



AUBIN'S AXIOMS

(as of March 2015)

I've had a great deal of fun writing these over the years. Some have their roots in battle - some have their roots in business - and all are applicable to either environment."

Aubin's Axiom 1: Never settle with mere words what you should've solved with sound leadership and personal example. #leadership #strategy

Aubin's Axiom 2: Know your team, aggressively support their mission & fervently promote their welfare. They'll be yours forever. #leadership

Aubin's Axiom 3: "Strategic": the most abused adjective in the business world. "Strategy": the most abused noun by executives. #Strategy

Aubin's Axiom 4: There's no such thing as Values-Based #Leadership (It's impossible to lead without values... just make sure you are championing the right ones)

Aubin's Axiom 5: Create #leadership conditions where change is a normal & positive process in your company, not a spasmodic one #Strategy

Aubin's Axiom 6: Strategy without Leadership is pointless – Leadership without Strategy is aimless.

Aubin's Axiom 7: Addicted to qualifiers (marketing, HR, etc) & the word #strategy? Bad news, you're not at the strategic level #Leadership

Aubin's Axiom 8: My 4 rules for #strategy development: be comprehensive, be adaptive, be integrated, be networked. #Leadership

Aubin's Axiom 9: Sound intelligence (competitive, business, commercial, market, et al) is fundamental to strategy development #Strategy

Aubin's Axiom 10: when it comes to your team, don't be cheap in time, money or professional development – you get exactly what you pay for #Strategy #Leadership

Aubin's Axiom 11: In Competitive Intelligence, age, experience and treachery beats youth and exuberance any day of the week. #Strategy

Aubin's Axiom 12: #Business Intelligence is not just about "what you know", but also "how do you know what you know" #strategy #leadership

Aubin's Axiom 13: Everyone says "nobody knows our business better than we do". So what are you doing with those pearls of wisdom? #Strategy



Aubin's Axiom 14: When gathering competitive, commercial, market or business intelligence, don't be afraid of a good scrap. #Strategy #leadership

Aubin's Axiom 15: Command is not a dirty word. It's leadership with aligned authorities, responsibilities & accountabilities. #leadership

Aubin's Axiom 16: Unity is not Unanimity. Consensus is not unity, nor is it an indication of strategic coherence. #leadership #strategy

Aubin's Axiom 17: Consensus is a harsh mistress. "Consensus Addiction" rapidly becomes a "sum of all fears" exercise #leadership #strategy

Aubin's Axiom 18: Unity is only achieved through an alignment of thought, purpose & action in your corporate team. #leadership

Aubin's Axiom 19: If your #strategy has an organization chart in it, fire your strategic planning team. #strategy #leadership

Aubin's Axiom 20: At strategic level, there is no such thing as a unique business environment. Biggest mistake! #strategy #leadership

Aubin's Axiom 21: Don't confuse "complex" with "complicated". Any strategic business environment is a complex environment. #strategy

Aubin's Axiom 22: The Three Cs of leadership are communicate, Communicate, COMMUNICATE #strategy #leadership

Aubin's Axiom 23: The Three Cs of strategic coherence are communicate, Communicate, COMMUNICATE #strategy #leadership

Aubin's Axiom 24: The 3 Cs of ...(insert name of strategic issue here)... are communicate, Communicate, COMMUNICATE. #strategy #leadership

Aubin's Axiom 25: If the "why" of your #strategy isn't blatantly obviousperhaps you should redraft your CEO Vision Statement. #leadership

Aubin's Axiom 26: Understanding your adversary's available courses of action is critical to determining your viable courses of action.

Aubin's Axiom 27: Everybody goes tactical whenever dissonance occurs in #strategy sessions. Keep your team out of the weeds! #leadership

Aubin's Axiom 28: Don't let a "sum of all fears exercise" to degenerate into a "slum of all fears exercise". #strategy #leadership

Aubin's Axiom 29: If your strategic plan looks like a Gantt chart, go to Jail, do not pass Go, don't pay your team \$200. #strategy #leadership

Aubin's Axiom 30: Good leaders don't rely on fashionable to-do lists from business magazines. Good leaders are consistent ones. #leadership

Aubin's Axiom 31: Great leaders are great storytellers. You have great stories! Tell them! #leadership

Aubin's Axiom 32: A good leader knows when to be "The Dreamer", "The Pragmatist" and "The Critic" ... & when not to be #strategy #leadership

Aubin's Axiom 34: Don't selectively wear Edward de Bono's 6 hats - instead, great leaders own a 6 coloured hat. #strategy #leadership

Aubin's Axiom 35: In business as in battle, don't hit 'em where they are: hit 'em where they ain't. #strategy #leadership

Aubin's Axiom 36: Lack of Foresight + Lazy Leadership = Redundancy! #strategy #leadership

Aubin's Axiom 37: Whether you are talking about #strategy, #leadership, or #management, DISCIPLINE is NOT a dirty word!

Aubin's Axiom 38 If corporate culture is a product of YOUR #leadership, YOUR structure & YOUR processes, then what's your corporate culture look like?

Aubin's Axiom 39: People want interesting & strong leaders. Be a Character! More importantly, be a Character with character! #leadership

Aubin's Axiom 40: There are many elements to creating & executing a coherent #strategy. #Leadership is Number 1. Everything else is Number 2.

