

# JP's Management Aphorisms©

*Over the years I've collected and invented the following aphorisms.*

*They often seem obvious, but sometimes contradictory. Nevertheless, articulating them has been useful to me, as well as for many with whom I have worked.*

*Your reactions and suggested additions will be appreciated.*

*Which do you find particularly provocative, surprising, infuriating?*

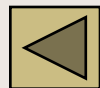
*Which will you quote? Which should I rethink?*

*Jane Perlmutter  
janep@gemini-grp.com*



# Topics

- Leadership
- Communication
- Organizations
- Delegation and Empowerment
  - Decision Making
  - Diversity
  - Competition
  - Planning
  - Measurement
- Learning and Teaching
- Time Management
- Personal Values



[Previous](#)



[Gemini Home](#)



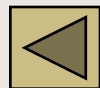
[Aphorisms](#)



[Next](#)

# Leadership

1. Lead by example.
2. Walk before you talk.
3. Set high standards.
4. Do your homework, and expect others to do theirs.
5. Have fun, and encourage others to do so.
6. Think outside of the box, and encourage others to do so.
7. Be visible and accessible, but don't allow people to bypass protocol.
8. People will achieve the impossible if:
  - They don't know it's impossible
  - They feel your confidence and support
9. People accomplish most when they are passionate.
10. Identify peoples' passions and leverage them.
11. Peers are often better champions than managers.
12. Help others imagine and achieve a better future.
13. People will generally hang on to the old and comfortable.
14. People will move beyond the old and comfortable when given more challenging opportunities; But only if they envision success; help them imagine and achieve success.
15. Celebrate successes, even small ones.
16. Acknowledge and move on after failures, even large ones.
17. Help others see and leverage the silver lining in even the worst apparent setbacks.



[Previous](#)



[Gemini Home](#)

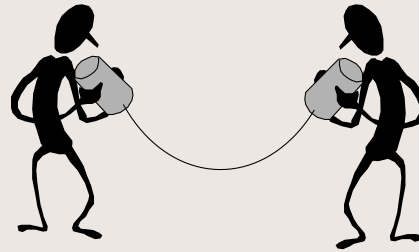


[Aphorisms](#)

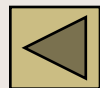


[Next](#)

# Communication



1. Communicate, Communicate, Communicate.
  - Ask, Ask, Ask
  - Listen, Listen, Listen
2. There are always at least two sides to every story.  
Don't come to conclusions without considering all of them.
3. Give and solicit feedback.  
More feedback is always better.
4. Be honest and balanced with both your positive and negative feedback.
5. Be appreciative of honest, even painful, feedback.
6. Value people who tell you what you need to hear, over those who tell you what you want to hear.
7. Value the input you receive from people who tell you what you need to hear, over what you want to hear.
8. No news is NOT necessarily good news.
9. Overuse:
  - "Thank you"
  - "I don't know or understand"
  - "I'm wrong or sorry."
10. Actions speak louder than words.



[Previous](#)



[Gemini Home](#)



[Aphorisms](#)

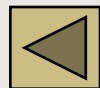


[Next](#)

# Organizations



1. No organizational structure is perfect;  
Some work better than others.
2. There are no perfect people or perfect jobs;  
Look for the best match.
3. When a team works well, its decisions are better than those of its members.
4. When a team is not working well, its decisions are worse and require more time.
5. Eighty percent of results come from twenty percent of the effort.
6. Eighty percent of results come from twenty percent of the people.
7. Nothing is secret in an organization.
8. The higher up in an organization, the more important is humility.
9. The higher up in an organization, the harder to hear what you need to hear.



