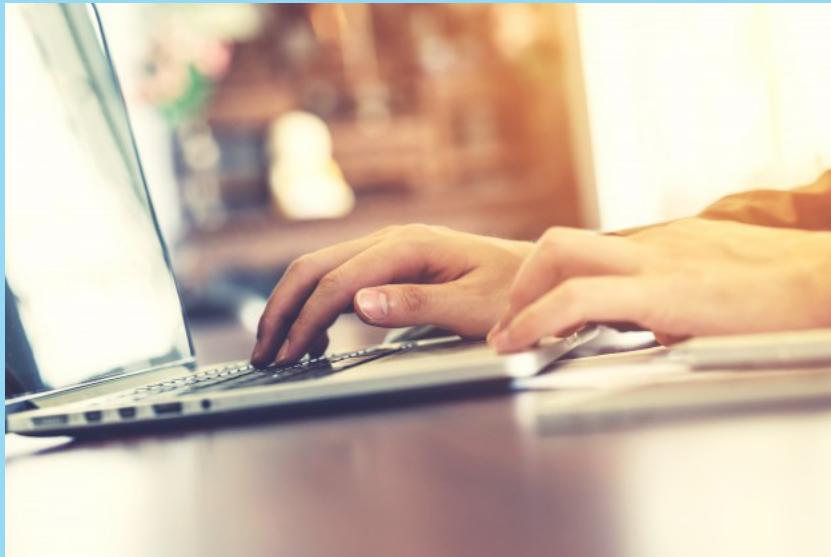


Starting Your Own Business

Advanced Concepts



Another Way Publishing
1st Edition

David Memmoli

Starting Your Own Business

David Memmoli

Another Way Holdings, LLC
Las Vegas, NV



Another Way Publishing, LLC
Las Vegas, NV

Publisher

Another Way Publishing is a subsidiary of Another Way Holdings, a parent company. It was established to accommodate the needs of AW Holdings other subsidiaries that required extensive publishing from other textbooks, journals, and workbooks.

.....

Copyright © 2024 by Another Way Publishing, LLC
All Rights Reserved
Printed in the United States
First Edition

Editor: Christian Garner
Associate Managing Editor: David Memmoli
Editorial Assistant: Darby Memmoli
Director of Production: David Memmoli
Managing Editor: David Memmoli
Media Editor: David Martin
Media Project Editor: David Martin
Marketing Manager: Dylan Garner
Design Director: David Memmoli
Design Associate: David Martin
Photo Researcher: David Memmoli
Formater: David Martin
Permissions Manager: David Memmoli
Permissions Clearer: David Martin
Legal Consultant: Charles Coons
Illustrator: David Martin

Permission to use copyrighted material is included alongside the appropriate images.

Library of Congress Registration

Name: Memmoli, David J., author
Title: Starting Your Own Practice / David J. Memmoli
Description: First Edition. / Las Vegas : Another Way Publishing, [2024] /
Includes appendices, glossary and index.
Identifiers: LCCN: 2024912632 / ISBN 978-1-7378667-2-5 (Perfect Binding)
Subjects: Business, Education
Classification: available record at <https://lcn.loc.gov/>

Another Way Publishing, LLC, 9205 W Russell Rd, Suite 305, Las Vegas, NV 89148-1446
Anotherwaypublishing.com Anotherwaybusiness.com

1 2 3 4 5 6 7 8 9 0

*To Christian and Caj, whose reassurance,
support, and encouragement continue to inspire
and motivate me to continue the journey.*

– David

Brief Contents

<i>Preface</i>	<i>xii</i>
<i>About the Author</i>	<i>xiii</i>
<i>Book Tour</i>	<i>xiv</i>
<i>Disclaimer</i>	<i>xv</i>
<i>Acknowledgements</i>	<i>xvii</i>
<i>Dedication</i>	<i>xix</i>
<i>To The Reader</i>	<i>xx</i>
<i>Introduction</i>	<i>xxi</i>

SECTION I - Your Vision

- 1 Your Vision 3**
- 2 Setting Your Tone 24**
- 3 Assessing Your Business 55**

SECTION II - Customer Service

- 4 Managing Vendors 76**
- 5 Hospitality 98**
- 6 Handling the Customer 128**

SECTION III - Human Resources

- 7 Human Resources 154**
- 8 Onboarding 189**
- 9 Orientation 238**
- 10 Risk Management 283**

SECTION IV - Operations

- 11 Inventory Management 342**
- 12 Managing Finances 371**
- 13 Conventional Administration 409**
- 14 A New Kind of Management 448**

SECTION V - Executive Role

- 15 Corporate Culture 498**
- 16 Creating Stability 529**
- 17 Establishing Credibility 547**
- 18 The Truth About Consultants 569**

SECTION VI - Change That Matters

- 19 Business Sustainability 603**
- 20 CSR 624**
- 21 Artificial Intelligence 653**
- 22 The Dare of Idealism 665**

Contents

SECTION I - YOUR VISION

1

Your Vision

- 1.1 Introduction
- 1.2 Your Vision
- 1.3 Your Mission
- 1.4 Your Philosophy
- 1.5 Incorporating Your Beliefs
- 1.6 Setting Your Tone
- 1.7 How Do You Define Customer Service
- 1.8 Being Prepared
- 1.9 What Do You Want?