Aubin's Axiom 41: Leadership is not about popularity. It's about accepting authority, responsibility and accountability. #leadership

Aubin's Axiom 42: If you're really, really, really good at something, don't do it for free. #business

Aubin's Axiom 43: What's the most important quality of a competitively oriented CEO? Fingerspitzengefühl! #strategy #leadership

Aubin's Axiom 44: People are very good at telling me what they do. They're very poor at telling me what they do actually does. #strategy

Aubin's Axiom 45: Without #strategy and #leadership, something quite appalling happens: Absolutely nothing! The two are mutually dependent.

Aubin's Axiom 46: In #business, as in field artillery, it's all about calibre. #strategy #leadership

Aubin's Axiom 47: In #business, as in fire support, it's all about accuracy, consistency and weight of fire. #strategy #leadership

Aubin's Axiom 48: In #business, as in combat, speed, shock action, courage and #leadership always carries the day. #strategy

Aubin's Axiom 49: If you have to think twice about whether you are doing the right thing, you probably aren't. #leadership #integrity

Aubin's Axiom 50: In "STRATEGIC LEVEL" discussions, beware Stealth PMPs, LEAN Leeches & Six-Sigma Street Performers. #strategy #leadership

Aubin's Axiom 50: In business, as in battle, how you perform under stress defines your public perception as a leader. #leadership

Aubin's Axiom 51: People don't intentionally make bad decisions. However, they do occasionally make seemingly brilliant decisions based on feeble information #leadership

Aubin's Axiom 52: Are you a knowledge-based decision maker, or just a decision maker? #strategy #leadership

Aubin's Axiom 53: The enemy of good strategy is the unending desire for a great strategy. #strategy #leadership

Aubin's Axiom 54: In #business, as in battle, time spent on reconnaissance is seldom wasted. #strategy #leadership

Aubin's **Antithesis** 54: In #business, as in battle, time wasted on reconnaissance is never regained. #strategy #leadership

Aubin's Axiom 55: In #business, as in battle, the quality of your troops is your single best #leadership credential. #strategy

Aubin's Axiom 56: Don't use social media to create disciples. Instead, use it to create apostles! #Strategy #Leadership #Business

Aubin's Axiom 57: When collecting competitive intelligence or market intelligence, adopt "Fight Club" Rules. #strategy #leadership

Aubin's Axiom 58: When targeting monopolies, go for the brain stem. If it's a legislated monopoly, go for the knees! #strategy #leadership

Aubin's Axiom 59: Don't waste money on week-long teambuilding retreats. Make teambuilding a priority for every day. #strategy #leadership

Aubin's Axiom 60: Develop robust business alliances.... because none of "us" are as bad-ass as "all of us"! #strategy #leadership

Aubin's Axiom 61: #Strategy retreat? Why go on a retreat for something you and your team should be refining ever day? #leadership

Aubin's Axiom 62: If Clausewitz was a stockholder, how would he rate your elements of Corporate Power & Influence? #strategy #leadership

Aubin's Axiom 63: Good Leaders LEAD. Great Leaders LEAD, SENSE, ACT, SHIELD, SUSTAIN and GENERATE. #strategy #leadership

Aubin's Axiom 64: When you rehearse the execution of your plan, (you do rehearse, right?)... who plays your bad guys? #strategy #leadership

Aubin's Axiom 65: In #business, as in battle, " l'audace, l'audace, toujours l'audace " (apologies to Georges Denton) #strategy #leadership

Aubin's Antithesis 66: Just because something positive happens does not always imply it was due to your #leadership or #strategy.

Aubin's Axiom 67: Good leaders worry about "Tactical Decisiveness". Great leaders worry about "Strategic Relevance". #strategy #leadership

Aubin's Axiom 68: "We have a strategic planning session every year". Bad news – you're not at the strategic level. #strategy #leadership

Aubin's Axiom 69: If your strategic planning consultants try to sell you software – fire them immediately! #strategy #leadership

Aubin's Axiom 70: Beware software companies disguised as strategic consultancies. They are wolves in cheap clothing. #strategy #leadership

Aubin's Axiom 71: If your company's strategy looks like a Gantt chart, you mistakenly hired PMPs, not strategic planners. #strategy #leadership

Aubin's Axiom 72: Your problem is a complex business environment? Your solution: be comprehensive, be integrated, be adaptive, be networked!

Aubin's Axiom 73: Hope is not a planning methodology. #strategy #leadership #business

Aubin's Axiom 74: Luck is not a strategic planning factor. #strategy #leadership #business

Aubin's Axiom 75: Why rehearse or wargame the execution of your plan? Which do you prefer, hindsight or foresight? #strategy #leadership

Aubin's Axiom 76: You'd never devolve responsibility for your #leadership messaging. So why is a kid running your CEO twitter account?

Aubin's Axiom 77: Do you lead talented people as part of a cohesive team? If so, why do you call them HUMAN RESOURCES? #leadership

Aubin's Axiom 77a: It's more than a little ironic that the term Human Resources is, in actuality, a very de-humanizing term. #leadership

Aubin's Axiom 78: As a CEO, NEVER allow ANYONE to refer to your team, your talent or corporate family as "Human Resources" #strategy #leadership

Aubin's Axiom 79: Bean Counters and Management Masqueraders use the term "Human Resources". Leaders don't! #strategy #leadership

Aubin's Axiom 80: Unless you are a software company, the word 'software' has no place in your vision or mission. #strategy #leadership

Aubin's Axiom 81: Best way to avoid harassment issues in your company? Simple – fire all with a track record of such. #leadership

Aubin's Axiom 82: You're a CEO & you have VPs and Directors who are sexual harassers? Well, whose fault is that Mr CEO? #leadership

Aubin's Axiom 83: Don't waste money on harassment training. These are #leadership CHARACTER failures. Remove them! Quickly!

