALLEST

A big company falls into the trap of managing its size instead of using it.
A business is too big when it takes a week for gossip to reach all corners of the building.
Act like an owner.
Armstrong leaders care about small things.
Big seems to breed complexity.
Bureaucracy starts quietly with your first policy.
Celebrate the small wins, too.
Complexity kills. You are prevented from taking big leaps of faith.
It is often the little things that change things the most and last the longest.
It's the small company culture we seek.
Less is more.
Little things mean a lot.
No act of kindness, no matter how small, is ever wasted.

Nothing is particularly hard if you divide it into small jobs.
One way to motivate is to create small wins.
Perhaps the most critical element of decision-making is timing.
Small companies create uniqueness, which is felt by employees.
Small companies give people focus.
Small companies give people voice.
Small companies possess three cultural "s" traits: "S"elf confidence, "S"implicity, and "S"peed.
Small companies promote more energy, excitement ownership and speed than big companies.
Small company's soul, and small company's speed, inside our big company body.
The entrepreneur sees the invisible, feels the intangible, and achieves the impossible.
The greatest risk is in thinking too big.
The greatest things are done by the aid of small ones.
There are no little things.
To maintain employee intimacy you need a small company.

SPIRIT OF INTRAPRENEURSHIP

A company is known by its receptionist.
Either you trust your employees or you don't.
Experience is a good teacher, but she's expensive.
Failure is success if we learn from it.
Genius is 1% inspiration and 99% perspiration.
If better is possible, good is not enough.
If you lose ownership, you lose desire.
Let each day be your masterpiece.
Motivational systems must be simple.
Motivational systems need to be fair.
Motivational systems need to support your business philosophy.
No matter how busy someone is, they're never too busy to tell you how busy they are.
Nothing succeeds like success.
Opportunities are never lost; someone will take the one you miss.
People know what time it is. If they don't, a time clock won't get them to work on time.
Self-control is the best control.
Self-Management gets better with practice.
Self-management is something you live each day.
Study your past.
Talent rules.
The greatest risk is not taking one.
The journey of 1,000 miles starts with a single step.
When you see your opportunity, you must take action.
Whether you think you can or you think you can't; you're right.
You are the company.
You are what you think.
You can hide from your boss, but not from your co-workers.

STORYTELLING

A good story gets better each time it's told.
A good story gets better when it's personal.
A good story stops a tradition from being forgotten.
A room hung with stories is a room hung with culture.
A story has endurance.
A story never grows old.
A story not retold is not remembered.
A story offers guidance.
Armstrong "characters" must act and talk the part.
Armstrong "characters" must dress the part.
Behind every great company are great stories.
Celebrate with a story.
Employees can gauge their behavior with stories.
Good stories are worth much; good stories retold are worth much more.
Great stories guide people.
Honor thy storytellers.
I love to tell the story.
I never knew the power of a story until I heard one told.
If it's not a story, it never happened.
I'm but one generation; a good story is forever.
It is crucial to retell a story to keep it alive.
Know our stories and you'll know our traditions, culture, future goals and vision.
Only stories last forever!
Only write stories you want practiced.
Our people will learn much faster when told stories.
People are moved by stories.
Praise in public.... or by a story.
Some stories are long forgotten; they must be retold.
Sometimes the best way to convince someone is to tell him or her a story.
Stories make events more memorable.
Stories are what hold a company together.
Stories are for all cultures.
Stories are for all levels of education.
Stories are for all people, for all times.
Stories are memorable.
Stories are more informative than volumes of policy manuals.
Stories become sources of hope.
Stories become sources of knowledge.
Stories become sources of wisdom.
Stories charm our fears of the unknown.
Stories create role models.
Stories foster relationships.
Stories offer hope of what's to come, what is, what was.
Stories that get told get done.
Storytelling can be a powerful form of entertainment as you learn.
Storytelling can be used for recruiting.
Storytelling encourages ethical behavior.

Storytelling helps employees make decisions.
Storytelling is ageless.
Storytelling is contagious.
Storytelling passes wisdom from generation to generation.
Storytelling promotes change.
Storytelling reminds us of company values.
Storytelling reminds us of our history.
Storytelling transmits learning in a fun and memorable way.
Storytelling works for any company – large or small.
Tell a story instead of a rumor.
The best leaders ... almost without exception and at every level, are master users of stories and symbols.
The value of a story lies in using it.
To tell a story is to learn twice.
Video stories help in this age of information overload.
Where there are no stories, the people perish.

SWIFTEST

A prime function of a leader is to keep urgency alive.
A thick policy manual means a slow decision making company.
Our seas of bureaucracy drown any sense of urgency we have.
Be fast, faster, fastest.
Be swift, swifter, swiftest.
Be ruled by time, the wisest counselor of all.
Become obsessed with speed.
Being informal gives you speed.
Confuse and compound the "enemy" by your blinding speed.
Consider it done.
Cultivate a culture of speed.
Do not think first. Think, do.
Do your words and actions promote urgency?
Don't wait.
Eliminate delays.
Fail faster, succeed sooner.
He who hesitates is lost.
Ideas become finished acts in a business, which practices urgency.
If we make mistakes, let them be because we are too fast rather than too slow.
If you want to be liked or thought of as reasonable, you'll never be the swiftest.
Like stories, urgency is here to stay.
My biggest mistake, by far, was not moving faster.
My second biggest error was conservatism; my first, not being the swiftest.
Never acquire a company with a thick policy manual. They are too slow in decisions.
Never confuse activity with results.
Never put off 'til tomorrow what should be done today.
One hour today is better than two tomorrow.
Only the quick will survive.
P-E-R-F-E-C-T-I-O-N-I-S-M results in unnecessary delays.

Procrastination is the kiss of death.
Punish Inaction.
Sooner is better than perfect.
Speed is king.
Speed is no enemy to profits.
Speed is power.
Speed is the most important element of strategy.
Speed kills competition.
Speed sells!
Speed will beat perfection -- every time.
Speed will remain the most valuable currency of tomorrow.
Spend money to become faster.
Stop talking; start doing.
Survival of the fastest.
Swiftest is better than perfect.
The more rules, policies, the more excuses for bureaucracy.
The questions leaders ask determine the attitude of their people.
The speed of the leader determines the speed of the employees.
The swiftest competitor will beat the strongest, shrewdest, and biggest.
The world is moving so fast that control has become a limitation by slowing us down.
Think swift, think swifter, and the swiftest.
Thrill our customers with speed!
Time flies when using perfection
Time is the currency of the future.
Time is the most valuable thing a person can spend.
Today, the tortoise would lose the race to the hare.
Too much time is my biggest enemy.
Urgency is the ultimate weapon in business.
Visions without actions are only hallucinations.
We sell speed!
You achieve urgency in a few seconds and maintain it for a lifetime.
You seldom do things too fast.

TRADITION

Add life to your traditions... change them.
Don't lose the meaning of our traditions.
Don't lose your traditions; you could lose your people.
It is better to see once than to hear one hundred times.
It takes time to build tradition.
Knowledge not shared is energy wasted.
We need International traditions.
You create a tradition in a few seconds, and maintain it for a lifetime.