Time is valuable

Ground rules for meetings: Start and finish on time, Tell the truth, try something different

To be extraordinary, stop being ordinary

Metaphor of Drivers/Passengers in a car: Huge differences in responsibilities.

When you are a leader, you are now the driver.

When you accept total responsibility, you make adjustments.

A real leader spends their time fixing the problem instead of finding who to blame.

When you blame, you focus on the past. When you accept responsibility, you focus on the present and the future.

Keep the main thing the main thing

When you depend on another’s perceptions to match your expectations, you’re setting yourself up for disappointment. Ask questions.

People quit people before they quit companies. People quit managers who are not meeting their needs.

You and your boss must work together

Manage your boss. What do they need from you? What do you need from them?

The mission dictates our actions, not circumstances.

Hire the right people, coach them to be better, dehire those who are not doing their part

One of the main things a leader does is eliminate confusion

Escape “Management Land”: Get the truth. Talk to your people.

People fall into 3 categories: Super Stars, Middle Stars, Falling Stars
Your job is not to lower the bottom by adjusting for and accommodating the lowest performers. You should be raising the top by recognizing and rewarding superstar behavior.

Long term results: Code of behavior, Feedback, Consequences

Do right all the time

Make decisions before you are in a crises

Ignoring issues puts your own integrity at risk. If you lose your integrity, you want to be able to develop and maintain trust.

You must guard your integrity

You have to have the right people on your team.

High tough, manage easy

Make it a privilege for someone to earn their way on your team.

Never lower your standards just to fill a position

Your time is your responsibility

You job seldom overworks the person, but people often overwork themselves by making bad time management decisions.

Since we can’t save time, we have to make better decisions how we spend time.

Do less or do things faster

Touch paper once

Set aside daily/weekly planning time

Your job is to help your people grown, personally and professionally, help them improve.

Buckets/Dippers: Your job is to keep the buckets filled with excellent communication.

Feedback rules: Be sincere, be specific, be timely

To fill the bucket: Know the main things, give feedback, recognize and reward, communicate the team score

Learning Zone: Reading room, listening room, giving room (teach others)
Life is about attitude and how we handle adversity

You have to get out of your comfort zone