Aubin's Axiom 84: Disciplined leadership promotes evolution & tempers unnecessary revolution. #leadership #strategy

Aubin's Axiom 85: You have two options. Lose sleep over your competitors or design a #strategy where they lose sleep over you. #leadership

Aubin's Axiom 85a: Don't lose sleep worrying about your competitors. Rather, shape the strategic environment so they lose sleep over you.

Aubin's Axiom 86: S.W.O.T. styled analyses are the Number One cause of S.A.D.D. (Strategic Attention Deficit Disorder) #strategy #leadership

Aubin's Axiom 86: SWOT analyses are the Number 1 cause of SADD (Strategic Attention Deficit Disorder) & ASS (Analytical Stockholm Syndrome).

Aubin's Axiom 87: Beware "paralysis by analysis" and the effects of "Analytical Stockholm Syndrome" (ASS). #strategy #leadership

Aubin's Axiom 87: A great CEO is one who can pick great people and the discipline to keep from meddling with them. #strategy #leadership

Aubin's Axiom 88: If you see a snake, do you KILL IT immediately, or do you form a COMMITTEE TO STUDY SNAKES? #strategy #leadership

Aubin's Axiom 89: Good leaders produce good followers. Great leaders produce more great leaders. #strategy #leadership

Aubin's Axiom 90: All this talk about new out-of-the-box #leadership & #strategy is merely an excuse for people who couldn't handle the box.

Aubin's Axiom 91: No job is too big. No fee is too big. #business #consulting

Aubin's Axiom 92: Before you start crying for "out-of-the-box" solutions, make sure you know what the box is in the 1st place. #leadership

Aubin's Axiom 93: Don't look at shocks, disruptions & discontinuities as obstacles; rather, see them as opportunities. #strategy #leadership

Aubin's Axiom 94: Tolerating fools is the biggest team killer. #leadership

Aubin's Axiom 95: Set and maintain high standards for yourself. Then, and only then, do you set them for your team. #leadership

Aubin's Axiom 96: Think of coaching and mentoring as an investment. Don't use it as a crutch. Use it as "capacity building" #leadership

Aubin's Axiom 97: No Pain, No Gain: Disciplined #leadership and rigorous #strategy isn't for wimps. #leadership

Aubin's Axiom 98: The truest test of your #leadership & #integrity is your steadfast refusal to allow either of them to ever be compromised.

Aubin's Axiom 99: Is your shared competitive business environment in chaos? This isn't calamity! Its opportunity! #leadership #strategy

Aubin's Axiom 100: When conducting strategic level targeting, sympathy or empathy for your competitors are misplaced emotions #leadership

Aubin's Axiom 101: Know what we used to call Thought Leaders & Innovators back in the old days? We just called them leaders. #leadership

Aubin's Axiom 102: Don't be a thought leader, an innovation leader, a change leader, a market leader, etc... Just be a leader! #leadership

Aubin's Axiom 103: Stay fixed on your vision & never waiver on intent, but always be prepared to refine your mission. #leadership #strategy

Aubin's Axiom 104: CEOs... when it comes to leadership development and succession planning, you reap what you sow. #leadership #strategy

Aubin's Axiom 105: Be your client's best friend. Be their competitor's biggest nightmare. #leadership #strategy #consulting

Aubin's Axiom 106: When it comes to ethics, integrity, values, or courage: There are no bargains. There are no shortcuts. #leadership

Aubin's Axiom 107: Hit your competitors, as quickly as you can, as hard as you can, where it hurts them most, when they're not looking.

Aubin's Axiom 108: There's only 3 types of people in the world. Your team, your clients& everybody else. #leadership #strategy #consulting

Aubin's Axiom 109: Don't look for process or programme when you should be looking for #strategy and #leadership.

Aubin's Axiom 110: If you have to consult a #leadership app on your iPhone, you're probably in the wrong line of work.

Aubin's Axiom 111: Promoting leadership communication through Social Media is not rocket science! It's Brain Science! #leadership #strategy

Aubin's Axiom 112: Employee engagement. If it's not happening, there's only one person to blame (look in the mirror) #leadership

Aubin's Axiom 113: You don't have strategy issues – you have #leadership issues.

Aubin's Axiom 114: You don't have management issues – you have #leadership issues.

Aubin's Axiom 115: You don't have marketing issues – you have #leadership issues.

Aubin's Axiom 116: You don't have talent retention issues – you have #leadership issues.

Aubin's Axiom 117: You don't have harassment issues – you have #leadership issues.

Aubin's Axiom 118: You don't have recruiting issues – you have #leadership issues.

Aubin's Axiom 119: You don't have (insert subject here) issues – you have #leadership issues.

Aubin's Axiom 120: In the #business world, as in the Profession of Arms, #leadership is all about character.

Aubin's Axiom 121: Your #business & #leadership character is not just based on who you are but also who you aren't!

