Leadership Code

FY21 Focus Areas

VMware Leadership Code
Our Operating System

VALUES   **SKILLS**   **MINDSETS**

INNOVATION

Execution	Software	Drive
Passion	Vision	Diversity and Inclusion
Integrity	Accountability	Partnership
Customers	Alignment	Grit
Community	Development	

INNOVATION

S O U L
Who We Are

B O D Y
What We Do

M I N D
How We Think

Execution — We get stuff done. We are a say-do organization. And we do it together.

Passion — We challenge the status quo by innovating in everything.

Integrity — We build trust with employees, customers, partners, shareholders, and our community.

Customers — We are committed to making our customers successful.

Community — We make every community we participate in a better place by giving our time, talent and energy.

Software — Deliver great software to our customers across every function.

Vision — Have a clear view of the future and act deliberately and decisively to get there.

Accountability — Hold each other accountable. Recognize when things are going well; give feedback and course correct when they aren't.

Alignment — Ensure all teams are executing against a unified vision.

Development — Constantly learn and improve at both the personal and professional levels. Innovate in everything, all the time.

Drive — Drive forward, stay focused, maintain sense of urgency.

Diversity and Inclusion — Build teams that recognize, value, and actively embrace diversity and include different perspectives and skills.

Partnership — Transform relationships through partnership and teamwork across all boundaries (internally and externally).

Grit — The combination of passion (a deep, enduring knowledge of what you want) and perseverance (hard work and resilience). It's about moving in the direction of your goals with consistency, endurance, and tenacity.
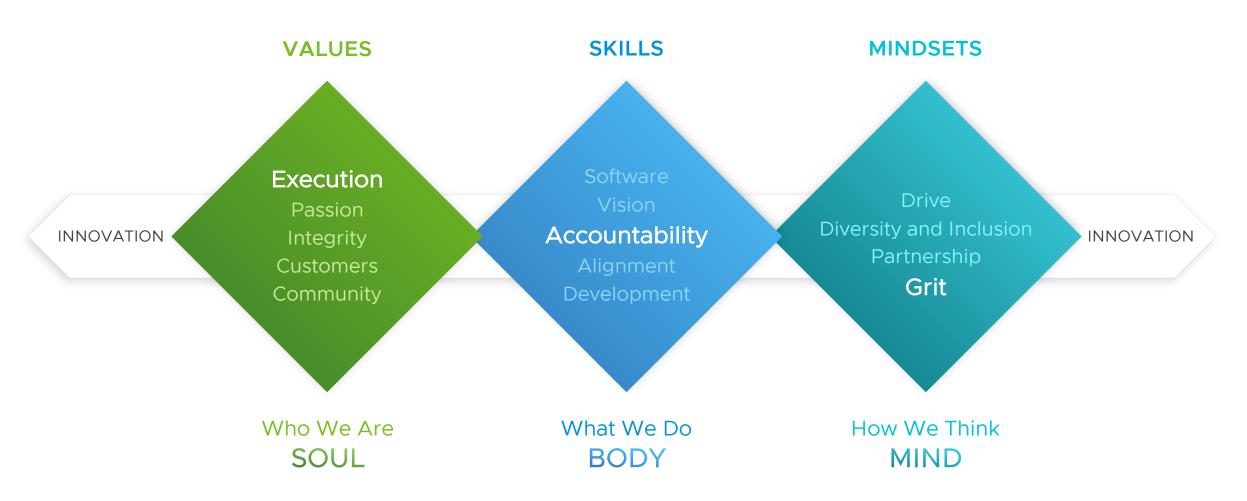
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Our Operating System

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INNOVATION

Who We Are
SOUL

What We Do
BODY

How We Think
MIND

Execution

Get the right things done – together

VALUES

Execution
Passion
Integrity
Customers
Community

Foundational year: We're setting up VMware's 3rd decade

Right conversations first: Clarity and consistency in our priorities

Flawless execution: High-Def Destination, Plan, Execute, Debrief

Who We Are
SOUL

Accountability

Rely on each other to deliver

SKILLS

Software
Vision
Accountability
Alignment
Development

One VMware: Transcend silos to deliver against pan-VMware goals

Communicate honestly: Across Product, GTM and Ops (e.g. VMC)

Leaders are responsible: Own decisions and results

What We Do
BODY

Grit

The combination of passion and perseverance toward long-term goals

MINDSETS

Drive

Diversity and Inclusion

Partnership

Grit

3-year journey: We will conquer market concerns in year 1

Fearless engagement: Have tough & productive conversations

Push through obstacles: Go far – as one team!

How We Think

MIND