

Leadership Philosophy

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V1.2

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 (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 strong individual contribution, organizational development, and resourcing)
- 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)
- 2) Leverage strengths, account for desires, and compensate for weakness
 - a. But don't over-compensate
 - b. Build up weaknesses
- 3) Fail fast and often
 - a. Aim to break any project as early as possible
 - b. Nobody is afraid to fail
 - 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) Guidance¹/Advice²/Direction³ then back to Overwatch⁴
 - a. Be very clear on GAD⁵
- 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

¹ Guidance: broad brush strokes, extended timelines, big boxes

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

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

⁴ 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

⁵ Why yes, that'd be "Guidance/Advice/Direciton"