

Tips For New Leaders

In a recent WSJ article, Fay Vincent, the eighth Commissioner of Major League Baseball and the former President /CEO of Columbia Pictures imparted some of the things he learned in those roles that might help today's emerging business leaders. As he mused, he wished that someone had given him these suggestions when he first began his run as an executive.

- **Be sure to manage down.**
Spend time with lower-level employees in your company and treat them with respect. The making of reputations begins at the ground floor.
- **Leadership is a full-time job and the clock is never off.**
Every sign, gesture and mannerism is being read and interpreted. There is no time for casual or unplanned candor and messages must be sent only after careful consideration.
- **Keep listening to and for advice.**
If someone wants to speak with you, there is every reason to listen. If criticism is offered, take time to respond even if you don't agree with it.
- **The important thing is to be sure that the important thing remains the important thing.**
Explain your strategy frequently and then rephrase it and repeat it.
- **Trust your professional advisers and accept their expertise.**
Try not to second guess the market. There is no such thing as perfect data about anything. Make decisions and move on.

Fay concludes his advice with one essential message that he distills from his suggestion list. Always tell the truth, at work and in public. If you cannot give an answer or choose not to, say so. It may seem simple and easy to do, but notice how few in the public eye successfully manage it.