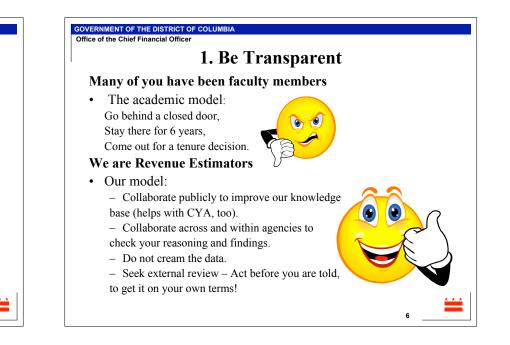


Revenue Estimators have to Lead The Tricky Part – How do we do it?

Ten Clues to Success

- 1. Be transparent
- 2. Manage your boss
- 3. Respect the bureaucracy
- 4. Keep track of the history
- 5. Anticipate the question
- 6. Be clear and be quick
- 7. Accept accountability
- 8. Be kind to yourself
- 9. Be brave: Jobs don't love you back
- 10. Be ready to leave -3 good reasons



2. Manage your Boss

- Some say the secret to success is to please your boss.
 - This is OK sometimes, but not always.



• Our bosses are charismatic, articulate, ambitious, focused on mission, expedient.

But, your boss can only have <u>one</u> highest priority.
Everything else is compromised, a little or a lot, to get there.

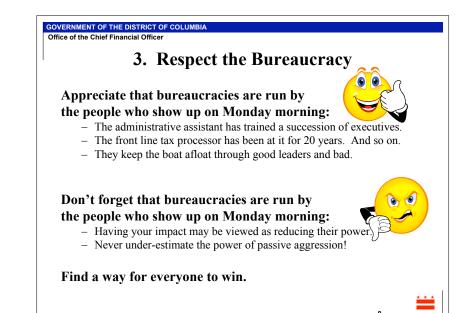
• Manage your boss

- To keep the focus on the "one thing"
- To maintain the standards of our profession.

Otherwise the budget (and you) will get

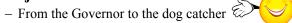
flattened in the stampede.





4. Keep Track of the History

• For everyone else, history begins the first day on the job.

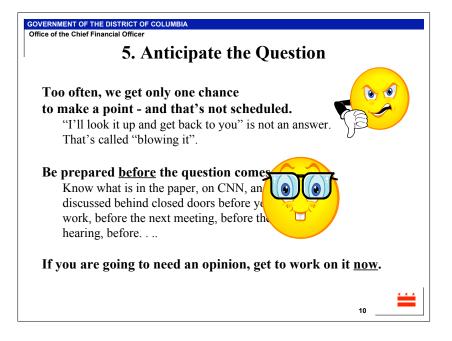


• History should NOT begin the day you arrive on your job.

- If history is destiny, you'd already be gone!

- You need to know where each person fits into history.
 - You don't analyze data without the past.
 - Try it with people and situations, too.





6. Be Clear and Be Quick

When the question does come,

• Tell them what you know.

• Tell them what you think.

• Tell them what you don't know.

say it all, say it clearly, say it concisely.

My rule:

- Tell them why you think it (professional opinions only, please).
- How will you do this in 15 seconds? In 2 minutes? In one page of bullet points?



GOVERNMENT OF THE DISTRICT OF COLUMBIA Office of the Chief Financial Officer

7. Accept Accountability

You still have to make judgments!

• Even our science just gives a confidence interval; Who picks the point and how and why?



In estimating revenue for D.C., we choose a point south of the most likely estimator.

- Who does it? The CFO, by federal law.
- How? Our recommendations tempered by his concerns.
- Why to the south? Because basic democratic liberties are at stake in D.C.
- Who is accountable? My Boss who relies on my advice.

My Rule: Collaborate or be doomed!



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8. Be Kind to Yourself

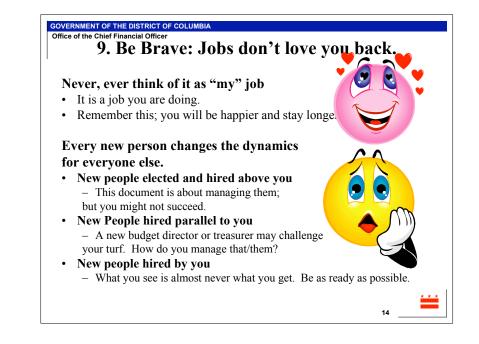
Mistakes Happen!

- Really! They do!

We all face the same challenge:

- to apply professional skills and standards
- to achieve the best possible findings
- given the constraints of time, data, and other resources
- under pressure.
- Don't let the perfect drive out the good.
 - The mantra what you know, what you don't know, what you think, why you think it.
 - Try this line: "We know the forecast will be wrong. And we know you won't ace a par 5 hole. Still, our forecast will be pretty close because . . . unless. . ."





- 10. Be Ready to Leave 3 Good Reasons
- 1. To take a better job.



- 2. To get away from the current job.
 - Let's hope it doesn't happen, but you might need to:
 - protect your professional standards.
 - avoid being moved to the basement .
 - (This destroys your mobility)
 - protect your values if they differ from those on the job.
 - Alas –avoid being fired!!!!
- 3. To retire and cap off a remarkable career with new life adventures.



