

# Leadership Philosophy

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## What is leadership to me?

I believe that leadership is action, and that action has 4 components. So, as a leader, I:

- 1) Develop a vision for my organization (by understanding what is important for my company, my organization, and the industry)
- 2) Sell the vision (up, down, and sideways)
- 3) Deliver the vision (through leadership, management, and execution)
- 4) Evaluate the vision

## The key traits that are important to my leadership style are to:

- 1) Stay current on landscape, company, and team
  - a. Know vision, trends, technologies, desires, competitors, customers, products
  - b. How is everybody doing? (company, team, self) – knowledge/ability
- 2) Leverage strengths, account for desires, and compensate for weakness
  - a. But don't over-compensate
  - b. Build up weaknesses – teach, train – sometimes put the eye-patch on the good eye to strengthen the weak eye
- 3) Fail fast and often
  - a. Aim to break any project as early as possible
  - b. Nobody is afraid to fail, nobody afraid to say why their project won't work
  - c. "Prove that you're wrong, not that you're right. And do it as fast as possible."
- 4) "Eat our own children"
  - a. Question everything, kill it if it is a weak project, plan, or idea.
  - b. Nothing is sacrosanct
- 5) Speak truth to power, especially uncomfortable truths
  - a. Everybody makes mistakes – you and I both
  - b. Everybody has a voice
- 6) Use both metrics and intuition
  - a. Measure it if you can, guess if you can't
  - b. But measure it as soon as you can.
- 7) Guidance<sup>1</sup>/Advice<sup>2</sup>/Direction<sup>3</sup> then back to Overwatch<sup>4</sup>
  - a. Be very clear on GAD<sup>5</sup>
- 8) Give credit to others, gather failures to me
- 9) Let people be great
  - a. Big responsibilities
  - b. Allow the person in the driver's seat to drive
- 10) Be kind, because we are all just people

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<sup>1</sup> Guidance: broad brush strokes, extended timelines, big boxes

<sup>2</sup> Advice: finer brush, "have you tried?", "hey, if you run into X – you might want to think about Y"

<sup>3</sup> Direction: very specific instructions: "When X happens, you need to Y." "Don't." "Do."

<sup>4</sup> Overwatch: Let people do their thing, keeping visibility that's proportionate to how involved I am in the specifics. Involving myself as necessary for Guidance/Advice/Direction

<sup>5</sup> Why yes, that'd be "Guidance/Advice/Direction"