[Previous](#)



[Gemini Home](#)

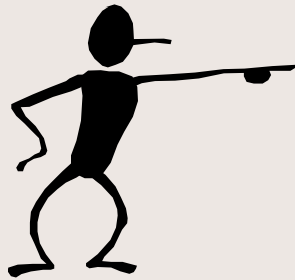


[Aphorisms](#)



[Next](#)

# Delegation and Empowerment



1. There are usually people who like to do what you don't - find and engage them.
2. There are usually people who have strengths where you have weaknesses - find and engage them.
3. To achieve efficiency, work should be done by the lowest paid employee who can do it adequately.
4. Respect and value the work done by all employees, regardless of their pay.
5. The lowest paid employees often make or break customer relationships.
6. Set clear expectations:
  - Use concrete examples
  - Establish time constraints
  - Encourage questions
  - Provide intermediate milestones.
7. Hold people accountable.



[Previous](#)



[Gemini Home](#)

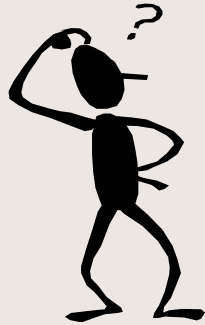


[Aphorisms](#)



[Next](#)

# Decision Making



1. Decisions are not nearly as important as what you make of them.
2. Don't second-guess your decisions.
3. Allocate your time and worry based on the importance of the decision.
4. No decision is a decision.
5. Seek advice from a diverse audience;  
Then make your own decisions.
6. Decisions should usually include input from those affected.
7. Don't ask if you've already made up your mind.
8. When possible, reserve the option of changing your mind.  
Don't overuse this option.
9. It's often easier to get forgiveness than permission.
10. It's sometimes easier to give forgiveness than permission.
11. If you can't live with "no," don't ask.
12. Sleep on tough problems and decisions.



[Previous](#)



[Gemini Home](#)

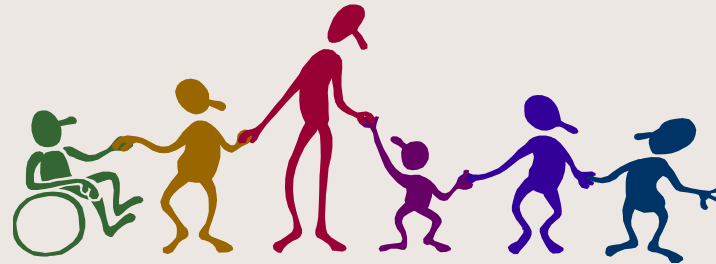


[Aphorisms](#)

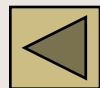


[Next](#)

# Diversity



1. Surround yourself with people who have different perspectives, skills, and talents.
2. Create an environment that values and makes use of diversity.
3. If you are an optimist, seek out pessimists to understand and prepare for concerns you may have missed.
4. If you are a pessimist, seek out optimists to understand and capitalize on opportunities you may have missed.
5. Read broadly.



[Previous](#)



[Gemini Home](#)



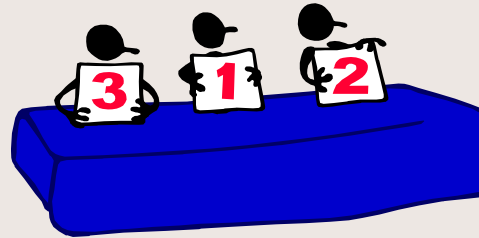
[Aphorisms](#)



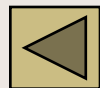
[Next](#)



# Competition



1. The only constant is change.
2. If you're best, you need to improve to remain best.
3. Anticipate the future:  
Better yet, create the future.



[Previous](#)



[Gemini Home](#)



[Aphorisms](#)



[Next](#)

# Planning



1. Prune before you plant.
2. KISS—Keep it simple stupid.
3. Keep working toward a clear long-term vision.  
But make sure to accomplish and celebrate short-term objectives along the way.



