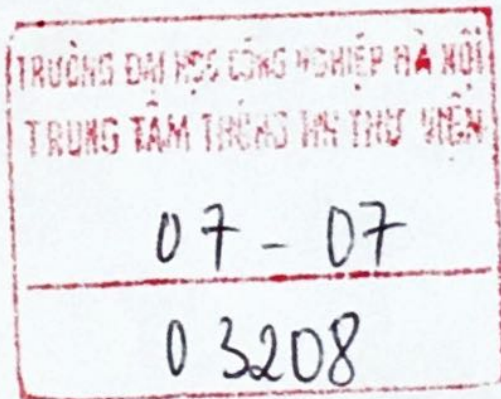
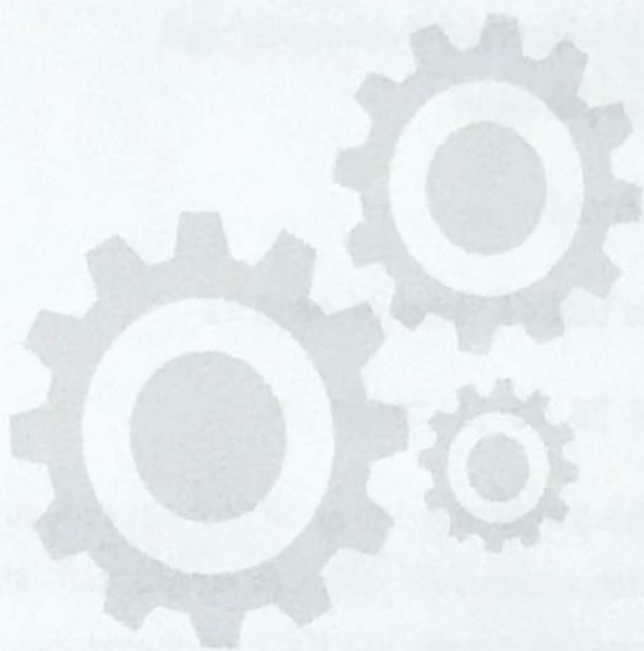




MANAGEMENT TIPS  
**HARVARD BUSINESS REVIEW**



## Management Tips



# Management Tips

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## About the Book

*Management Tips* is a compilation of the Management Tip of the Day by *Harvard Business Review*. Adapted from blog posts and other content, these tips offer quick and practical advice on how to manage yourself, manage your team, and manage your business. Please turn to the List of Attributions at the back of the book for more information on the sources from which these tips were adapted, and visit [hbr.org](http://hbr.org) for more tips and content.

## Create a New Leadership Vision

Now is the time to clarify and refine your leadership vision. This requires both articulating your values and reexamining your goals for the future.

Start by identifying the four or five most important episodes in your life—moments that defined who you are today. For each episode, articulate how it shaped your values.

Then draft a statement of your personal leadership vision. This is a compelling image of an achievable future. Describe the kind of leader you want to become and the major contributions you want to make to the world between now and 2025. What will you be doing in 2025, and what impact do you hope to be making?

## Pretend You Have What You Want

Your mind is often your greatest tool, but as anyone who has been taken over by fear, frustration, or worry knows, it can also be your greatest enemy. Whether you're concerned that you don't have the respect of your peers or that a customer isn't calling you back because she's gone to a competitor, overthinking the issue only serves to compound the worry. Instead, pretend you have what you want. Act as if your peers respect you or as if the customer is loyal. These may be fantasies, but what you're worrying about may be as well. It's better to stop the worry and act confidently; chances are better that you'll get what you want.



## Take Ownership

Autonomy, influence, and a sense of meaning are all associated with lower stress. If you need to find more joy, take on a new project that will improve your job, team, or workplace. While you may not have the same degree of freedom that an entrepreneur does, you can find ways to set the agenda and claim ownership of tasks and projects. This ownership will likely improve your job satisfaction while adding an important accomplishment to your résumé.