

## *Ten Habits of Highly Effective Young Professionals*

### *Communicate Effectively*

- Expectations management is the road to happiness
- Be fair to yourself and to others
- If you do not understand, ask
- If you want something, ask

### *Enhance and Defend Your Human Capital*

- Your human capital is your major asset, guard it!
- Your word is your bond
- Investment in your human capital at every opportunity, be intellectually curious

### *Wear Your Client's Hat*

- Proactively listen to your client and do your best to understand what his needs are
- If your charter is to address those needs, do your best to do so; otherwise, firmly but politely tell him that you can't help him; and, if you can direct him elsewhere, do so
- Remember, your superiors are also your clients

### *Own Your Projects*

- Follow through on your projects, be aware of how your work output is used by the Firm
- Dot the i's, cross the t's, close the loop
- Do not assume, or presume, ask
- Clean up after yourself, a dirty kitchen sink destroys a career
- If you do not know, say "I do not know, but I will find out."

### *Look Forward, not Backward*

- Make forward looking decisions based on the best and the most current data
- Do not over-explain past "bad" decisions
- Do not be emotionally dragged down by past "bad" decisions
- Do not throw good money after bad money
- If you make mistakes, admit and apologize immediately; take actions to minimize the probability of future mistakes

### *Own Your Life*

- You are the master of your own destiny; everybody else, regardless of rank is a side show
- Do not whine, bring solutions
- Do not be a prisoner of your own limitations
- Do not be victimized by self fulfilling negative prophecies
- If you find yourself at the peak of a business cycle, be flexible, roll with the punches, prioritize, rise to the occasion
- If you find yourself at the trough of a business cycle, be proactive, invest in your human capital
- Proactively manage your time, do not drown

### *Measure but Ask*

- Measurement without theory is just as worthless as theory without measurement
- When asked to calculate something, do not just punch in numbers into your computer and regurgitate the results, but try to understand what the numbers mean and what the mathematical relationships are

### *Eat an Elephant One Bite at a Time*

- Seek continual progress, not immediate perfection
- Perfect is the enemy of good

### *Be a Leader and a Follower – Be Flexible*

- There are times to ask anything and everything about a project. Speak your mind, express your thoughts and your doubts, if you think the results are not robust, say so.
- There are also times to execute a project exactly as ordered
- To balance the above struggle, communicate effectively with your superiors
- Respect titles but do not be overwhelmed by them

### *Use Your Judgment*

- Your brain commands a higher salary than your feet
- As you gain more experience, use your judgment increasingly