2

Setting Your Tone

- 2.1 Basics of Organizational Psychology
- 2.2 Setting A Standard
- 2.3 You Set The Tone
- 2.4 Leadership Styles
- 2.5 Management Styles
- 2.6 Management Psychology
- 2.7 Employee Morale
- 2.8 Responsiveness To Change
- 2.9 Facing Challenges
- 2.10 Setting Expectations
- 2.11 How Much Is Enough?

3

Assessing Your Business

- 3.1 Surveys And Measuring Methods
- 3.2 Hiring Surveys
- 3.3 Assessing The State Of Your Business
- 3.4 Internal Surveys
- 3.5 External Surveys
- 3.6 Constructing Surveys
- 3.7 The Flaw In Surveys
- 3.8 Survey Administration
- 3.9 Operationalizing Survey Results
- 3.10 Providing A Grievance Policy

SECTION II - CUSTOMER SERVICE

4

Managing Vendors

- 4.1 Overview
- 4.2 Finding The Right Vendor
- 4.3 Establishing A Relationship
- 4.4 Saying No
- 4.5 Vendor Vetting
- 4.6 Contracts - Doing Things Right
- 4.7 Maintaining Relationships
- 4.8 Ending Relationships

Contents

- 4.9 Handling Issues
- 4.10 Logistics
- 4.11 Logistics In-House

5

Hospitality

- 5.1 Customer Or Employee Satisfaction?
- 5.2 The Nature Of People
- 5.3 Hospitality Considerations
- 5.4 Hospitality Practices
- 5.5 Décor
- 5.6 Customer Flow
- 5.7 Staff Competence
- 5.8 Services
- 5.9 Customer Experience
- 5.10 Sustainability

6

Handling The Customer

- 6.1 Human Psychology
- 6.2 Marriott Service
- 6.3 Policy On Returns
- 6.4 The Unsatisfied Customer
- 6.4 Returns Revisited
- 6.5 The Belligerent Customer
- 6.6 Showing Staff Support
- 6.7 Safety & Risk Management

SECTION III - HUMAN RESOURCES

7

Human Resources

- 7.1 Introduction To HR
- 7.2 Defining Human Resources
- 7.3 What Do You Want In An Employee?
- 7.4 Whoever Runs HR, Runs Your Business
- 7.5 All About HR
- 7.6 Hiring
- 7.7 The Interview
- 7.8 Policy, Procedure, & Protocol
- 7.9 Discipline And Exit Interviews
- 7.10 Satisfaction Surveys And CQI
- 7.11 Compliance And Risk Management

8

Onboarding

- 8.1 Introduction To Onboarding
- 8.2 The First Impression
- 8.3 Prescreening
- 8.4 Vetting
- 8.5 The Offer

Contents

- 8.6 Negotiation
- 8.7 Acceptance
- 8.8 Credentialing
- 8.9 Employee Registration
- 8.10 Cost Of Onboarding
- 8.11 Optimizing Onboarding

9

Orientation

- 9.1 Introduction
- 9.2 Psychology Again
- 9.3 **Don't** Give Out the Kool Aid
- 9.4 The Arrival
- 9.5 Day 1
- 9.6 Day 2
- 9.7 Day 3
- 9.8 Day 4
- 9.9 Day 5
- 9.10 Training
- 9.11 Probation
- 9.12 The Permanent Employee

10

Risk Management

- 10.1 Introduction
- 10.2 Overview
- 10.3 Your Risk Management Program
- 10.4 Your Risk Manager
- 10.5 Regulatory Compliance

- 10.6 Data Security
- 10.7 Incident Reporting
- 10.8 OSHA
- 10.9 Credentialing
- 10.10 Contracts
- 10.11 IT Risks
- 10.12 Advertising Liability
- 10.13 Corporate Compliance
- 10.14 Safety
- 10.15 Security
- 10.16 Employee Handbook
- 10.17 Risk Financing
- 10.18 Quality Improvement

SECTION IV - OPERATIONS

11

Inventory Management

- 11.1 Introduction
- 11.2 Operations
- 11.3 PAR Levels
- 11.4 Inventory Maintenance
- 11.5 Logistics Revisited
- 11.6 Protecting Inventory
- 11.7 Inventory Management
Methods
- 11.8 Common Terms In Inventory
Management

Contents

11.9 Warehouse Management

12

Managing Finances

- 12.1 Overview
- 12.2 You Cannot Manage Finances on the Fly
- 12.3 Reducing Risk
- 12.4 Basics Of Finance Management
- 12.5 Making Choices
- 12.6 Keeping Costs Down
- 12.7 Review Of Accounting
- 12.8 Basics Of Bookkeeping
- 12.9 Bookkeeping & Accounting

13

Conventional Management

- 13.1 Overview
- 13.2 A Brief History
- 13.3 Organizational Structure
- 13.4 Administration Today
- 13.5 The Problem
- 13.6 Why It Doesn't Work Anymore
- 13.7 Positions Of Waste
- 13.8 Toxic Model
- 13.9 Failure Of Communication
- 13.10 Failure Of Ethics
- 13.11 Failure Of Trickle Down

