Work from Facts

- **Engineer:**
  - Don't be afraid to say “I don’t know”
  - Don’t say “it can’t be done”
  - Or, worse, “yes”

- **Manage:**
  - Encourage honest communication
  - Require data, not opinions
  - Ask the difficult, relevant, questions
  - Schedule time to get answers
Stretch

- **Engineer:**
  - Look for opportunities to learn
  - Work with people smarter and more knowledgable than you
  - Try to simplify and eliminate mundane tasks
  - Take on the “impossible”

- **Manage:**
  - Encourage team members to work together
  - Know your team and what they are capable of
  - Push employees outside their comfort zone, challenge them to do more
  - Hire smart people with diverse skill sets
Be the Customer

- Engineer:
  - Learn the product you are working on
  - Take a course or attend a conference or seminar for the target customer
  - Observe the customer

- Manage:
  - Provide the opportunities for the above
  - Hire people with a background in the customer space
Be Passionate

- Engineer:
  - Build a product you want to use
  - Stand up for the customer, for quality, and for correctness

- Manage:
  - Don’t shut down disagreements, encourage discussion
  - Don't require compromised solutions
  - Require data, and make a decision
Four Pillars of Success

- Opportunity
- Chance
- Ability
- Effort