

Do's and Don'ts



Do or do not. There is no try.

Dichotomy of Business Advice



The world is divided into two different types of people: The people who divide everybody into two groups of people – and everyone else.

Culture makes or breaks you

- ☞ Attract and hire the right people
- ☞ Help them make decisions
- ☞ Help keep them focused
- ☞ Make your life easier (or hell)

DO:

VPE / CTO
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Be conscious about your culture

- ☞ You **are** building culture - consciously or unconsciously
- ☞ Write down what the culture should be
- ☞ Symbolic decisions - cherish the opportunity
- ☞ Watch your decisions and your signals

DON'T: **“Murder” anybody**

- ☞ Small “murders” are sins, too
- ☞ Listen and understand, also to the clown/jester
- ☞ Be conscious about being a sub-culture in a conflicting culture
- ☞ Pay attention to your surroundings - they expect if from you, and it pays off

DO:

Set your goals high

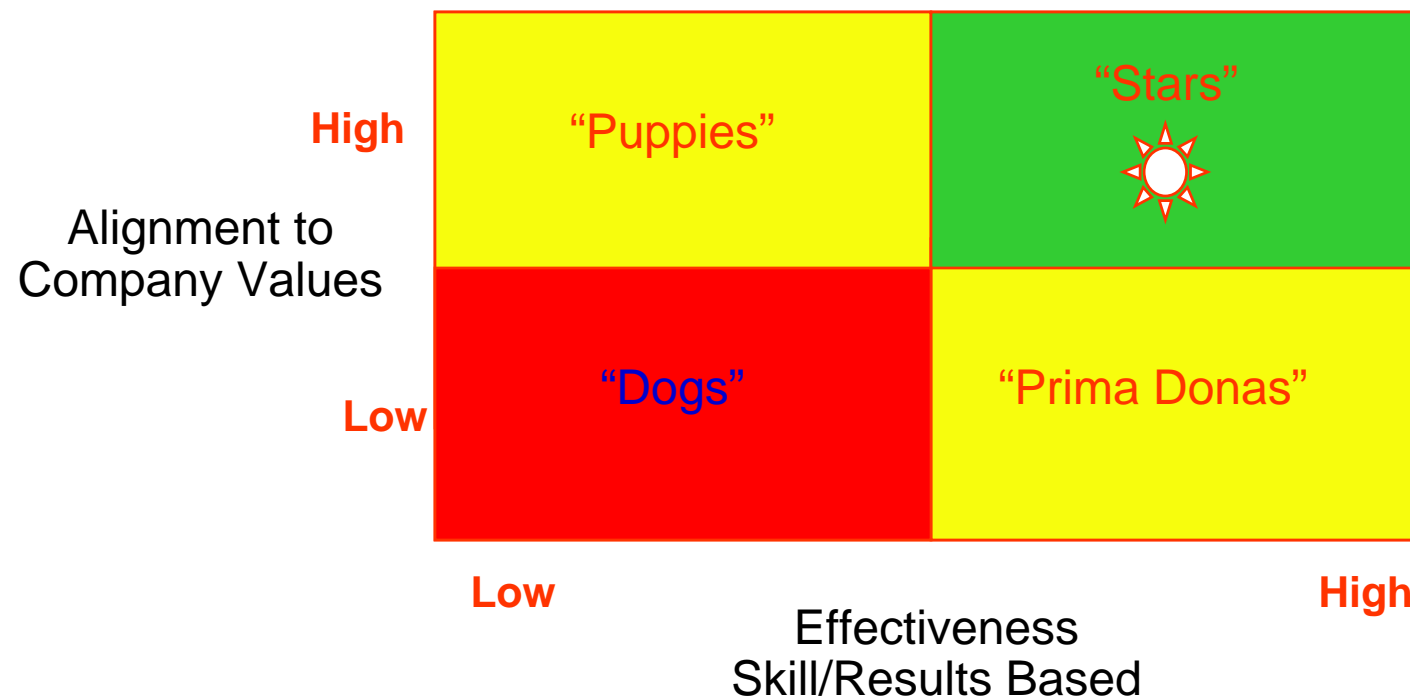
- ☛ The higher goals, the higher results
- ☛ The lower goals, the less fun
- ☛ Focus
- ☛ Communicate the goals, again, and again, and again
- ☛ Reward reaching the goals
- ☛ Define, measure, analyze, improve, and control

DON'T:

Avoid the fights

- ✿ Constructive fights are healthy
- ✿ Get the facts on the table
- ✿ Understand resistance to change
- ✿ Establish a culture where there is full support of final decisions
- ✿ Terminate whoever is not with the program

