Some Guiding Principles for Managing Teams, My Boss, and Myself

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- Your most important job as a manager is to hire and promote well – never short change this.
- Always lead for the good of the team, agency, public, or idea – but never for you.
- Change happens: expect it, accept it, enjoy it – do not get too attached to plans or ideas.

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- Negotiate based on interests rather than positions – it is effective and preserves friends.
- Accept blame and share successes – apologize publicly when needed and without “buts”.
- Manage and delegate based on goals and strategies, but not tactics – many good paths.

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- Keep work fun, keep a sense of humor, and develop ways to interact outside of work.
- Remember the “begets” – sharing begets sharing, negativity begets negativity, etc.
- Approach problems with multiple working hypotheses to prevent attachment/save time.

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- Bring problems to your boss with solution options, reasoning, and your preference.
- Set your ego aside – if you get defensive, look for a problem in you, not in others.
- Build a team with strategic diversity – don't assemble a team of like-minded thinkers.

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- Learn to say: “I don’t know, I’ll check on it and get back to you with the answer”.
- Remember, a boss is a walking billboard – use it to convey subtle, powerful messages.
- Never assume anything critical or foundational that you can readily measure or check.

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- See criticism as the gift of honesty – there is always something powerful to learn.
- Listen beyond the point of comfort – don't stop listening to form your defense/opinion.
- Address personnel problems fairly and swiftly – it sets the right tone, and it is easier.

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- Make things as simple as possible, but not simpler (Albert Einstein).
- A person who is nice to you but is rude to the waiter….is not nice (William Swanson).
- “Don’t wrestle with pigs, they like it and you will get dirty” – stay on the “high road”.

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Your most important job as a manager is to hire well – all else flows from that, good or bad.

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