Economics

13.12 Where Things Are Now

14

A New Kind of Management

- 14.1 Introduction
- 14.2 Where We Are Now
- 14.3 Excessive Administration
- 14.4 Times Have Changed
- 14.5 The Real Difference Between A Leader And A Boss
- 14.6 Leading By Example
- 14.7 VA Topsy Turvy World
- 14.8 A New Kind Of Management
- 14.9 Keeping Control
- 14.10 Giving Employees What They Want
- 14.11 Managing Younger Generations
- 14.12 Giving Employees What They Need
- 14.13 Employee Mental Health

SECTION V - EXECUTIVE ROLE

15

Contents

Corporate Culture

- 15.1 Overview
- 15.2 Brief Anatomy & Physiology
- 15.3 Pathophysiology
- 15.4 The Dark Triad
- 15.5 Corporate Psychopathy
- 15.6 Corporations Are Cults
- 15.7 The Hare Psychopathy Checklist
- 15.8 Where We Are Today
- 15.9 The Need For Another Way
- 15.10 We All Need Each Other

16

Creating Stability

- 16.1 Slow And Low
- 16.2 Freeing Yourself
- 16.3 Don' t Become Amazon
- 16.4 Creating Stability
- 16.5 More Ways To Create Stability
- 16.6 Are You Prepared?
- 16.7 Increasing Prices Isn' t Always The Answer
- 16.8 YOU Must Be Involved
- 16.9 Right Place, Right Time, Right Reason

17

Establishing Credibility

- 17.1 The Buck Stops With You
- 17.2 Setting The Tone From The Beginning
- 17.3 Accreditations, Licensures, Certifications
- 17.4 Traits Of A Credible Business
- 17.5 Building A Reputation
- 17.6 Credibility Starts From Within
- 17.7 Presentation Matters

18

The Truth About Consultants

- 18.1 So Many Voices
- 18.2 What Is A Consultant
- 18.3 Why Hire A Consultant
- 18.4 The Truth About Consultants
- 18.5 The Uselessness Of Consultants
- 18.6 When Consulting Is A Scam
- 18.7 When To Hire A Consultant
- 18.8 How To Hire A Consultant
- 18.9 What You Want Versus What You Need

SECTION VI - CHANGE THAT MATTERS

Contents

19

Business Sustainability

- 19.1 What Is Sustainability
- 19.2 Business Sustainability
- 19.3 Sustainability And The Corporate Psychopath
- 19.4 The Truth About Inflation
- 19.5 Financial Sustainability
- 19.6 How To Be Sustainable
- 19.7 Doing The Right Thing

20

CSR

- 20.1 Introduction
- 20.2 Corporate Social Responsibility
- 20.3 CSR vs ESG vs Sustainability
- 20.4 Why CSR?
- 20.5 Social Pressures And Expectations
- 20.6 Corporate Citizenship
- 20.7 Corporate Governance
- 20.8 Transparency Revisited
- 20.9 Corporate Social Responsiveness

21

Artificial Intelligence

- 21.1 Introduction
- 21.2 Existentialism

- 21.3 Artificial Intelligence
- 21.4 The Road To The Future
- 21.5 AI In Business
- 21.6 AI is Your Best Employee
- 21.7 You Are Supposed To Make Money

22

The Dare Of Idealism

- 22.1 A Journey' s End
- 22.2 What I Hope You Got Out Of This Course
- 22.3 What If . . .
- 22.4 Reality Check
- 22.5 The Dare Of Idealism
- 22.6 Thank You

Preface

After months and months of having anything and everything go wrong, I wondered why there wasn't anyone who could have mentored me and spared me time, money, and the mental anguish. I wished there was someone or something that could have given me all the advice and pearls of wisdom I gained through the process starting my own practice. Everything that had happened, and went wrong was a result of other people not telling me something until after the fact, or because I simply didn't know what I didn't know. I wasted so much time, so much money, and had so many moments of giving up, that even now I wonder if it was really worth it. The trauma was that severe. If only there was something that could've guided me through the experience, and most importantly – warned me of what was to come. Then it dawned on me, that with everything that happened, and everything I went through, to an extent that people would think you were making it up because it was so extensive and so absurd and so persistent, I couldn't allow someone else to go through this same experience. I had to do something with all this knowledge and experience I endured. It can't all have been for nothing. I needed to give some meaning, some purpose to all that happened. Provide some sanity to the insanity that occurred. So I asked myself what I would have wanted – moreover, what I would have needed to avoid all the pitfalls I encountered. So I began to think about the major things that would have helped. Then I thought about the timeline, and how much time could have been saved if I had known ahead of time what was needed, and how long it would take for that to process. And the more I thought, the more I realized it wasn't a simple list of items. It was a journey, and it wasn't something that could be abridged. So as I began to realize how extensive this this was going to need to be, I realized it was going to need to be more of a course. Also, a textbook might be a good reference, but learning requires other modalities. There are additional outlines in power points that can help summarize the overall themes the course presents. As I was compiling an outline, I realized how extensive the information was, and how overwhelming it might be to someone who hasn't had exposure to the business side of their industry. So I thought what would help me, and so I added a companion workbook for people to reinforce what the textbook teaches, and to provide a guide for their progress. Using the workbook to reinforce what was discussed in the textbook will augment your learning and help solidify knowledge and concepts. This textbook is one part of a program containing videos, workbooks, checklists, policy & procedure manuals, and different forms, among other various resources. It is one thing to have a passion for something. It is another to create a successful and sustainable business around it. The internet is rife with generalized and useless information. You need detailed information and comprehensive subjects to be covered in a way that provide pragmatic and helpful information for you to use. This is a course I would have wanted for myself when I went through the experience of starting my own business. As you begin this journey, my wish is that this textbook, and the course as a whole, provides the education and experience to help you make your business a success, and spares you wasted time and money. Good luck, and God bless!

