



- **Be a strong leader** – You are working with industry folks and they like a strong leader that provides direction and holds their feet to the fire.
- **Don't be afraid to set short deadlines** – People rise to the occasion – it is too easy to say things will take a year or two when 3 to 6 months will work.
- **Don't be afraid to replace non-performing chairs, secretariats and WG leaders.**
- **Use the procedures to your advantage** – don't let the procedures or bureaucrats impede progress.
- **Find one person willing to put the pen to paper** and his or her competitors will come to the table.
- **Standards are a work in progress** – Get a document that is needed approved and published – It can always be improved in revisions – Do not let the “perfect” impede the “good”.
- **Holding infrequent meetings sends a signal that the work is not important.** Hold intermediate meetings by teleconference or on the Internet, but nothing beats face-to-face.