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SAM WALTON TAUGHT ME:
**“If you don’t make mistakes,
then you’re not trying hard enough.”**

WHEN I MET HIM: I got a job clerking at Walmart during my last year in law school in 1979. I passed the bar, and **Rob Walton** hired me as an attorney. On my first day, I got a call from **Loretta Boss**, Sam Walton’s secretary. Mr. Walton wanted to see me. I was nervous. He shook my hand and was very congenial. I remember that his office was a perfect mess with piles here and there and pictures of quail hunting. Within 90 seconds, any nervousness went away, and it was like talking to my dad.

PUTTING IT TO USE: My first job was to monitor litigation against the company. Mr. Walton told me to remember that people who feel they have a claim against your store may very well be right and that they are customers first. If we’ve done something wrong, we take care of it. That doesn’t mean giving them the whole farm if they deserve only an acre. Sam strongly believed that we exist because customers come into our store. The customer, more often than not, is right.