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## 12 Things I Believe

### Superior insight is the key to winning in business.

It begins with genuinely caring about meeting the true needs of your consumer or customer, and then delivering against them. Insight requires you to suspend your beliefs, listen, empathize, and walk the mile in their shoes.

### Writing improves thinking.

I've learned it is better to fail on paper than in the market. Writing forces you to expose your logic to critique, and flaws are more easily identified. Writing is a means to an end. It takes courage to commit thinking to paper for others to judge.

### Integrity and trust are earned by one's behavior, not words.

I believe what is said behind someone's back is a truer measure of the individual's character than what is said directly to their face.

### Success is best measured by sustained performance.

Leaving a personal mark requires focus on building organizational purpose and capability. Winning once may be simple luck. Winning time after time requires skill, passion, and clear vision.

### Teaching somebody to fish is the greatest gift you can give.

Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime.

### Truth has boundaries.

My professors in theoretical mathematics taught you not only need to understand the conditions under which something is true; but, also the conditions that make it false. Many times when reasonable people disagree, it is because they are not looking at the same facts. Getting clarity on the "truth" of a situation by looking at it through another person's eyes often leads to a third alternative solution. As boundaries are understood, they are often expanded. The only limits are those of vision. Seeing beyond your own horizon is key.

### There are some choices that are always wrong regardless of circumstances.

A mentor of mine positioned this as choosing the harder right versus the easy wrong. As an Eagle Scout, I have learned the importance of having a strong moral compass to guide your actions. In business, it is sometimes helpful to leave your ego at the door; it is even sometimes helpful to suspend your personal values to understand another culture's view; however, it is never right to abandon your morals.

People begin each day with the hope of contributing value and being valued.

Nobody consciously chooses to fail. The key to success is to help people achieve the greatness that is inside them. To see that greatness, coach it and nurture it so people can maximize their personal performance.

It is always better to inspire than inform.

People intellectually committed can achieve impressive results. But, great things are achieved when people are emotionally committed. I have always been impressed by the underdogs who defy the odds and win. They play with passion and often will their way to success. They inspire greatness in others because of their actions.

Agreeing to disagree is a valid outcome.

If two reasonable people cannot find a win-win solution that benefits both, then it is appropriate to “agree to disagree agreeably” and have no deal. This position avoids the destructive behaviors of manipulation, pushing for your position at the expense of others, and disrespect.

When you plan to win, and prepare to win, then you have a right to expect to win.

A disciplined process of thinking dramatically increases the odds of success.

Service above self is true leadership.

A servant leader is willing to place self-interest behind the goal of achieving the Organization's objectives and helping others to win. It is a method for empowering people and enhancing Organizational productivity.