

# EXECUTIVE WARFARE

## 10 Rules of Engagement For Winning Your War For Success

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**MAIN IDEA**

When you first start working for a company, if you're smart, hard working and able to generate results, you will generally get promoted. Once you start getting to the senior management level that's no longer enough. All of a sudden, you'll notice everyone there is smart, hard working and results oriented. To keep moving forward at this level, you need to start building relationships with people of influence. To have a shot at rising to the top and then staying there, there are ten rules of engagement you need to be using:

10 Rules of Engagement For Executives	▶ 1	Drivers of Success	To excel, learn to harness attitude, risk and luck productively
	▶ 2	Immediate Boss	Learn how to work with your immediate boss, even when hard
	▶ 3	Peers	Peers can be your most valuable allies or your worst enemies
	▶ 4	Rivals	Always defeat your rivals with a siege, not with a coup
	▶ 5	Your Team	You risk your reputation with everyone you hire or fire
	▶ 6	Motivations	Your people won't love you, then will only respond
	▶ 7	Outsiders	Always be right and be able to prove that you're right
	▶ 8	Position	Become a new business hunter, not a support person
	▶ 9	Culture	Make sure you sign on for a corporate culture, not a cult
	▶ 10	New Reality	Nowadays everyone demands results – and quickly

Learn how to use these rules to good effect and your career will move forward by leaps and bounds. Ignore these rules and chances are your career will crash and burn. The choice is yours.

**Rule #1 – Drivers of Success** – *To excel, learn to harness attitude, risk and luck productively* . . . . . Page 2  
At the executive level, your work is really all about finding the right instrument to play in the best orchestra available. Figure that out first and you position yourself to excel.

**Rule #2 – Immediate Boss** – *Learn how to work with your immediate boss, even when hard* . . . . . Pages 2 - 3  
You won't choose your immediate boss, and he or she won't be your ally, but you do have to figure out how to honor and obey this person. Learn how to master what will be a very odd relationship.

**Rule #3 – Peers** – *Peers can be your most valuable allies or your worst enemies* . . . . . Page 3  
It's not important to be viewed as a solitary genius who comes up with great ideas. It's far more valuable to be seen as the kind of person others always want to work with on projects.

**Rule #4 – Rivals** – *Always defeat your rivals with a siege, not with a coup.* . . . . . Page 4  
The boss will watch how you interact with those who are going for the same job you are. Handle your rivals intelligently and you signal you have superior abilities as a leader.

**Rule #5 – Your Team** – *You risk your reputation with everyone you hire or fire* . . . . . Pages 4 - 5  
No matter how competent you are, you'll need to assemble a team around you. These people will become vital parts of what you have to offer so choose them astutely.

**Rule #6 – Motivations** – *Your people won't love you, then will only respond* . . . . . Page 5  
Your direct reports will be as ambitious as you are so it will be obvious how you can motivate them. Make it possible for them to get ahead. That will keep them feeling positive about you.

**Rule #7 – Outsiders** – *Always be right and be able to prove that you're right* . . . . . Page 6  
Your organization's clients or donors have lots of pull and don't have to act rationally if they don't want to. Work hard at making these people happy, even though they are outsiders.

**Rule #8 – Position** – *Become a new business hunter, not a support person* . . . . . Pages 6 - 7  
The corporate caste system is pretty closely aligned with that which existed in your average cave. Get into a revenue-generating job and stay there.

**Rule #9 – Culture** – *Make sure you sign on for a corporate culture, not a cult* . . . . . Page 7  
Any fool can create a culture of fear. What's hard is to create a culture of openness where people put in their absolute best efforts. Do all you can to build that kind of culture.

**Rule #10 – New Reality** – *Nowadays everyone demands results – and quickly* . . . . . Page 8  
Everyone expects and demands high results. That's the nature of business in the twenty-first-century. You cannot hope to rise to the top unless you know that and respond accordingly.

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