

Sample 1

Personal Leadership Philosophy

Brad Smith

President & CEO

Intuit

Setting Context:

The purpose of sharing this with you is to clearly communicate the ideas and ideals I strive to live up to and inspire in others each day. It represents a psychological contract that empowers you to understand who I am, what I aspire to become, and how you can best work with me and help me and the greater team improve each day.

My personal philosophy on leadership:

- ★ Your title makes you a manager; your people will decide if you are a leader.
- ★ Leadership is not the job of putting greatness into people, but rather the recognition that greatness already exists. The role of a leader is to provide the grand challenge, create the environment and invest in the individual to inspire that greatness to emerge.
- ★ Leadership is about inspiring a group of individuals to achieve extraordinary things.

The attributes I aspire to role model each day include:

- ★ **Integrity:** I am a principles-based leader, and will always say what I mean, and mean what I say. In the end, my words and my actions should be synonymous.
- ★ **Humility:** Mankind has many gifts, and I do not view myself as one of them. I seek to learn from others, treat every success and failure as a learning opportunity, and strive to be a better version of myself each and every day.
- ★ **Teamwork:** I believe that a player that makes the team great is far more valuable than simply a great player. A team plays for a cause greater than itself or any individual, and believes that only together can we create outcomes that will echo an eternity.

What I expect of my team members:

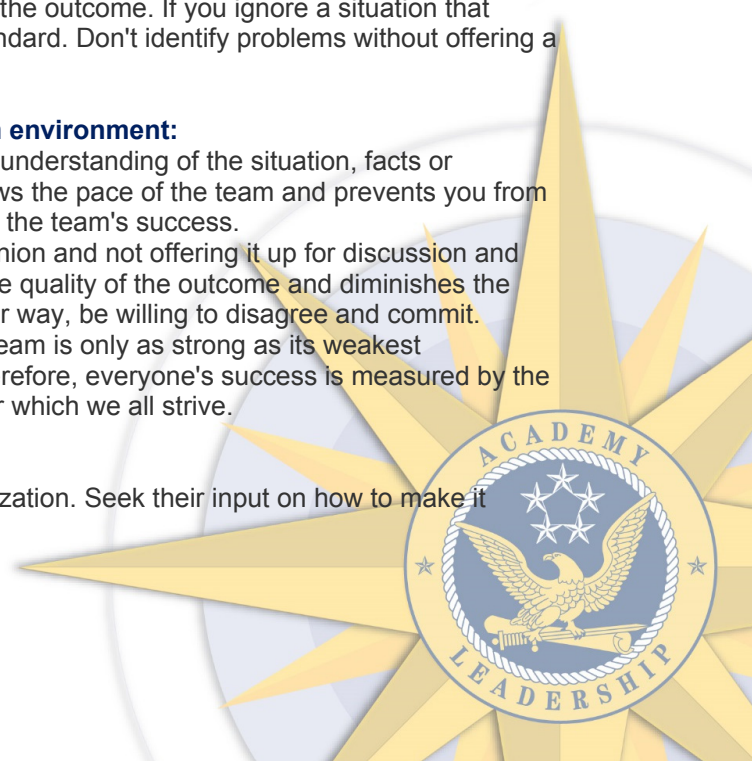
- ★ **Be a Learner:** I encourage everyone to aspire to be the best version of themselves each and every day. Be true to who you are and play to your strengths. Equally, be self aware of your opportunities for personal growth and development. In the end, lean into your learning zone. I prefer the errors of enthusiasm to the indifference of wisdom.
- ★ **Be Committed:** play to win, and seize every opportunity to energize, educate and empower. Bring a bias for action, and set the standard for all else to be measured against.
- ★ **Be Accountable:** we individually and collectively own the outcome. If you ignore a situation that needs correcting, you have just established a new standard. Don't identify problems without offering a potential solution.

Areas that we should all strive to eliminate in our team environment:

- ★ **Failing to prepare:** showing up lacking the context or understanding of the situation, facts or alternatives diminishes the quality of the outcome, slows the pace of the team and prevents you from actively contributing — making you the gating factor in the team's success.
- ★ **Failing to dissent early:** harboring a difference of opinion and not offering it up for discussion and debate is passive aggressive behavior. It minimizes the quality of the outcome and diminishes the effectiveness of execution. If the decision goes another way, be willing to disagree and commit.
- ★ **Failing to play for a cause greater than oneself:** a team is only as strong as its weakest contributor. There are no MVP's on a losing team. Therefore, everyone's success is measured by the team's success, and should be the highest purpose for which we all strive.

