**Principles** by Ray Dalio

This book is about how to create a strong culture and structure within a business. The truth is paramount to everything else and should be demanded throughout an organization. No one has the right to hold a criticism without speaking up about it. Never believe when someone who has been caught lying says they have seen the light. It Is okay to make mistakes, but unacceptable to not learn from them. Worry about substance more than optics.

Create a structure in which the organization's success matters more than individual success. Acknowledge employee weaknesses, but build teams that strengthen each other through strong communication. Keep closed-minded, inexperienced people out of the organization. Help those within the organization recognize that conflict is essential for resolution. It is best to inspire an organization within which only the knowledgeable comment on a certain subject area in order to cut down on additional ignorance. Keep the first things first and make sure that everyone understands what's important in every situation.

It must be understood that individuals are each built very differently. Seek to hire those of character who are willing to be objective and can handle the truth. The highest members of the hierarchy are those that should be responsible for structure, goals, and outcomes. It's beneficial to know what you can expect from everyone around you in order to avoid any surprises. Values and potential are more important among personnel since skills can always be further developed later.  Hire those who are curious and ask a lot of great questions. Pay for the person, not for the job. Understand the differences between managing, micromanaging, and not managing.

Don't worry if your people like you, but instead if you are leading the company to best serve the client. Be sure to clearly communicate strategies and know what the organization needs. Don't be afraid to ask for help when your responsibilities become too great and help others when they fall behind. Be honest and direct with others. Never assume that anyone is always right. People are the organization's most important resource and it is necessary to know what makes them tick. Success is never easy and nothing is more valuable than accurate criticisms.

It typically takes about 18 months of constant reinforcement to create habits of behavior improvement. It is important to train employees as their abilities are assessed. It's worse to keep someone in a job who is not suited for it than it is to fire someone. Use specific names rather than anonymous personal responsibility masking terms like "we" and "they." The toughest problems are best and take less time when solved early. Always build structures around goals rather than tasks in order to open the path to creative solutions. Don't cave into the temptation to compromise on the organization's uncompromisable.