

Action Tips for Organizations

Remember that people will value what you do over what you say. Focus on actions more than words.

- ▶ Adopt the “what, not how” style of management. Give people an assignment and let them figure out how to do it for themselves. Make yourself available to provide assistance when asked.
- ▶ Regard dissent as an opportunity to explore alternatives. Dissent is the best protection against groupthink.
- ▶ When you make a hard decision, put the organization first, not yourself.
- ▶ Praise your team when it perseveres in the face of adversity. Be available to support team members as well as be their champion.
- ▶ Look on the light side. Life is tough enough without your being serious all of the time. Allow for some levity.
- ▶ Make a habit of meeting and mingling with all levels of your organization. Listen more than you speak.
- ▶ Consider roadblocks as opportunities for learning as well as opportunities for you to lead.