• 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.