
Management Rules – March, 2019

1. **Understand the Assignment**
Don't do something if you don't know why you're doing it. Know why or ask "Why?" This includes assignments given to you by the SAVP. Asking "Why?" is not questioning the request, it's ensuring we get the request right.
2. **Assume Good Intent**
No one goes out of their way to make our lives miserable. When people make truly unreasonable demands, we need to explain why the demands are unreasonable, because they almost certainly don't know. No one wins when we walk away angry and resigned.
3. **Start with "Yes"**
There is a difference between "impossible" and "resource improbable." When faced with requests that straddle that line, don't assume the former. We don't want to be known as "the people who always say 'We can't.'" Present options, such as "We could possibly bring in a consultant to handle that under the timeline you've defined. Is there a budget for the project?" Let our partner decide when "No" is the only answer.
4. **No Heroic Measures**
As much as we strive to be service oriented and attuned to our clients' needs, there are limits to what we can, and should, do. When we kill ourselves to deliver the impossible, no one gets a medal, and soon the impossible becomes the expectation. An occasional crisis will arise that truly merits a 16-hour work day, but let's not allow invented crises to receive the same level of attention – and let's not invent crises for ourselves. Let me know when I need to be making the case for more resources.
5. **No Idle...Um...Complaints**
Everyone gets to blow off steam now and then with no repercussions. But complaining repeatedly about a problem without proposing a solution – or at least being willing to work with your manager to arrive at one – is counter-productive. Especially in our role, we need to be solution-oriented and approach problems with clarity and creativity.
6. **There Are No Stupid Questions**
Work is more interesting when multiple perspectives are in play. We should always feel free to question each other in constructive ways. "Creative conflict" is healthy and even invigorating.
 - a. **There is, However, One Wrong Answer**
"But we've always done it this way" just means we haven't considered new and better ways to do it.
7. **Make New Mistakes**
Perfection is neither a possibility nor an expectation. We won't make any meaningful progress without trying new things and we won't try new things without getting some of them wrong. The further the leap, the more spectacular the potential fall. We're doing data analysis, not surgery – we can recover from our mistakes, learn from the experience, and make the next leap a successful one. Let's always give each other permission for that.

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Perfection is not attainable,
but if we chase perfection
we can catch excellence.

Vince Lombardi