About The Author



DAVID MEMMOLI is the founder and owner of Another Way Holdings, LLC. He earned a bachelor in psychology from CUNY Hunter College in New York City, his BS in Nursing and his MSN in Family Practice at SUNY Stony Brook in 2006. He is currently earning a PhD from National University in Industrial & Organizational Psychology and plans to earn an additional doctoral degree in molecular biology. After several years working in multiple states, and having multiple experiences in the different areas of healthcare, David found a lack of standardized care in many facilities. From corporate healthcare, to local private practices, he saw a huge gap in the standards of care provided to patients. Coming from surgery at New York Presbyterian, David, in all frankness, didn't understand what was going on. Patients would complain about always seeing a different provider each time they went for care, they would have virtually no education regarding

their medical conditions or the medications they were taking, and care being provided was addressing symptoms rather than underlying causes. After so many years, and so many patient complaints, David realized it was time for someone to take charge. Someone needed to set a standard for how medical practices could and should be run. Someone needed to provide an example for other practices to follow. It was also an opportunity, at the same time, to show that Nurse Practitioners have become a far more prominent and necessary modality in Healthcare. With these challenges, David established the first group Nurse Practitioner practice in the State of Nevada. He also developed a system of practice that provides patients all aspects of their healthcare. When the banks did not share David's vision, he learned what it is really all about - money. Through those experiences from APNS, David created this course and established Another Way Business (AWB), a business entity designed to provide the education and resources a new business owner needs to make their business a success. The course books are published through Another Way Publishing (AWP). There are numerous areas in the corporate business world that need revision and even revolution. Collusion and corruption permeate corporate business and at the expense of frontline workers. David started Another Way Holdings because he is committed to finding another way!

Book Tour

Use of Visuals, Tables, and Charts

The text will make use of demonstrative images, figures, tables, and charts where applicable to enhance the visualization and understanding of concepts in the associated text, as well as provide supplemental information related to the topic of discussion. Tables and charts will commonly contain lists to summarize and simplified the verbose discussions within the text.

Pre Chapter

Each chapter will be outlined on the page preceding the chapter.

Overview

The overview provides a summary of the chapter to give an overall expectation of what is covered in the chapter.

Key Terms

Key terms will be listed in the upper right part of the outline page. The major words that are critical to the understanding of concepts presented in the text.

Milestones

Also on the right side is a Milestones list of what are recommended to be completed before moving forward to the next chapter.

Contents

Under the Milestones list is the chapter table of contents, with the title of each section which describes its subject matter.

Chapter Objectives

Listed in the title section under the chapter summary are the chapter objectives. This is a list what is expected for the reader to learn after reading the chapter. If there are an extensive number of key terms in the chapter, they will be listed under the chapter objectives.

Post Chapter

At the end of each chapter there are several learning tools.

Key Concepts

Each chapter provides a list of key concepts that are considered by the author to be among the most important to retain.

Scenario

Above the key concepts is a scenario. These are real world scenarios that occurred to the author and are



design to cause the reader to consider their own response to the situation and how they would handle it.

Things To Think About

To the right of the scenario and key concepts are Things To Think About and Chapter Slogans. Things To Think About provide a list of questions that are intended to promote thought and consideration more than actual answers. It is intended to give the reader insight into themselves, their view on the topic, and how they would address the question posed.

Chapter Slogans

Chapter Slogans list phrases from the chapter that keep major concepts mentally handy, and are often some form of warning and cautionary statement to help the reader avoid larger and detrimental mistakes.

Quick Quiz

The Quick Quiz is a quick and simple quiz to ensure retention of some of the more important concepts presented in the chapter.

Suggestions

To the right of the Quick Quiz are Chapter Suggestions. This is a list of suggestions from the author based on his experience to help the reader avoid various pitfalls and dangers that could cost the reader time, money, and mistakes in the process of the reader starting their own practice.

Chapter Checklist

Below Chapter Suggestions is a Chapter Checklist that provides a checklist of items to accomplish related to the information provided in the chapter.

DISCLAIMER

The information contained in this course is compiled from government websites, governing organizations websites, marketing websites, information websites, and other various Internet sources. I do not claim ownership of any of the information presented in the course, only how the information in this course has been organized and presented.