My Commitment:

- ★ To share this with the team members within my organization. Seek their input on how to make it better, and seek to live and inspire these ideals daily.



Sample 2

Dennis C. Parker
President & CEO
Active Minerals International, LLC

My Leadership Philosophy is based on the principals that I have learned through the study of both strong and weak leaders. It is my belief that following these principals will be the most profitable and rewarding way to lead my life and positively impact the lives of those around me.

I lead by:

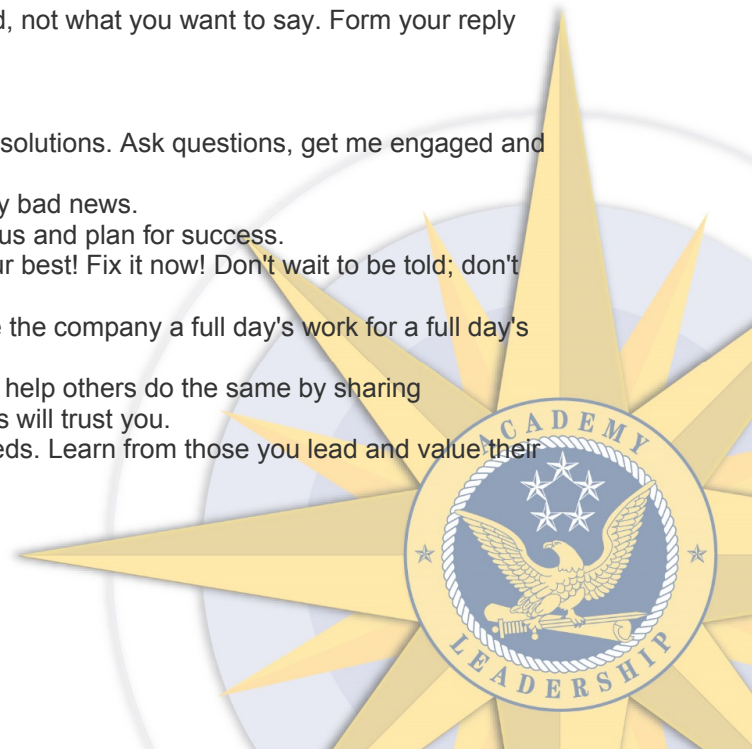
- ★ Earning credibility through the achievement of results that exceed established targets for Active Minerals.
- ★ Setting goals which are measurable and achievable. Measurement of progress and taking corrective action insures success.
- ★ Integrity and character are traits critical to success and the success of AMI
- ★ Recognizing the success of others is paramount to the success of the company. I express gratitude and thanks for the contribution of others.
- ★ Setting the right example by aligning actions and words with values.
- ★ Making and keeping commitments. Execution of the plan.

I place great value in:

- ★ **Honesty.** Honesty is not a judgment call or a policy. It is being honest.
- ★ **Trust.** Trust is earned by delivery on goals and objectives without excuses for failure when it comes. Transparency increases trust.
- ★ **Credibility.** People who deliver what they promise build credibility and trust with those around them.
- ★ **Communication.** Clear concise written and verbal communication avoids error, mistakes and misunderstanding. Take time to think, take time to write and communicate in a manner you would like to be treated.
- ★ **Accuracy.** Elimination of errors and inaccuracy builds confidence in our process, our people and our customers. Learn from mistakes, accept responsibility, correct mistakes and prevent mistakes from reoccurring.
- ★ **Quality.** Exceed the customer's quality expectations to generate customer satisfaction, trust, goodwill and repeat business.
- ★ **Knowledge.** Sharing knowledge builds trust, gains credibility and increases productivity in our company and with our customers.
- ★ **Intelligence and Competency.** Complex opportunities require people that can fully understand the benefit of win-win solutions and the ability to implement them.
- ★ **Listen.** Actively listen and focus on what is being said, not what you want to say. Form your reply with care and fore thought.

What I expect:

- ★ When you come to me with a problem, bring multiple solutions. Ask questions, get me engaged and keep me informed. Give me feedback!
- ★ Tell the truth in a timely, accurate manner. Don't delay bad news.
- ★ Work towards your objectives daily. Keep them in focus and plan for success.
- ★ Be pro-active in your work and take pride in it. Do your best! Fix it now! Don't wait to be told; don't wait for it to break.
- ★ Protect the company and its interest at all times. Give the company a full day's work for a full day's pay.
- ★ Focus activities on getting results, meeting goals and help others do the same by sharing knowledge. Build credibility through results and others will trust you.
- ★ Show respect for the individual in your words and deeds. Learn from those you lead and value their contribution. Invest in their success.
- ★ Be a team player and a team leader.

