

I am a leader and a manager, and though I welcome and participate in the philosophical debate of academic and professional publications about respective theory, virtues and merits, I believe that our team and organization's success is reliant upon the successful execution of both disciplines. I am **accountable** for our collective achievements and failures. I am passionate about success, I encourage measured risks and I believe failure only occurs when learning opportunities are ignored.

I am entrusted to uphold and influence the **vision**, values, mission and strategic goals of our organization and to contribute to financial viability in the marketplace. I must have the **courage** to do what is right and the **integrity** to do the right thing. It is my responsibility to communicate our group's role, purpose, mission and objectives, to set individual and team expectations, to motivate and inspire, and to evangelize and model the values and professional conduct I demand. It is an honor and a privilege to lead. Herein are the principles and standards by which I strive to lead and my expectations of individuals that I lead.

#### LEADERS THAT I ADMIRE AND EMULATE:

- Are **accountability** for their actions and directives, accept responsibility for failure, and credit their followers when success is celebrated. Leaders exemplify **integrity**.
- Ask their stakeholders, customers and employees how they define and recognize success.
- Are **visionaries** that anticipate and plan for the unknown and mitigate or eliminate risk.
- Identify what it is important, relevant and within their sphere of influence and make effective decisions.
- Know the facts and data that support their decisions and will not allow a lack of facts to undermine their credibility.
- Teach, mentor, enable, encourage and promote their followers.
- Tolerate mistakes, admit failures, make corrections or adjustments and move forward. Leadership embodies **courage**.
- Become loyal and virtuous followers when not in a leadership role.

#### AS YOUR LEADER:

- I will strive to understand individual needs and motivators; what drives you to achieve greatness.
- I will always make the time to listen.
- I will be open-minded, approachable and trustworthy, and I will admit when I am wrong.
- I will encourage diversity, creativity, contrasting ideas and alternative approaches.
- I will respect our organization's chain of command and protect individual and organization reputations.
- I will obey all legal, regulatory and professional codes of conduct. I will never knowingly direct or participate in activities that are illegal, immoral or unethical.

#### I BELIEVE:

Teamwork and individuality must harmonize. There is an "I" in individuality; be proud of who you are and in what you believe. A sense of belonging is integral to successful group dynamics and vital in building and maintaining high performance teams.

Individual and team success are interdependent. Professionalism, reliability, dependability, commitment, respect, collaboration, cooperation, communication and accuracy are not negotiable. Schedule is negotiable when communicated and agreed upon in advance. Security, safety and physical and emotional health and well-being are the highest priority.

Employees who have a vested interest in the profitability and success of the firm, the customer and each other will observe and enforce physical and information security mandates, safeguard data, protect trade secrets and immediately report vulnerabilities and breaches.

There is a degree with which exceeding customer expectations is not good business or in the customer's best interest, specifically if the customer does not require or demand it, or if profitability is measurably compromised. Know when you must exceed expectations and when doing so endangers the mission.

MY EXPECTATIONS - SUCCESS IS ACHIEVED WHEN:

You assume **accountability** and responsibility for your actions, the quality and quantity of your work product and your recommendations. Be passionate about success. Do not undermine confidence in your ability to deliver excellence. Be your own champion. Ensure your credibility.

You have the **courage** to identify when something is wrong, admit when you are wrong, and refuse to take part in anything that is wrong. I admire **integrity**. Have the **courage** to voice a dissenting opinion.

You have the **courage** to take risks. You have to dream before you can achieve something. The probability of success if you do not make an attempt is zero. Optimism and realism drives success. Pessimism is not an option. Enthusiasm is contagious.

You read, understand and observe the guidelines of the employee handbook, acceptable use policy, code of conduct, and any code of ethics by which you are professionally bound. Understand our mission, strategic goals and **vision**. Embrace our corporate culture. Advocate your colleagues. If you are just here to work and earn a paycheck, you should consider employment elsewhere.

You take responsibility for your career, expanding your knowledge base and increasing the value you bring to the team and profession at large. Do not hesitate to ask for my help or the help of anyone on my leadership team.

You respect the value of time. Be on time every time. Prepare for meetings and complete your action items timely. Document and update procedures and cross-train at least two team members.

You are honest, upfront, transparent and decisive. Communicate bad news quickly and accurately. Move forward with added determination after setbacks.

You effectively prioritize work and ask for assistance in prioritizing when necessary. You are not expected to multitask.

You achieve balance in work and your personal life. Work and life are inter-related. Be successful with both. Deliver 100%.

SUCCESS IS NOT ACHIEVED WHEN:

Fault, blame, shame and guilt enter into the workplace. Anger and behaviors attributable to anger are not controlled. I will respect your need to walk away, evaluate and reconsider. Channel energy toward identifying potential solutions and moving toward resolution.

Dysfunctional or disruptive political and individual agendas are placed above ethics, mission, **vision**, values and objectives.

I DO NOT TOLERATE:

Passive, passive-aggressive and aggressive behaviors and approaches to conflict.

Dishonesty in all forms, willful withholding of information, presenting half-truths or misleading information. Falsifying documents, official records or false accounts of events or statements. Lack of transparency is usually considered dishonest.

When untreated addictions enter and impact our team. Please seek professional treatment.

Reliance on impersonal technology, including email, text and voice mail, to deliver mission critical information.

When policy, process and procedure are used to justify or defend poor customer service.

I AM ACCOUNTABLE TO AND WILL LEAD BY THESE PRINCIPLES.

COURAGE ◆ INTEGRITY ◆ ACCOUNTABILITY ◆ VISION