

## *Salmon's Laws*

---

The late Paul B. Salmon's wry wisdom on what school administrators face in the ordinary day-to-day practice of their profession.

1. A problem is no problem unless it's your problem.
2. Without exception, top managers manage by the concept of selective neglect
3. Your personal evaluation system should be designed to make good workers feel good and less-than-good workers feel uncomfortable.
4. Weakness drives the power up.
5. You're down on anything you're not up on.
6. Do generously that which you must do anyway.
7. When tensions rise, communicate.
8. Reinforce good behavior
9. Subordinates are interested in what the boss is interested in.
10. Don't fight with the guy who buys ink by the barrel.
11. Professional educators must represent the professionally desirable; school boards must represent the politically possible.
12. One person's "basics" are another person's "frills."
13. Parents want the answers to many different questions.
14. A subordinate who can't balance the budget in another's department isn't worth his or her salt.
15. Education has been the greatest force guaranteeing the domestic tranquility in this nation.
16. He who gives the gold writes the rules.
17. The public's business must be conducted in public.
18. The mother porcupine views her offspring as smooth. Life is a matter of perspective.
19. All people want to work for the top manager and will if you let them.
20. Your opponent has problems, too. Observe them. Capitalize on them.
21. If you don't have time to do it right, when will you find time to do it over?
22. Never ask a question unless you are ready for the answer.
23. Friends might come and friends might go, but enemies accumulate.

The complete article can be found in  
Shannon, Salmon's Laws, *The Executive Educator*, April 1994, pp. 52-54