Aubin's Axiom 122: The best reason to hire combat veterans in 3 words: "Immunity to Adversity" #leadership

Aubin's Axiom 123: "Being unique" does not automatically imply "being useful". #leadership #strategy #business

Aubin's Axiom 124: Don't worry about your competitors in your "vision". Worry about them in your "mission" #leadership #strategy

Aubin's Axiom 125: Don't confuse vision and mission. Both are vital. One is inspirational; the other is pragmatic. #leadership #strategy

Aubin's Axiom 126: Shun #strategy that promotes the "Red Queens Race"running as fast as you can just to stay where you are. #leadership

Aubin's Axiom 127: Being a "Non-Profit" does not imply being "Non-Profitable". #leadership #strategy



Aubin's Axiom 128: Good staffs resolve issues for their leaders. Great staffs prevent them from happening in the 1st place. #leadership

Aubin's Axiom 129: Militaries rehearse. Even singers & actors rehearse. What are you doing to rehearse your plan's execution? #leadership

Aubin's Axiom 130: CEO doesn't stand for Chief of Everything Officer. #leadership

Aubin's Axiom 131: Executive level wargaming is all about learning how Davids can slay Goliaths #leadership #strategy #business

Aubin's Axiom 132: Don't let people bring the following items to strategic planning sessions. 1 - Org Charts. End of list. #leadership

Aubin's Axiom 133: If you have to rely on Top 5 or Top 10 #leadership to-do lists in HBR or Inc, you're probably in the wrong line of work. #Leadership

Aubin's Axiom 134: The successful execution of your strategy is hostage to your weakest organizational link. #leadership #strategy

Aubin's Axiom 135: If the competitive pie is not big enough, learn how to bake! #leadership #strategy

Aubin's Axiom 135: When the going gets tough, the tough get baking. #leadership

Aubin's Axiom 136: If you see a #business train wreck, your first question should be, "who was the conductor"? #leadership #strategy

Aubin's Axiom 137: The number one cause of #business train wrecks? Inappropriate #leadership, with weak #strategy a close second.

Aubin's Axiom 138: Taking on a monopoly or market dominator? If you can't out produce them – out perform them! #leadership #strategy

Aubin's Axiom 139: In #business, as in battle, pay close attention to who is manning the flamethrower. #leadership

Aubin's Axiom 140: You can fix "stupid". The problem is that "stupid" doesn't fix itself. #leadership #strategy

Aubin's Axiom 141: A large crisis demands a cunning plan. #leadership #strategy

Aubin's Axiom 142: Courage is the greatest of all the #leadership virtues. Without courage, you may not have an opportunity to use any of the others.

Aubin's Axiom 143: In #business, as in combat, always test your strategic assumptions before committing troops to battle. #leadership #strategy

Aubin's Axiom 144: Situational awareness without agility is redundant. #leadership #strategy



Aubin's Axiom 145: You can delegate responsibility, you can delegate authority; but effective leaders never delegate accountability. #leadership #strategy

Aubin's Axiom 146: #Strategy is not about the "how".... It's about the "hows" (plural) #leadership

Aubin's Axiom 147 Delegation is not abdication. You can delegate authority & responsibility ...but not accountability. #leadership #strategy

Aubin's Axiom 148: Make sure your decision support simulation promotes decision support stimulation. #leadership #strategy

Aubin's Axiom 149: Curiosity! Think of it as fuel for your #leadership engine! The by-product is #innovation.

Aubin's Axiom 150: For start-ups, take a "Normandy Invasion" approach – don't get hung up on the beaches. #leadership #strategy

Aubin's Axiom 151: #Culture doesn't eat #strategy for breakfast.....but it will feast on weak #leadership & incoherent #strategy.

Aubin's Axiom 152: Develop & enforce ethical standards in your company that are in excess of the legal or moral requirement. #leadership

Aubin's Axiom 153: Don't just concentrate on how your team OPERATES. Concentrate on how it SHAPES, UNIFIES & OPERATES. #leadership #strategy

Aubin's Axiom 154: There's a good reason why "trust, loyalty, courage & integrity" are on the 1st line of an officer's commission. #leadership

Aubin's Axiom 155: Slick marketing and PR is not an automatic indicator of great #leadership. It's merely an indicator of good PR.

Aubin's Axiom 156: Addiction to mediocrity, risk avoidance and comfort zones are very popular themes in team obituaries. #leadership

Aubin's Axiom 157: Every tactical level #business failure has a root cause in fickle #leadership, flawed #strategy or untested execution (or all three)

Aubin's Axiom 158: Cast your VISION in concrete. Cast your MISSION in Jello. #leadership #strategy

Aubin's Axiom 159: In business, as in battle, sometimes your mission will simply suck. That doesn't imply it's not vital though. #leadership #strategy

Aubin's Axiom 160: In business, as in battle, try to lend a little dignity to what would otherwise be nothing but a vulgar brawl. #leadership #strategy

Aubin's Axiom 161: Clearly articulate your vision, intent, constraints and restraints ...then let your teams design their own mission #leadership

Aubin's Axiom 162: Your team, stockholders & clients are listening to you on Social Media... & so are your competitors. #leadership #strategy

Aubin's Axiom 163: In business, as in battle, if the tactical situation sours; suck back, assess, reload, have a smoke, then react. #leadership #strategy

Aubin's Axiom 164: Questions regarding #leadership or #integrity don't have multiple choice answers. #ethics #business

Aubin's Axiom 165 If your #strategy articulates a singular critical pathway to success- bad news, it's not strategic! #leadership #business

Aubin's Axiom 166: People who use "Grand" and "Strategy" together, usually have no idea what #strategy is about. #leadership #business

Aubin's Axiom 167: In battle, we try to ensure the shortest "sensor-shooter" loop. In business, it's the "marketing-sales" loop. Same principle #leadership

Aubin's Axiom 168: In #business, as in battle, if your offensive is going too well, it's probably an ambush. #leadership #strategy

Aubin's Axiom 169: Selection & Maintenance of the Aim is the most important Principle of War.... & principle of #business & #leadership too.

