

Rules for Preservationists to Help Build and Maintain Influence

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1. Courteously acknowledge the participation of all parties interested in an issue, even your opponents, particularly in public.
2. Clearly acknowledge the limits of your influence; do not overplay your hand.
3. Calmly and logically present your ideas, be polite and above reproach.
4. Take a positive approach and assume good faith in others, even if strong evidence indicates otherwise.
5. Be meticulously accurate in the presentation of ideas and, if anything, understate your case; avoid emotions, extremes and even slight exaggeration so that your argument is not undercut on details.
6. Accept the legitimacy of the opposing point of view - this will win respect for the future; attempt to bear their point of view in mind to avoid unnecessarily or clumsily offending them.
7. Avoid public surprises and embarrassing revelations; do not publicly back people into a corner - leave them a way out.
8. Lobby and provide information prior to public meetings.
9. Avoid the use of media to embarrass, annoy or "tattletale," instead seek to communicate directly to persons involved.
10. Be flexible and willing to compromise, if possible.
11. Never be publicly sarcastic.
12. When you are most right, be most careful; you will tend to be emotional and may inadvertently tread on the toes of others.

13. Whenever possible, communicate your disagreements to other parties directly, prior to meetings; you will win their grudging respect (if not their affection).
14. Use allies - cultivate friends or staffs, utilize trustees and other highly regarded persons; utilize "outside experts" from regional, state, national groups or private consultants.
15. Be a gracious loser.
16. Do not worry about getting or taking credit.
17. Carefully handle information given to you in confidence. Inappropriate use of such information will preclude future confidences.
18. Give the best reasons from a broad community-wide standpoint to support your position, even if these reasons are not the most important from your particular point of view.
19. Carefully choose issues in which you wish to become involved; strongly pursue only those few which you judge to be critical. Comment on others, but be ready to show a willingness to compromise or back off.
20. You may break the above rules on occasion if circumstances dictate; but never because your emotions dictate; these rules are designed for building long-term respect.