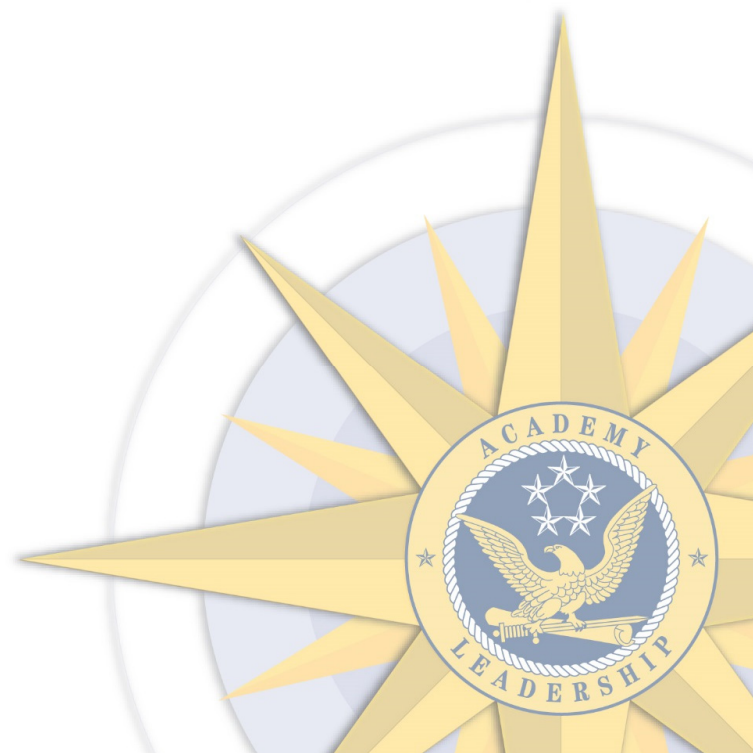


Sample 2

- ★ Give and accept constructive, fair criticism and make honest efforts to improve. Seek and give feedback so to reach your full potential.
- ★ Innovate for the company to evolve and succeed. Understand the risks associated with innovation and communicate them to the best of your ability.
- ★ Know what customers want and what the competition is doing. Deliver what the customer wants better than the competition.
- ★ Do not waste time or words. Make reports concise and to the point. Meetings have an agenda and are results oriented. Make assignments, set times and dates for completion.

Things I do not accept:

- ★ Unsafe working environments, work practices or willful violations of company safety rules and regulations.
- ★ Lying to cover up a mistake or a misappropriation of company funds. A purposeful omission is the same as a lie.
- ★ Negligence of duty to the company or as a citizen. Do the right thing.
- ★ People who are disruptive, disrespectful or abusive towards employees, customers, federal/state inspectors or vendors.
- ★ Individuals that reap personal benefit as a result of their position or control over company resources or activities.
- ★ Any willful act or practice that results in environmental damage which violates state or federal law.



Sample 3

Personal Leadership Statement

Mark A. Turner
President & CEO
WSFS Bank

To our Team: I provide this personal leadership statement so you can more clearly know what I believe, what to expect from me, what I expect of you, and so you can help me become a better leader.

I am a leader who believes in service, purpose, and strategy. I believe leadership is serving others, and working with others to achieve a meaningful mission. I promise to lead by having a positive vision, painting it clearly for others, and providing a sense of purpose in our work. I believe in the power of difference in moving the world forward, so I seek goals and strategies that are clearly different than others and focus intently on optimizing those.

Because of these beliefs, you can expect me to build things with others—things that are positive, different, valuable and lasting, and demonstrate alignment of purpose and values in all the things I help lead (e.g., *We Stand for Service and Strengthening our Communities*).

I am a leader who believes in values. I believe solid values create strength, consistency and sustainability. The values that are most important to me are: character—doing the right thing, even when it is a struggle; genuineness and transparency—letting others see your true self, and a zeal to get to the truth the quickest; fairness—providing both opportunities and rewards based on merit; progress—always moving forward; and grit—getting it done, regardless of obstacles.