This course is meant to be a guide and to offer advice only. The author is not an attorney, nor an expert in healthcare law, regulation, or compliance. Anyone engaging in legal business contracts should consult an attorney to ensure what they are doing is legal and in their best interests. This course is not a substitute for a person to personally and directly research, investigate, obtain, and verify information needed to establish their own private practice.

This course makes no guarantees that by following its advice a person will succeed in having a success and profitable medical practice or any other business entity. Although the author and publisher have made every effort to ensure that the information in this book was correct at press time, the author and publisher do not assume and hereby disclaim any liability to any party for any loss, damage, or disruption caused by errors or omissions, whether such errors or omissions result from negligence, accident, or any other cause.

The information provided in the textbook and workbook is designed to provide helpful information on the subjects discussed. This book is not meant to be used, nor should it be used, to legally justify or argue the action of an individual using the techniques and recommendations made in these books. For advice and instruction on any legal or business transaction the reader should consult their own personal attorney. The publisher and author are not responsible for any specific legal, business, or financial needs that may require legal supervision and are not liable for any damages or negative consequences from any contract, action, application or preparation, to any person reading or following the information in this book. Recommendations are provided for informational purposes only and do not constitute an endorsement of any website or other sources. Readers should be aware that the websites listed in this book may change without notice.

These books are designed to provide information and motivation to the readers. They are sold with the understanding that the publisher is not engaged to render any type of psychological, legal, financial, or any other kind of professional advice. The content of each book is the sole expression and opinion of its author, and not necessarily that of the publisher. No warranties or guarantees are expressed or implied by the publisher's choice to include any of the content in this volume.

DISCLAIMER

DISCLAIMER CONTINUED

Neither the publisher nor the individual author(s) shall be liable for any physical, psychological, emotional, financial, or commercial damages, including, but not limited to, special, incidental, consequential or other damages. It is understood by the reader upon reading these books that he/she is responsible for you're his/her own choices, actions, mistakes, and results.

These books are presented solely for educational and entertainment purposes. The author and publisher are not offering it as legal, accounting, or other professional services advice. While best efforts have been used in preparing these books, the author and publisher make no representations or warranties of any kind and assume no liabilities of any kind with

respect to the accuracy or completeness of the contents and specifically disclaim any implied warranties of merchantability or fitness of use for a particular purpose. Neither the author nor the publisher shall be held liable or responsible to any person or entity with respect to any loss or incidental or consequential damages caused, or alleged to have been caused, directly or indirectly, by the information or programs contained herein. No warranty may be created or extended by sales representatives or written sales materials. Every company is different and the advice and strategies contained herein may not be suitable for your situation. The reader should seek the services of competent professionals before beginning any legal or business endeavor. The story and its characters and entities are fictional. Any likeness to actual persons, either living or dead, is strictly coincidental.

None of the contents in any aspect of this course, workbook, or supplemental online resources should be construed as medical or legal advice. Because the facts and requirements applicable to the reader's situation may vary, or the laws and requirements applicable in the reader's jurisdiction may differ, the reader should contact his/her attorney, state representatives, or other licensed professional advisors if he/she has any questions related to your legal or medical obligations or rights, state or federal laws, contract interpretation, or other legal questions.

Another Way Publishing is a subsidiary of Another Way Holdings, LLC. Another Way Publishing is the marketing name used to refer to the company that publishes educational and entertainment merchandise under the name *Starting Your Own Business*. All published products are underwritten and administered by Another Way Publishing under the parent company Another Way Holdings, LCC. Product availability is based upon business and regulatory approval and may differ between companies.

© 2023 Another Way Publishing. All rights reserved.

ACKNOWLEDGEMENTS

Above all, I owe the greatest thanks to Karla Canseco. She worked tirelessly, while raising a family, for more than a year – FOR FREE! Her efforts to credential the practice on insurance, manage accounts, and ensure billing and payment allowed APNS to come into existence. By far, she is the angel who allowed me to have the support and means to make APNS a reality. There aren't enough words to express my gratitude to her, and thank you seems so insufficient.

David Martin and Mark Raybin worked as web engineers to build a platform to allow for the most efficient and effective access to these materials online. Their understanding of software and online platforms provided a means to ensure that the information in this textbook could be accessed and enjoyed by all those who wish to do so.

Christian Garner, my spiritual brother and right hand, who worked day and night to build and assemble every desk chair and wall mount to allow the office to become a functional place to work.

Karen Irizarry, my spiritual mother and guide, who has kept me grounded and offered the insight and awareness to recognize the meaning in the journey. Her wisdom and teachings have made the trials and tribulations worth enduring.

Charles Coons, Esq, has been a counsel and friend for over a decade. His efforts and advice are one of the rare examples of someone who actually cared enough to be sure his clients were getting the information they needed to make the best decisions. He was about the money, and understood when I needed more time to pay a bill. I'll be ever grateful for him giving me the time and latitude to make a success of APNS.

Stacey Scheer is the official company real estate broker. She is one of those brilliant, savvy, and kind persons you encounter and think, "What are you doing here?!" Smarter and more knowledgeable than most of the attorneys I dealt with, and with heart of gold. A rare angel who did what she could to spare me some of the larger traumas that could have occurred, had it not been for her.