Aubin's Axiom 170: Genuine #leadership doesn't wallow in a pool of emotions to show that they are earnest, caring or genuine.

Aubin's Axiom 171: Loyalty & Respect are things that leaders & teams "demand" of each other. Trust is something that is "earned". #leadership

Aubin's Axiom 172: Promote individual accomplishment, but always celebrate the team. Its good #leadership & sound #strategy.

Aubin's Axiom 173: If you're not using social media as a competitive intelligence tool, rest assured your competitors are. #strategy

Aubin's Axiom 174: In business, as in battle, you can make nothing but right decisions and you are still going to get bloody. #leadership

Aubin's Axiom 175: A good leader trains, mentors & coaches individuals. A great leader "builds capacity" within the entire team #leadership

Aubin's Axiom 176: Another great reason for hiring combat vets? They've already mastered "service before self" ...the hard way #leadership.

Aubin's Axiom 177: In business, as in close quarter combat, speed, reflexes and resolve beats mass every time. #leadership



Aubin's **Antithesis** 177: In business, as in close quarter combat, mass has a particularly annoying quality unto itself. #leadership

Aubin's Axiom 178: Having nothing but poor options available to you doesn't negate the need for sound & timely decision making. #leadership

Aubin's Axiom 179: Suffering fools gladly is not a quality of effective #leadership - Rather, it's a symptom of lazy or timid #leadership.

Aubin's Axiom 180: Why alliances? Because "none of us" are as bad ass "as all of us"! #leadership #strategy #business

Aubin's Axiom 181: Real leaders never have to recalibrate their moral compass – it always points true & never waivers #leadership #integrity

Aubin's Axiom 182: If you don't occupy the moral high ground, what makes you think you have the credibility to lead others? #leadership

Aubin's Axiom 183: If you want warmth, fuzziness and love – get a puppy. If you want strategic coherence – hire us #leadership

Aubin's Axiom 184: In #business, as in field artillery, "be on time and be on target" and the two are not mutually exclusive. #leadership

Aubin's Axiom 185: When I examine #strategy implementation failures, a lack of personal #leadership DISCIPLINE is usually the root cause.

Aubin's Axiom 186: Shun "time vampires" & organizational "enfants terribles" that distract from your vision and mission. #leadership

Aubin's Axiom 187: Wallowing in a pool of worry, or exuding confidence in the face of adversity are equally infectious. #leadership

Aubin's Axiom 188: Being chivalrous and gentlemanly is not being sexist.

Aubin's Axiom 189: In #business, as in combat, let your people fight the "close battle" while you focus on the "deep battle". #leadership

Aubin's Axiom 190: In #business, as in battle, a long string of tactical victories is not a guarantee of strategic success #leadership #strategy

Aubin's Axiom 191: In #business, as in battle, "shared situational awareness" is fundamental to survival ... or victory #leadership #strategy

Aubin's Axiom 192: In #business, as in battle, intelligence is only useful if it is timely intelligence. #leadership #strategy

Aubin's Axiom 193: When collecting #business intelligence, constantly ask, "what higher decision does this info support"?

Aubin's Axiom 194: In #business, as in battle, being surrounded has one tactical advantage – you can engage your enemies from any direction!

Aubin's Axiom 195: Complexity is not a bad thing....it's just a normal state of affairs. True #leadership is never fazed by it.

Aubin's Axiom 196: True #leadership handles complexity the old-fashioned way... by being comprehensive, integrated, adaptive & networked.

Aubin's Axiom 197: In #business, as in battle, the competition gets to vote on your plan.
#leadership #strategy

Aubin's Axiom 197: In business, as in battle, it's important to remember that the competition also gets an opportunity to vote on your plan.

Aubin's Axiom 198: In #business as in battle, the deadliest prejudice is thinking that your opposition are dummies. #leadership #strategy

Aubin's Axiom 199: Principles, Integrity & Ethos are not commodities to be traded. They do produce regular #leadership dividends though.

Aubin's Axiom 200: What's the best way to test the quality of your company's #leadership development? Unexpectedly, go away for a week.

Aubin's Axiom 201: Is your #leadership succession plan sound? What will happen tomorrow if you get hit by a bus (or large golf cart) today?

Aubin's Axiom 202: Accountable & effective leaders are not there to be loved. Being loved is a bonus – not a necessity. #leadership

Aubin's Axiom 203: Don't waste time with corporate policies and regulations that are impossible to enforce. #leadership #strategy #business

Aubin's Axiom 204: Conflict can be both a toxin and a tonic – good leaders know the difference and how to use it. #leadership #strategy

Aubin's Axiom 205: Don't confuse the verb "command" with the noun ... the noun is far more useful. #leadership #strategy

Aubin's Axiom 206: Languishing in comfort zones is a slow cancer to team morale and l'esprit de corps. #leadership #strategy

Aubin's Axiom 207: Hindsight in Wargaming breeds Foresight in Business Execution.
#leadership #strategy

Aubin's Axiom 208: Stop foraging for #management quick fixes when you should be investing in #leadership solutions.

