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Avoid Becoming a Bozo Boss. 9 daily actions that actually help your team:

1. Make useful connections

- a. If you hire well, your team knows more than you.
- b. Amplify their knowledge with connections:
 - i. Nudge them into groups & conferences
 - ii. Introduce them to key players in the organization
 - iii. Connect the dots between their ideas & larger organizational forces

2. Remove obstacles

- a. As you get more experience, you add the most value by subtracting:
 - i. Remove toxic people swiftly
 - ii. Cut through the red tape and bureaucracy
 - iii. Make the hard call to kill your darling projects & free up space to grow

3. Coach with conviction

- a. You have a choice: direct or coach.
 - i. Directing raises a saber for battle; coaching holds up a mirror for growth.
 - ii. Directing creates reliance on you; coaching builds self-reliance.
 - iii. Directing reveals insecurity; coaching shows confidence.

4. Get them resources

- a. Why invest in finding 1/10K Talent if you cannot arm them to win?
- b. Do not nickel & dime technology requests
- c. Encourage them to max out training reimbursements
- d. Have a slush fund so they can run fail-fast experiments instead of debate

5. Adjust your system

- a. Mediocre managers: why don't you do it my way?
- b. Elite leaders: how do I adjust to maximize my team's impact?
- c. Tactically:
 - i. Say 'No' to any distracting requests
 - ii. Encourage creative alternatives
 - iii. Be willing to rotate your people

6. Challenge directly

- a. Just look at sports:
 - i. Top talent wants to play with top talent.
 - ii. Iron sharpens iron daily in practice; winning grows the overall pie.
 - iii. Your squad is no different.
 - iv. Respect your high-impact professionals by knowing the difference between good and great.

7. Be the signal

- a. You are the central node of a network.
- b. If you're not plugged in, the signal dies with you.
- c. Customers: know their pain
- d. Employees: know their ambition
- e. Senior Leadership: know their incentives
- f. High-performing teams need high-fidelity intel.

8. Stay out of the way

- a. Leaders:
 - i. Find the best talent
 - ii. Prepare them rigorously
 - iii. Align on expectations
 - iv. Give them resources
 - v. And get the hell out of the way.
- b. If you need to intervene regularly, diagnose which of the first 4 steps you got wrong.

9. Pitch in

- a. "Everybody has a plan until they get punched in the mouth."
- b. If you're leading, eventually you'll encounter a crisis.
- c. This is a time to be clear, focused, and most importantly, humble.
- d. If you want everyone aligned, nothing can be beneath you.
- e. Grab an oar!

TL;DR

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3. Coach w/ conviction
4. Get them resources
5. Adjust your system
6. Challenge directly
7. Be the signal
8. Stay out of the way
9. Pitch in