And a general thank you to all the vendors listed below, who helped to shape what APNS was to become. To them, and of course, to the patients, without whom APNS would never have succeeded, I thank you from the bottom of my heart.

David Memmoli

ACKNOWLEDGEMENTS

Karla Canseco, Another Way Holdings, Las Vegas, NV

David Martin, Blue Box Interactive, Lakewood Ranch, FL

Charles Coons, Cooper Coons Ltd., Las Vegas, NV

Stacy Scheer, CCIM, Las Vegas, NV

Dan Moretti, Multidiagnostics, Ontario, CA

Gina Bongiovi, Bongiovi Law, Las Vegas, NV

Christian Garner, Another Way Holdings, Las Vegas, NV

Dylan Garner, Marketing Consultant, Fayetteville, NC

Patrick De'Leeuw, Roche Diagnostics, Red Rock, AZ

Mark Raybin, Mark Raybin Design, York, PA

Karen Irizarry, Spiritual Advisor, Davenport, FL

David Lehmann, Greater Philadelphia Cardiology Associates, Philadelphia, PA

Alden Thomas, Jaburg Wilk Law Firm, Phoenix, AZ

Trevor Hall, Hall & Associates, Las Vegas, NV

Caj Rohrer, Academic Consultant, Phoenix, AZ

This textbook is dedicated to all the great and dedicated dreamers who have no other agenda other than to provide the best service they can for their fellow citizens of the world, but who are stifled, silenced, and suppressed by the corporate industrial complex.

May this course provide you the means to free yourself from corporate capitalism, such that you can do what you always dreamed to do – make the world a better place.

TO THE READER

TO THE READER

As you begin your journey to starting your own business, you may feel overwhelmed by the amount of things that need to be accomplished. You may waiver as to whether this was the right choice for you. The most important purpose of the course is to provide a guide through each of the areas to be accomplished. By building your knowledge and experience through the text, answering the questions in the workbook, and completing tasks step-by-step, you will be able to accomplish the enormity of what is required to start your own business.

How do you eat an elephant? One piece at a time.

This is a long course. It may take several months for you to work through all the chapters. I strongly recommend taking the time to go through the course thoroughly before embarking on your journey. You have the rest of your life, waiting 6 months to a year to ensure you do it correctly such that you don't lose everything you've invested is a small price to pay. You have the rest of your life. If you are going to spend hundreds of thousands of dollars to start your own business, you want to do it right.

There is a lot to learn and a lot to know. Everyone is going to look to you for guidance and answers. There is only so much I can cover in this course without it becoming unable to be completed. Compliance, tax law, state regulations, and so much more are industries in their own right. I provide the more relevant and pertinent information to starting your own business. That by no means should stop you from reading further on areas relevant to what you are doing in your business, and it should not stop you from consulting with professionals in the field, such as compliance officers, attorneys, and accountants, among others.

This is not a course to rush through. There is a large volume of questions designed to stimulate thought and consideration before implementing any actions. I strongly recommend taking the time to answer these questions honestly and sincerely. I cannot stress the importance of the self-reflection and self-exploration that you need to engage in, in order ensure that what you are doing is the right thing for you and your business.

I am happy to receive any feedback that you feel would make the course clearer, more understandable, and generally better in any way. Even if it's a typo, I want to continually improve the course for all who choose to take it.

Lastly, there is only so much I can list in the text without it becoming cumbersome. Therefore I can created an online resource that contains numerous other resources that compliment the text. It is accessible by subscription. If you are serious about starting your own business, the online resource website will provide much needed information to make your business a success.

Thank you for choosing this course to embark on your journey toward starting your own business. I pray it provides for you everything you hope it does. Good luck, and God bless!

MY STORY

At the time this book is published, I am a 15-year Nurse Practitioner. I started my NP career in surgery at New York Presbyterian. After a year and a half, I realized I was as just as capable as any of the residents I worked with, and so decided to finish prerequisites and attend medical school. I did attend for a year, but due to having to work and go to school at the same time, I simply couldn't afford it. Since, my life and career have taken a winding road.

After a year of being in Las Vegas, I realized many of the problems with the healthcare in that state. I thought there must be a better way. But who is going to provide that better way? I met some people over the years that agreed with what I wanted to do – to change healthcare for the better. They were willing to do the work for free to help build a private practice. Although I was the owner, everyone was willing to help to make this come true, because they knew the rewards to themselves.

Over the two-year journey of starting my own private practice, I encountered every possible delay, mistake, and general getting screwed over by anyone and any business trying to take advantage of my good nature. See, I have self-diagnosed “Nice Guy Syndrome”. And I forget that people are horrible. They lie, cheat, deceive, manipulate, and generally serve their own interests above anyone else.

In the end I went bankrupt. \$2.7 million dollars lost. I went into a deep depression, gained 80 lbs. I could barely get into my own car to drive to McDonalds. That's when the Grubhub, DoorDash delivery started. It got so bad, my brother had to keep me from the edge. I just wanted to put a bullet to it all and free myself from the pain, both emotionally and financially.