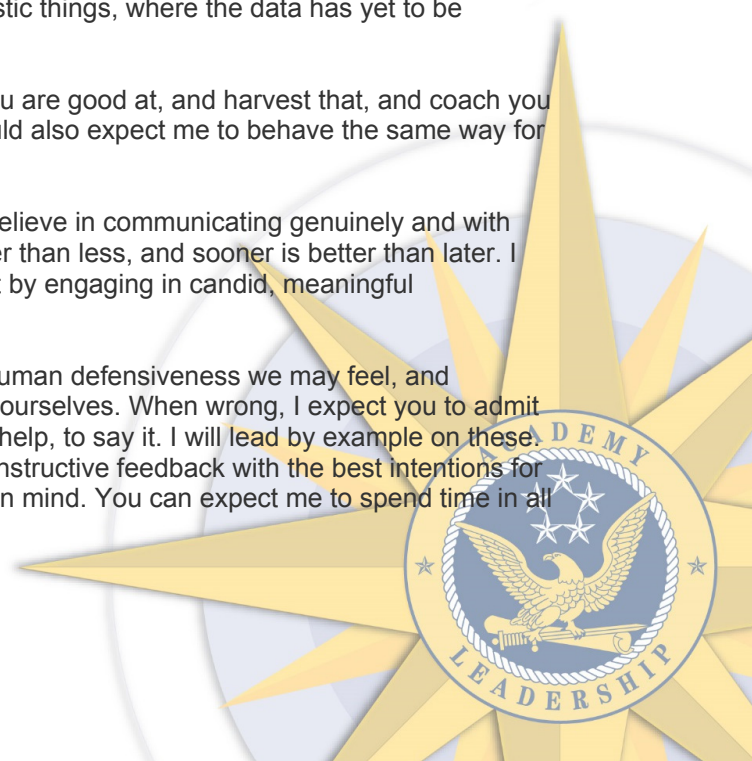
Because of these values, I also have "hot buttons." These hot buttons are affectionately known as "Turner's Triggers," and include: bullying, including reckless, or unfair statements demeaning others' work product or integrity; obstructive and opaque behavior, including withholding information for personal advantage, and things that are done in secret or with hidden agendas; and sloppiness, including repeated mistakes, thoughtless work, and not meeting deadlines while not communicating that fact in time to adjust.

I am a leader that believes in self-awareness and strengths-based philosophy. I believe self-reflection and constructively acting on it are the best source of mature growth. For example, I believe I am good at spotting trends, risks and opportunities in confusing data points and acting on them. I am not as good, however, in spotting risks and opportunities in futuristic things, where the data has yet to be formed.

As a result, you should expect me to help you find what you are good at, and harvest that, and coach you to find resources to augment your shortcomings. You should also expect me to behave the same way for myself.

I am a leader who believes in open communication. I believe in communicating genuinely and with conviction. As a general rule, more communication is better than less, and sooner is better than later. I also believe you can learn the most, and improve the most by engaging in candid, meaningful conversations with other people at all levels.

I expect us all to do things out in the open, minimize any human defensiveness we may feel, and respectfully correct for it when we see it in each other and ourselves. When wrong, I expect you to admit it as soon as you suspect it; and when saying sorry would help, to say it. I will lead by example on these. I promise, at the optimal time and place, to provide you constructive feedback with the best intentions for the individual, the team, the organization and our mission in mind. You can expect me to spend time in all



Sample 3

areas of the Company, and to ask you routinely, "What can I do differently to serve you and be a better leader?"

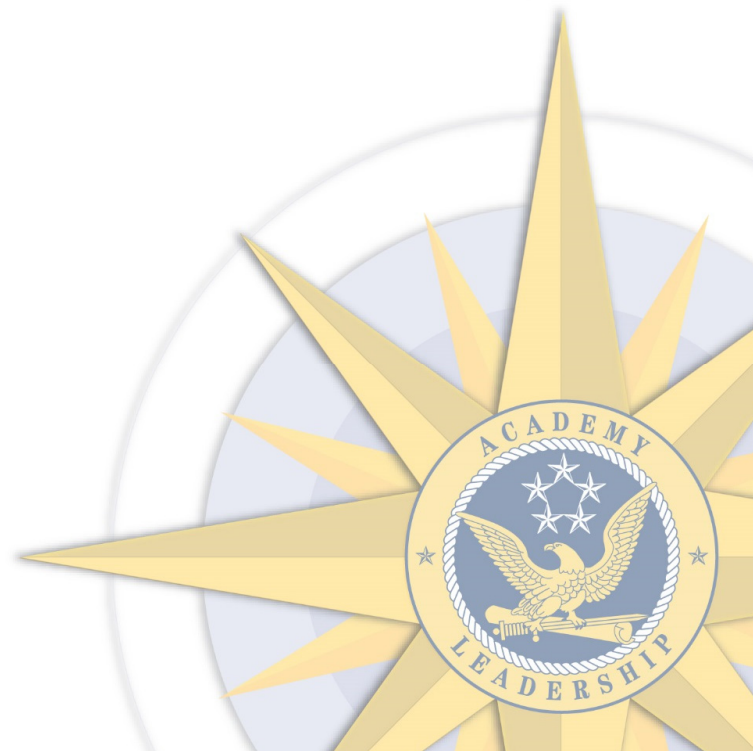
I am a leader who believes in team, action, learning, winning...and being darned good at what you do. I believe in assembling a group that consists of talented individuals that are cohesive, have extreme clarity of purpose and is even more powerful as a team. My vision: If I should go into a coma for a year, you will miss me, but not miss a beat. In our daily work, I expect we will set high standards, work hard for the greater good, openly enjoy what we do, and celebrate success. I believe that we are all winners and all want to work on a winning team. I also believe in calculated risk taking...and then managing risks well once they are taken. I know we will make mistakes, and all the things we try will not work, but expect we should take special care to learn from our failures.

