# No Big Speeches on one page

signal by Travis Loudin

The whole manual on one page. Print it, pin it, glance at it before hard conversations.

### FOUNDATIONS

Accountability is built on trust. · Take care of those in your charge.

### LIGHTNING ROD

Take the blame and share the credit. · Fix the problem, not the blame.

### SHIELD

Be an umbrella, not a funnel. · Protect the maker's schedule. · Every yes is a no to something else.

### CHEERLEADER

Praise in public, correct in private. · Catch people doing something right. · What gets recognized gets repeated.

### FAITH BUILDER

Say what you'll do, do what you say. · Psychological safety first. · Start with why. · Disagree and commit.

### IN THE TRENCHES

Never ask what you wouldn't do. · Leaders eat last. · Go and see. · Share the hard parts, not just the fun ones. · You're the conductor, not the first violin. · Build a company of giants.

### ACCOUNTABILITY

Clear is kind. · Who does what by when. · Inspect what you expect. · The standard you walk past is the standard you accept.

### HARD CONVERSATIONS

Avoid ruinous empathy. · Bad news doesn't get better with age. · Situation, behavior, impact.

### GROWING PEOPLE

The one-on-one is their meeting. · Stay curious a little longer. · Work yourself out of a job.

### CHANGE

Say what you know, what you don't, and when you'll know more. · Be a thermostat, not a thermometer.

### DECISIONS

Two-way doors: decide fast. · Hope is not a strategy.

### UP AND ACROSS

Advocate when they're not in the room. · No surprises. · Dig your well before you're thirsty.

### TECH TEAMS

Brooks, Conway, Goodhart, Hofstadter. · Chesterton's fence. · Mind the bus factor.

### YOURSELF

Sustainable pace. · Your habits become their expectations. · "I don't know" is allowed.


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