I've heard of people being “broken”, but I never fully grasped what it was. I felt nothing but emptiness, despair, and hopelessness. I'm a grown man, and I would burst out crying – hysterical ugly crying – spontaneously without cause. I laid in bed all day only getting up to pee and answer the door for food delivery. I thank my dog Darby for giving me some solace. It was another thing I came to understand; that when things go wrong, your dog is the only one who never leaves your side. People who say they are there for you will scramble and save themselves at the first sign of trouble, but your dog is always there for you.

There had to be a reason. Why did this happen? I'm a good person. I never tried to screw anyone out of anything. Never intentionally tried to hurt someone. Never got in trouble with the law. I'm the guy who always followed the rules, dotted “I's” and crossed “T's”. Why did this happen to me? What did I ever do to deserve this?

There had to be something good that could come from all this. When I would have moments of having the strength to think about it all, and try to understand it,

INTRODUCTION

something beyond what I can explain began to possess me. I began writing out all the things that happened, what when wrong, and why. Before I knew I had pages and pages of writings. I began dividing them up into categories, and suddenly realized that I was writing a “How To” book. I thought, maybe this was the reason for all the suffering, heartache, and loss. So I began to organize my thoughts more and write more specifically on each subject. What evolved from that is this course. A step-by-step guide and process for any person to start their own business, and do so without being screwed over by the unscrupulous and immoral business world. That was probably my biggest issue. I was a nurse practitioner trying to build something that would help make healthcare better for patients. But the business world is only interested in making money. I didn’t make the transition from medical provider to businessman. And as such, I was trusting, gullible, and a sucker. I took everyone at their word. And like the saying goes, I was a nice guy who finished last.

So here I am offering this course, in hopes that those who desire to start their own business will not suffer the same experiences I did. If this course can spawn a number of providers to start their own businesses, and take back businesses from the corporate juggernauts that have destroyed the fundamental reason we all went into business – to be of service to others, then I will have finally understood *why* I was put through such an experience.

Thank you for choosing this course, and I wish you all the best of luck and success as you begin your journey toward starting your own business. Good Luck and God Bless!

ADVANCED CONCEPTS



SECTION I
YOUR VISION

Chapter 1

Your Vision

Key Terms

Vision
Mission
Philosophy
Values
Corporate Culture

Overview

This chapter will focus on you and your vision. It will consider more metaphysical aspects of establishing and running your business. We will explore the business you envision and what you need to understand in order for that vision to become reality. It is intended to clarify for you what you actually envision and what is actually possible. We will consider your philosophy and how you can work to make your business and staff manifest your vision, mission, and philosophy.

Milestones

. Read Business Fundamentals
. Complete Business Fundamentals Workbook

Chapter Objectives

- Recognize your own beliefs
- Clarify your vision
- Clarify your mission
- Clarify your philosophy
- Explore how your beliefs are reflected by your vision, mission, and philosophy
- Determine how your vision, mission, and philosophy manifests into your business
- Define what customer service means to you
- Explore the ways in which you need to be prepared to start your own business
- Reaffirm what you want

Contents

1.1 Introduction
1.2 Your Vision
1.3 Your Mission
1.4 Your Philosophy
1.5 Incorporating Your Beliefs
1.6 Setting Your Tone
1.7 How Do You Define Customer Service
1.8 Being Prepared
1.9 What Do You Want?

1.1 INTRODUCTION

Welcome to an advanced course in *Starting Your Own Business*. It is assumed that you have completed the *Business Fundamentals* course and are prepared for more advanced subjects. Congratulations! As we introduce advanced aspects of starting your own business, it is important for you to have a clear recognition of your beliefs, your vision, your mission, and the philosophy by which you will hold true to those beliefs.

In the *Business Fundamentals* course, we introduced the concept of "*What do you want?*" and explored various avenues to help you find those answers. Here we can look at this in more depth, and bring clarity and specificity to your beliefs and your vision for your business.

We all have an upbringing grounded in certain values. Some of us have our belief system founded in religion, traumatic experiences, or through participation in a group, such as being raised in sports. Whatever your upbringing, it formed a foundation for your belief system. With life experiences adding to and adjusting your beliefs, you have come to a place where you have chosen what you believe and what you don't. Are you prolife or prochoice? Are you for the death penalty or not? Are you for the right to bear arms or for gun control? These are broad beliefs to choose from, but it immediately helps you focus where you stand on your beliefs.

In *Business Fundamentals*, we focused on exploring our personality type, and how that would influence the type of business leader we would be. We explored how different personalities affect employees, the morale of a workplace, and the culture of the workplace. A relaxed and easy-going personality makes for that kind of workplace, whereas a strict and anal personality makes for that kind of workplace.

Here, we want to go deeper and explore the values and morales that your belief system has established for you. There are a number of websites that can be found online for you to help identify your major values and clarify what constitutes your moral certitude. Table 1-1 reviews the differences between values, morals, and ethics.

So what does this have to do with starting your own business? Based on your beliefs you will form the culture of your business. Your company's culture will contain the company's beliefs and values. Just as knowing what personality type can help you determine what kind of leader you will be, knowing your values and morals will help you determine what kind of culture you will establish for your company.

