1. Customer Obsession
2. Ownership:

What would I do if this were my personal money? Never say “that’s not my job”.

1. Invent and Simplify:

As we do new things, we accept that we may be misunderstood for long periods of time.

1. Leaders are right a lot:

Question your closely held beliefs.

1. Learn and be curious
2. Hire and develop the best

Do not lower the bar.

1. Insist on the highest standards
2. Think big
3. Bias for action

Many decisions and actions are reversible. Speed matters. Two-way door decisions (reversible) should be made at team level and quickly.

1. Frugality

Accomplish more with less. Constraints breed resourcefulness, self-sufficiency and invention.

1. Earn Trust
2. Dive deep

Leaders operate at all levels and are skeptical when metrics and anecdotes differ.

1. Have a backbone; Disagree and Commit

The idea is to be truth-seeking.

1. Deliver Results
2. Strive to be Earth’s best employer
3. Success and scale bring broad responsibilities.

Leaders create more than they consume.