Aubin's Axiom 209: Respect, Loyalty, Commitment, Trust, & Courage are never subjects for #leadership negotiation. They're absolutes.

Aubin's Axiom 210: Good leaders know when to compromise. Great leaders know when to never compromise. #leadership

Aubin's Axiom 211: Good #leadership is knowing when to say yes and more importantly when to say NO!

Aubin's Axiom 212: People shouldn't use the term "Transformational Leadership" when they really just mean #leadership.

Aubin's Axiom 213: "Transformational Leadership" is a specious and redundant term. Effective #leadership already abhors stagnation.

Aubin's Axiom 214: Mission Analysis is not a bottom-up exercise. It is a top-down exercise of #leadership supported by bottom-up feedback.

Aubin's Axiom 215: Popularity is a by-product of outstanding #leadership - not a prerequisite.

Aubin's Axiom 216: Know what we used to call value-based #leadership in the old days? We just called it leadership or even basic leadership.

Aubin's Axiom 217: Fire up the BBQ when people start presenting you with organizational, structural or procedural "sacred cows" #leadership

Aubin's Axiom 218: In #business as in battle, you ONLY have 3 choices with obstacles; picket it, breech it, or maneuver around it. #leadership

Aubin's Axiom 219: in competitive intelligence don't solely concentrate on your competitor's ops – concentrate on how they shape, unify & operate

Aubin's Axiom 220: Don't tell me about your goals – tell me about the effects you need to generate to achieve your vision. #leadership #strategy

Aubin's Axiom 221: Any leader can maintain good morale. Great leaders maintain great morale under the most arduous conditions. #leadership

Aubin's Axiom 222: Accountability is holding the team to time constraints - Micromanagement is telling them how to build a watch.

Aubin's Axiom 223: Beware fools who flog Top 10 Lists or Secrets about #leadership & #strategy. They're not secrets & there's more than 10.

Aubin's Axiom 224: When you treat people like human resources, they'll act like human resources. When you treat them like human beings....

Aubin's Axiom 225: Connecting the dots is only useful if you can assess & communicate their strategic relevance. #leadership #strategy

Aubin's Axiom 226: There's always a "Box": Every mission will have constraints & restraints – effective leaders don't ignore them! #leadership

Aubin's Axiom 227: Instead of dwelling on goals; concentrate on effects to be generated or conditions you must create. #leadership #strategy

Aubin's Axiom 228: If you don't know who this guy is, you're reading the wrong books on #strategy. http://en.wikipedia.org/wiki/Carl_von_Clausewitz

Aubin's Axiom 229: "Sun Tzu was a Sissy". #leadership #strategy

Aubin's Axiom 230: Don't develop #business partners – Develop business allies (difference: Allies will take a bullet for you). #leadership #strategy

Aubin's Axiom 231: In business, as in battle, conflict does not necessarily build character...but it does reveal it. #leadership

Aubin's Axiom 232: Don't trust #strategy, #leadership or #business consultants who smile too much (this is serious work folks).

Aubin's Axiom 233: #Leadership doesn't have an auto-pilot switch or a cruise control button.

Aubin's Axiom 234: Sometimes the client wants the "sharks with 'freakin' laser beams", so don't give him ill-tempered sea bass #leadership #consulting

Aubin's Axiom 235: Complex – Shmocomplex. Great leaders confront complex challenges by enabling elegant & simple solutions. #leadership

Aubin's Axiom 236: People who call themselves "Digital Strategist" or "Social Media Strategist" really need to buy a dictionary and look up the definition #strategy.

Aubin's Axiom 237: Strategy is #strategy – anything else with a descriptor (digital, marketing, social media, et al) + the word "strategy" is merely tactics.

Aubin's Axiom 238: The real secret behind conducting competitive intelligence is not to make yourself an obvious target while doing it. #strategy

Aubin's Axiom 239: In #business as in battle, effective teams are comprised of a careful balance of Finders, Minders & Grinders. #leadership

Aubin's Axiom 240: Knowledge without imagination is stagnation. Imagination without knowledge is irrelevant. #leadership #strategy

Aubin's Axiom 241: The bridge between cogent planning and successful execution is DISCIPLINE. #leadership #strategy

Aubin's Axiom 242: Never argue with success. If it's stupid and it works, then it's not stupid. #leadership #strategy

Aubin's Axiom 243: Hindsight is great, but foresight is better. #leadership #strategy

Aubin's Axiom 244: Ingenuity without #leadership is extraneous. Leadership without #ingenuity is redundant.

Aubin's Axiom 245: Just because you can do something doesn't necessarily mean you should! #leadership #innovation

Aubin's Axiom 246: Good leaders connect the dots. Great leaders create the dots. #leadership #innovation

Aubin's Axiom 247: Originality and Imagination are the two critical qualities when messaging to potential investors.

Aubin's Axiom 248: Redundancy is a sad but predictable product of lazy #leadership.

Aubin's Axiom 249: The key to great #leadership communication: Be Clear, Be Concise, Be Relevant!

