Management Philosophy

- Lead by example. Work at least as hard as those who work for you and who you work for.

- Be a manager/doer.

- Say what you do and do what you say. Establish expectations -- don't over-commit and under-deliver.

- Operate under the "No Surprises" rule. Nobody likes surprises.
    - Provide real-time feedback for people you supervise.
    - Speak truth to power. Act with honesty and openness with the people who supervise you.

- Never underestimate the importance of loyalty.

- Take responsibility for:
    - Seeking clarity.
    - Your actions (otherwise you will never improve).

- Seek your supervisor's help, but do not delegate upward.

- When you bring a problem to a manager, also bring a solution.

- Do not be a "claimer" or a "blamer."
    - Give others credit where credit is due.
    - Seek improvement to avoid future errors, but do not look for fault for fault's sake.

- Seek professional development for yourself and others.

- Keep an open door.

- Do not engage in rumor, gossip, or sarcasm.

- Manage your projects efficiently:
    - Provide management with yes/no choices.
    - Follow-up timely and frequently.
    - Get out requests for things you need from others first.
    - Use confirmatory emails to memorialize phone calls and face- to-face meetings.