STARTING YOUR OWN BUSINESS

To expand on this, your values and morals will drive your company's policies. What do you feel is a violation of trust by an employee that needs discipline? Stealing a pen or giving your customer list to a competing company in exchange for a monetary reward? What is a fireable offense? What constitutes "bending the rules" in your opinion? What behavior will you accept from a customer? Should a refund be allowed? Does it depend on the circumstances? These are a few of a number of questions to ask to help you decide what policies you are going to establish and implement. It is a game of scruples, where you consider all sorts of situations you may encounter and how you would go about handling those situations. When you know what you will do you will have established your policy. What is guiding your decision? Your morals and values, combined with the ethical regulations established by your business' governing organizations, along with state and federal statutes.

Table 1-1

	Values	Morals	Ethics
Root Word	"Worth"	"Custom"	"Character"
Meaning	Traits a person believes are worthy of expressing	Beliefs of a person that define what is right or wrong	Principles a society or culture have established to distinguish what is right and what is wrong
Application	Principles or concepts a person applies to their belief system that make up one's character	A principle or standard a person uses to determine what is right and wrong in a situation based on personal beliefs	A principle or standard a society or culture had agreed is right and wrong for a situation
Deals with	Components one uses to determine what is right and wrong	Personal beliefs of what is right and wrong	Society beliefs of what is right and wrong
Governed by	What an individual has determined is worth believing	An individual's beliefs	Legal and professional standards
Expression	Defined concepts that express a belief	An abstract collection of values expressed by an individual based on beliefs	Clearly defined distinctions of right and wrong
Consistency	Vary from person to person	Vary from culture to culture	Uniform within a society or profession
Applicable in business	Yes	No	Yes

As you read through this course and work through the exercises in the workbook, you will be presented with various situations and scenarios that will spark consideration of how you would want to handle those situations and scenarios. As such, I would strongly recommend keeping a journal or log of who you would respond to the situation or scenario. This will allow you to determine the policies you want and need, and how you would want to have them executed and enforced.

As you develop your business, it will evolve. This evolution is not random or chaotic, it is grounded in the moral structure you establish and guided by the value you uphold. The clearer and more defined your morals and values, the easier it will be for those you employ to understand and follow them. Frustration and conflict most often arise from ambiguity. Identification and clarity of your morals and values allows you to be resolute, which prevents ambiguity of those values amongst your employees.

Another major area that identifying your values and defining your morals addresses is how your business will affect your life and the lives of your loved ones. We can presume that you are starting your business either to fulfill a dream, better your life, or both. The question is how will your business fulfill your dream and better your life?

We discussed intention in *Business Fundamentals*, and it applies here as well. Knowing how your beliefs enhance your life can help you to know how your beliefs will enhance your business. Let's explore this further through your vision, mission, and philosophy.

1.2 YOUR VISION

Your vision is how you see your business when it is fully realized. You should have found your business vision through the *Business Fundamentals* course. Now, the goal is to marry your business vision with your beliefs and values such that when you start your business, both will manifest synergistically. Marrying your values with your vision should make both greater than each other individually. Table 1-2 shows good and bad characteristics of a company vision, mission, and philosophy.

Your vision will help to unite employees toward a common goal. Your values will provide a moral guide by which your employees can work to help achieve that vision. Your vision should describe what you want your business to become, and what it becomes should align with your beliefs and values.

For example, if you believe that people have the right to clean free air, but you build a business that pollutes the air, your vision and values do not align. If your company's values promote social justice, but you discriminate against a certain cultural group, your vision and values do not align.

Knowing what you believe allows you to define your vision so it aligns with your values. The clearer the vision, the more resolute the belief, the easier it will be for employees to indoctrinate themselves to that vision.

STARTING YOUR OWN BUSINESS

Additionally, as you engage with customers, vendors, and other businesses, you create a dynamic of understanding between them and your company. When people know what your company is trying to do, they can make a commitment to patronize. If your vision is unclear, in conflict with your beliefs and how you engage in your business, people will not know where you stand and will not have confidence in the relationship they are establishing with you.

Table 1-2

Characteristics of company statements	
GOOD	BAD
Uses language familiar to target customers	Uses language unfamiliar to target customers
Evokes an emotional response	Is cold and matter of fact
Gives a solution to a customer problem	Simply states what the service/ product does
Shows why a customers needs it	Just shows what it is
Connects customer with service/ product	Provides a dispassionate demonstration
Concise and to the point	Long and cumbersome
Clear	Vague
Phrasing is impactful and inspiring	Verbage is ordinary
Memorable	Forgettable
Elicits surprise	Unresponsive
Evokes a desire to know more	Causes disinterest

We've all been in situations where we are meeting someone and trying to figure out how to behave, what to say, and whether to commit to engaging in any kind of relationship. When someone is vague, unrevealing, and evasive, you don't know what to make of them or the situation and so you can't make a decision on whether to commit and engage or walk away. With only those two choices, the normal human response is to walk away rather than risk the unknown.

Finally, if your vision is unclear, if it doesn't align with your beliefs, and if it doesn't reflect your values, that in itself shows the state of your mind as it relates to your business. If you are unclear or in conflict about your business its, vision, and its values, how likely do you think it is that your business will be successful?