Aubin's Axiom 250: Good leaders recognize obstacles. Great leaders turn them into opportunities. #leadership

Aubin's Axiom 251: If your competitive intelligence capabilities are confined to "Google", you are not trying hard enough.

Aubin's Axiom 252: Disciplined teams are strategically focused ones that resist tactical distractions. #leadership.

Aubin's Axiom 253: Good leaders generate good answers. Great leaders generate great questions. #innovation #leadership

Aubin's Axiom 254: You have 2 choices. Sweat & Tears in a Wargame or Blood Sweat & Tears in execution. Your choice.

Aubin's Axiom 255: Great leaders are more concerned with doing what's right as opposed to doing what's easy, or popular. #leadership

Aubin's Axiom 256: "Having a bad day" is a purely subjective.

Aubin's Axiom 257: In business, as in battle, effective #leadership isn't practiced from the confines of your swivel chair.

Aubin's Axiom 258: In business, as in battle, a "high value" target doesn't automatically imply a "high payoff" target. #leadership #strategy

Aubin's Axiom 259: In business as in battle, the quality of your team's loyalty is directly attributable to your actions. #leadership #strategy

Aubin's Axiom 260: If it ain't broke.... you're not trying hard enough. #leadership #innovation



Aubin's Axiom 261: While the optimists and the pessimists in your C-Suite are arguing about the whether the glass is half empty, or half full your competition drinks it.

Aubin's Axiom 262: If your situational awareness comes from a "CEO Dashboard", you're not spending enough time talking to your troops! #leadership

Aubin's Axiom 263: Particularly Poor Planning Predominantly Prevents Perfect Performance. #leadership #strategy #Business

Aubin's Axiom 264: When you know you are right, stand your ground and never wander from the moral high ground. #leadership

Aubin's Axiom 265: Don't bring a knife to a gun fight. Bring a gun. Bring all your friends with guns. Bring more guns. #leadership #strategy

Aubin's Axiom 266: Genuine leaders are not afraid of making mistakes but they should be terrified of making same mistake twice. #leadership #strategy #business

Aubin's Axiom 268: Disciplined, vision-focused, strategic-level leadership stays on course and avoids tactical temptations.

Aubin's Axiom 269: Plans "B" are not just for when you encounter obstacles – what about accelerated success? #strategy #leadership

Aubin's Axiom 270: Poor #leadership only exists because people tolerate it.

Aubin's Axiom 271: Don't hate your business competitionit clouds your judgement. #leadership

Aubin's Axiom 272: Never waste your audience's time with lazy, unimaginative or redundant communication. #leadership

Aubin's Axiom 273: Its far preferable to have a "gorilla" in the boardroom than a "guerrilla" in the boardroom. #leadership #strategy #business

Aubin's Axiom 274: There's only one predictable outcome from maintaining organizational sacred cows.... #leadership #strategy

Aubin's Axiom 275: Great leaders turn "major obstacles" into mere "speed bumps". #leadership #strategy

Aubin's Axiom 276: The truest test of your corporate #strategy is whether #leadership can communicate it in a one-page drawing.

Aubin's Axiom 277: #Leadership is a pentathlon with trust, confidence, courage, integrity and discipline as the main events

Aubin's Axiom 278: Great leaders don't start fights..... but they do finish them and always decisively! #Leadership

Aubin's Axiom 279: Don't be timid about refining your mission statement to accommodate subtle changes in your strategic environment. #leadership #strategy #business

Aubin's Axiom 280: In business as in battle, courageous #leadership isn't about being fearless. It's about fighting fear on behalf of others.

Aubin's Axiom 281a: The difference between the courageous leader & the courageous individual? The courageous leader inspires courage in others.

Aubin's Axiom 281: Strategy without leadership is like a broken pencil. Pointless.

Aubin's Axiom 282: It's great to have #business standards – it's even better when #leadership enforces them with draconian glee.

Aubin's Axiom 283: Effective #leadership gives accolades and reproach in equal measure (and only when either is warranted).

Aubin's Axiom 284: You are not your own best proof weederI'm mean poof readerAh, you know what I mean. #leadership

Aubin's Axiom 285: Command & Control are not dirty words. Both are necessary. Unfortunately, what people do with them is B.A.D. #leadership

Aubin's Axiom 286: The longer you lounge in your comfort zone – the more likely you'll get chewed up in the end. #leadership #strategy #business

Aubin's Axiom 287: In business as in battle, sometimes you have to be prepared to get a little chewed up regardless of which course of action you choose.

Aubin's Axiom 288: Great teams share a love of mission.... any degree of admiration they have for each other is a bonus, not a prerequisite. #leadership #strategy #business

Aubin's Axiom 289: #Leadership and #Strategy are critical to #Business, as Mathematics and Physics are fundamental to the Sciences.

Aubin's Axiom 290: In business, as in battle, technology is only a decisive capability when it's a combined with the requisite training and knowledge.