[Previous](#)



[Gemini Home](#)

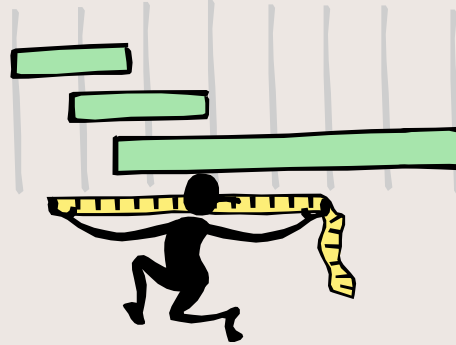


[Aphorisms](#)

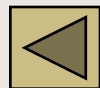


[Next](#)

# Measurement



1. People pay attention to what is measured.
2. Measures don't lie, but they don't always measure what you think.
3. Measurement systems often have unintended, and not always positive, consequences.
4. Immerse yourself in data, but don't be a slave to them.



[Previous](#)



[Gemini Home](#)

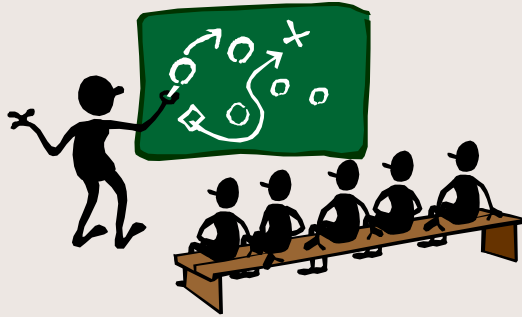


[Aphorisms](#)

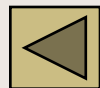


[Next](#)

# Learning and Teaching



1. You don't have to be bad to be able to improve.
2. Give someone a fish and they eat for a day;  
Teach someone to fish, and they eat for a lifetime.
3. Shit happens, but it makes great fertilizer.
4. Find rough gems and help polish them.
5. Identify a worthy successor and groom her.
6. Knowledge is power.
7. Power is magnified when knowledge is shared.



[Previous](#)



[Gemini Home](#)

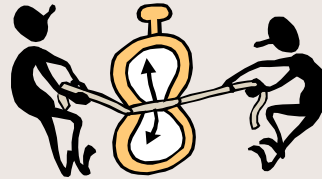


[Aphorisms](#)



[Next](#)

# Time Management



1. Not everything is worth doing.  
Not everything worth doing is worth doing perfectly.
2. Being conscientious doesn't mean being perfect.
3. Being on time is often preferable to being better, but late.
4. Work fills up available time.
5. Time isn't money;  
It's life and we're all mortal.
6. Hoard your minutes so you have more hours.
7. Today is the first day of the rest of your life;  
But live every day as though it will be your last;  
It may be.
8. You can't do everything, but you can do more if you:
  - Prioritize
  - Focus
  - Delegate
9. Put off the urge to put off.
10. It doesn't really matter where you start, as long as you do start.
11. Allocate your time and energy to important issues.
12. Pass on urgent, but less important issues.
13. If you are always a day behind, block out two days to catch up;  
Then just keep pace.



[Previous](#)



[Gemini Home](#)

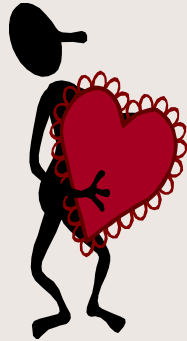


[Aphorisms](#)



[Next](#)

# Personal Values



1. Assuming the best of people usually brings out the best in people.
2. Respect everyone;  
Make them earn your disrespect.
3. Trust everyone;  
Make them earn your mistrust.
4. Under-commit and over-deliver.
5. Bend, but don't break the rules.
6. Push the envelope.
7. Integrity beats loyalty.
8. Smiles melt much.
9. Laughter IS the best medicine.
10. Never take yourself too seriously.
11. You always have choices.
12. Never forget what REALLY matters.
13. Life is not a rehearsal;  
Just do it.



[Previous](#)



[Gemini Home](#)



[Aphorisms](#)