Welch Evaluation Grid



Mistake: Hiring and maintaining a dysfunctional team

Jack Welch: General Electric Corporation

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Hire Achievers - Then Support Them

- ☛ Our staff members make or break us. You get the entire circus.
- ☛ Spend resources on hiring and training
- ☛ Build a cohesive management team with respect
- ☛ Build appropriate infrastructure
- ☛ Less (fewer) is more; lean is not mean

DON'T: Overlook the Tools

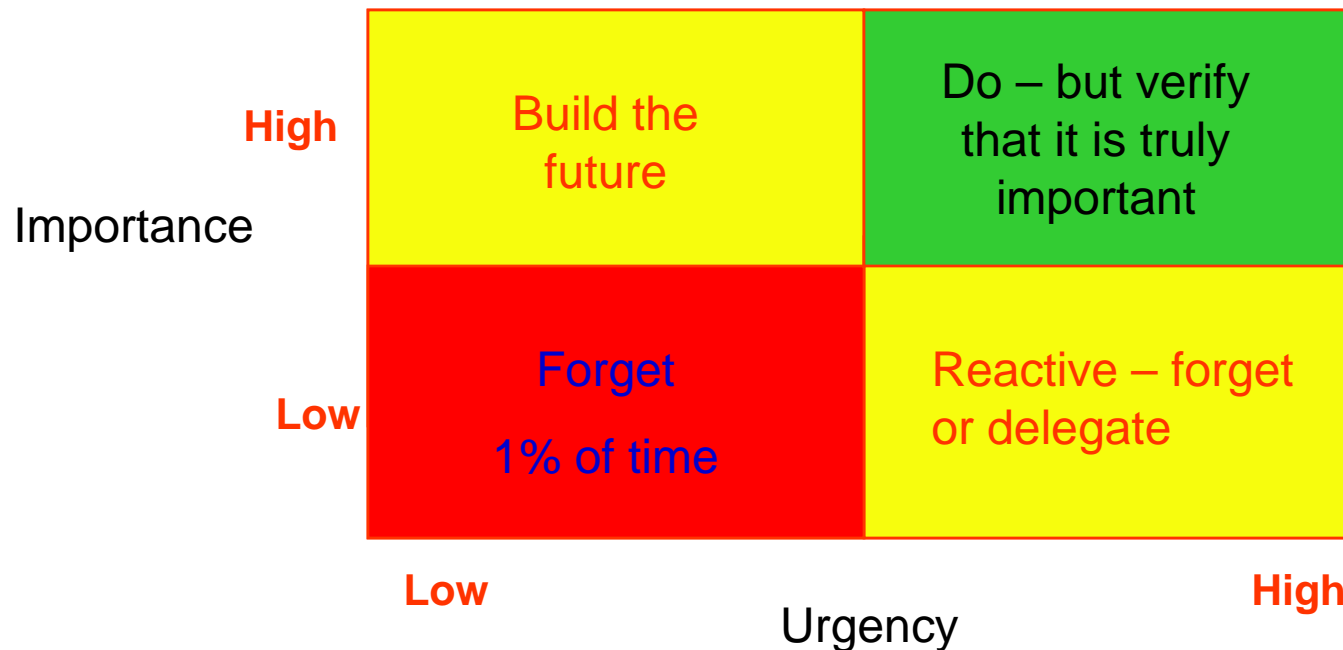
- ☞ #1 concern - How am I going to do this?
- ☞ Will I get the tools and support to succeed?
- ☞ Bad tools = frustration
- ☞ Training is an important tool
- ☞ Update your own tools, too!

DO:

Spend Your Own Time Wisely

- ☞ How can I make a difference to the company today/month/year
- ☞ Be conscious about important vs. urgent
- ☞ Get focused - work through people
- ☞ Focus on your own strengths and on your staff's strengths
- ☞ Like what you do - or get out

The World of Urgency



Time Management and Focus – Success Criteria in this Century

DON'T: Follow the Stream

Instead:

- ☞ Lean against the wind - see what everyone else is doing, then consider doing the opposite
- ☞ Accept the paradoxes
- ☞ Your cheese will move!
- ☞ Renew yourself

DO:

Define Strategy and Step Back

- ☞ **Assessment: Understand that's going on among your staff, your customers, your vendors, partners, industry and world**
- ☞ **Always do SWOT analysis outside in**
- ☞ **Set goals**
- ☞ **Let your staff determine the route**

DON'T:

Put Yourself Last & Play Martyr

- ☞ Do you measure yourself based on hours worked? Or on results? Or on quality of life?
- ☞ Have one-on-one with yourself
- ☞ Put a \$\$\$ amount on your time

DO Have Fun



- ☛ Dare to be awesome – the rest of the world is average!