Aubin's Axiom 291: Focused leadership concentrates on the desired end state - not the obstacles. #leadership #strategy #business

Aubin's Axiom 292: Leaders who stand for nothingfail at anything. #leadership #strategy #business

Aubin's Axiom 293: Genius isn't just about having great ideas, concepts & plans - true genius sees them through to successful execution. #leadership #strategy #business

Aubin's Axiom 294: If a superior competitor has been writing the rulebook, then change the nature of the game! #leadership #strategy #business



Aubin's Axiom 295: #Leadership is like hockey! (You have to get players to play for the name on the front of the jersey... instead of the one on the back)

Aubin's Axiom 296: In business as in battle, before you pick a fight, make sure you occupy and defend the moral high ground. #leadership #strategy #business

Aubin's Axiom 297: "Great teams think alike"? No..... but they do have unity of purpose and action. #leadership #strategy #business

Aubin's Axiom 298: Tactical leaders watch the bottom line. Strategic leaders keep their eyes on the horizon. #leadership #strategy #business

Aubin's Axiom 299: Knowing when to activate your contingency plan is as vital as having the plan in the first place. #leadership #strategy #business

Aubin's Axiom 300: "Leadership": If you have to look it up in the dictionary, you might be in the wrong line of work. #leadership #business

Aubin's Axiom 301: Just because you share a business environment with a market dominator, doesn't automatically imply that you need to form a partnership.

Aubin's Axiom 302: Instead of fearing the "800 pound gorilla in the room"..... use him as a mission enabler. #leadership #strategy #business

Aubin's Axiom 303: It's hard to be "revolutionary" if leadership hasn't been "evolutionary". #leadership #strategy #business

Aubin's Axiom 304: Supreme confidence in your products is the cornerstone of your corporate credibility. #leadership #strategy #business

Aubin's Axiom 305: The safest of all strategic assumptions is, "there are no coincidences". #leadership #strategy #business

Aubin's Axiom 306: Genuine leaders are more interested in causality than blame.

Aubin's Axiom 307: Robustness trumps resilience - resilience gets you back on your feet, but robustness prevents you from being knocked down in the first place. #leadership #strategy #business

Aubin's Axiom 308: In business, as in battle, great leaders don't laugh in the face of dangerthey inspire everyone to laugh in the face of danger.

Aubin's axiom 309: Never say "how stupid can you be?" ...some may interpret it as a challenge!

Aubin's Axiom 310: Great leaders don't "procrastinate"but they do "creatively prioritize".

Aubin's Axiom 311: If you are a CEO and you hire motivational speakers ...what exactly are we paying you for? #leadership #strategy #business

Aubin's Axiom 312: In business as in battle, the popular phrase of "don't sweat the small stuff", usually results in disaster. #leadership #strategy #business

Aubin's Axiom 313: There's no "I" in "TEAM" ...but there is one in "FAILURE". #leadership #strategy #business

Aubin's Axiom 314: Designating everyone on your team as a "leader" is as dangerous as designating no one. #leadership #business #accountability

Aubin's Axiom 315: Telling your teams to achieve more with less, usually just results in achieving more, but less effectively. #leadership #business

Aubin's Axioms 316: If you really want to learn about leadership, don't invest in leadership books – invest in history books. #leadership #strategy #business

Aubin's Axiom 317: When it comes to mission statements ... don't turn verbs into nouns and nouns into verbs. #leadership #strategy #business

Aubin's Axiom 318: In #business as in battle, there's only 2 things you can truly count on: your team & your fingers. #leadership #strategy #business

Aubin's Axiom 319: Management without Leadership is merely the efficient supervision of stagnation. #leadership #strategy #business #management

Aubin's Axiom 320: Making money is easy (any moron can make money). How you make it & what you do with it afterwards is what's relevant.

Aubin's Axiom 320: Without unity of vision, unity of values & unity of purpose... UNITY OF ACTION becomes highly problematic.

#leadership #strategy #business

Aubin's Axiom 321: You can't polish a turd. It consumes time & effort & all you're left with is still a turd. #leadership #strategy #business

Aubin's Axiom 322: We are all products of our environment. #leadership #strategy #business

Aubin's Axiom 323 #Leadership's values provide CONSTRAINTS (things you must always do) & RESTRAINTS (things you must never do) for your vision.

Aubin's Axiom 324: If #leadership's vision or actions are incongruous with their espoused values, "Don't pass GO - Don't collect \$200".

Aubin's Axiom 325: In #business as in battle, situations are rarely desperate. Its insecure and ill-prepared #leadership that makes them so.

Aubin's Axiom 326: Real #Leadership doesn't rely on jingoism. Beware "adjective addicts".

Aubin's Axiom 327: Proactive leaders don't manage conflict ...they resolve it – decisively ... otherwise, conflict will manage them. #leadership

Aubin Axiom 328: Nothing is written in stone! #leadership #strategy #business

Aubin's Axiom 329: There's no such thing as a preferred #leadership style. Natural leaders adapt to the NEEDS of the TEAM & of the MISSION.

Aubin's Axiom 330: In #business as in battle, ALWAYS maintain a reserve to deal with unforeseen crisis & opportunities. #leadership #strategy

Aubin's axiom 331: Genuine #leadership is more concerned with correct behavior as opposed to politically correct behavior.

Aubin's Axiom 332: King-sized brains cannot compensate for a chicken heart. #leadership #strategy #business

Aubin's Axiom 333: Why should your #strategy allow for contingency plans, branch plans and sequels? For the same reason that you buy a plunger before you need a plunger.

Aubin's Axiom 334: If #strategy is all about creating conditions to affect coherent change, why do you have a "Change Management Strategy"?

Aubin's Axiom 335: If you appoint Change Champions or establish a CM Office, what poor #leadership message have you sent as a CEO? #strategy

Aubin's Axiom 336: Effective #leadership calls a spade a spadethey don't call a spade a shovel.