



Work Principles	Have the clearest possible reporting lines and delineations of responsibilities.	<ul style="list-style-type: none"> Assign responsibilities based on workflow design and people's abilities, not job titles. Constantly think about how to produce leverage. Recognize that it is far better to find a few smart people and give them the best technology than to have a greater number of ordinary people who are less well equipped.
	Be open-minded and assertive at the same time	<ul style="list-style-type: none"> Distinguish open-minded people from closed-minded people. Don't have anything to do with closed-minded people. Watch out for people who think it's embarrassing not to know. Make sure that those in charge are open-minded about the questions and comments of others. Recognize that getting in sync is a two-way responsibility. Worry more about substance than style. Be reasonable and expect others to be reasonable. Making suggestions and questioning are not the same as criticizing, so don't treat them as if they are
	Hold yourself and your people accountable and appreciate them for holding you accountable.	<ul style="list-style-type: none"> If you've agreed with someone that something is supposed to go a certain way, make sure it goes that way—unless you get in sync about doing it differently. Distinguish between a failure in which someone broke their "contract" and a failure in which there was no contract to begin with. Avoid getting sucked down. Watch out for people who confuse goals and tasks, because if they can't make that distinction, you can't trust them with responsibilities. Watch out for the unfocused and unproductive "theoretical should."
	Don't worry about looking good—worry about achieving your goals.	<ul style="list-style-type: none"> Get over "blame" and "credit" and get on with "accurate" and "inaccurate."