Said another way, I believe my primary goal as leader is not, and should not be, to keep the Company, its managers and its Board out of trouble. Leadership includes a willingness to be wrong for other's sake. My goal is, with you, to create long-term value filled with integrity, which will necessarily mean we get into occasional trouble just by the nature of bold risk taking, operating in a dynamic environment, human error, and even mere differences of opinion. I strongly believe that "the perfect is the enemy of the good," and I will take being darned good over perfect every day.

Therefore, even during down times or down moments you can expect me to continue to invest in the Company's future, your personal development and maintain a constructive attitude.

I am a leader who believes in well-being and an integrated life. I believe in leading a full, healthy life, and integrating career, family, community activities, and personal wellness (physical, mental, psychological and spiritual) in a way that allows us to prioritize what is most important at that moment. In doing so, I believe we all will enjoy happier, more productive lives and the return for the Company will be many fold.

Because of this belief, and because we have built a strong team to support it, you can expect me to put your personal well being and family urgencies before the Company's routine business.



Sample 4

Leadership Philosophy
Santos H. Kreimann
Deputy CEO
County of Los Angeles, California

My leadership philosophy has been developed over many years of public service to the communities and residents of Los Angeles County. I've been a public servant my entire career and I view it as a calling rather than simply as a job. I'm grateful for the opportunity to make a difference in the lives of others and I am humbled to be a part of the leadership team of the Los Angeles County Office of the Assessor.

The foundation of my leadership philosophy is built on trust, respect and integrity. I plan to earn your trust and respect by being of good character, working hard, listening attentively, being decisive, honest and true to my word, and never asking you to do something that I would not do myself. You can earn my trust and respect by being honest and of good character, making sound and timely decisions; owning up to your mistakes; clearly communicating your thoughts and ideas; meeting deadlines and achieving results; and most importantly, putting the interests of your staff and the organization ahead of your own personal ambitions and agenda. The execution of our mission and the growth and development of our staff should always be our primary focus.

I welcome diverse perspectives, differences of opinion and I do not necessarily view disagreement as a sign of disloyalty. In fact, I insist on healthy debate during meetings and especially when evaluating alternatives for solving problems. At all costs, refrain from telling me what you think I want to hear. Tell me what I need to know to make sound decisions, and I will do the same for you.

Be part of the solution, not part of the problem. It is not enough to simply identify problems. I expect you to offer your best thinking; to propose innovative ideas and creative solutions; and identify common sense approaches to resolving ongoing operational issues. I expect you to participate in evaluating alternative solutions and developing action plans to address strategic or tactical problems we may encounter. Once a decision is made, I fully expect all debate to stop and for all decisions, directives and/or plans to be carried out by you with professionalism, urgency and enthusiasm.

Take time to plan and perform the job right the first time. If you are asked to do the impossible, register your concern immediately. If directed to proceed anyway, give it your very best effort. I will leave it to you to determine how best to implement any decisions or plans. I will delegate authority and responsibility to the most appropriate staff level and will refrain from interfering and managing the assignment myself. However, I do expect to be kept informed of the project's progress and notified of any delays or challenges in execution, so that together we can make timely course corrections.

I encourage you to exercise initiative and be innovative in your approach to resolve longstanding problems. Always act without fear of making a mistake, as I understand people will slip-up on occasion. I will be tolerant of individual missteps so long as they are not repeated and are not contrary to the goals and values of the Office. Always keep moving forward and never quit. Determination and perseverance are two qualities that I deeply admire.

Never walk past a mistake as it serves as a poor example to our peers and subordinates and quietly undermines our pursuit of excellence and our ability to establish a professional, vibrant and rewarding work environment. If you see something that needs correcting—fix it. If you see unacceptable behavior from a member of your team—stop it. If an employee or customer needs assistance—help them. And, if an employee needs guidance—counsel and mentor them. Be proactive and visible in the management of your staff and freely share relevant information and your expectations with them. I will do the same for you.



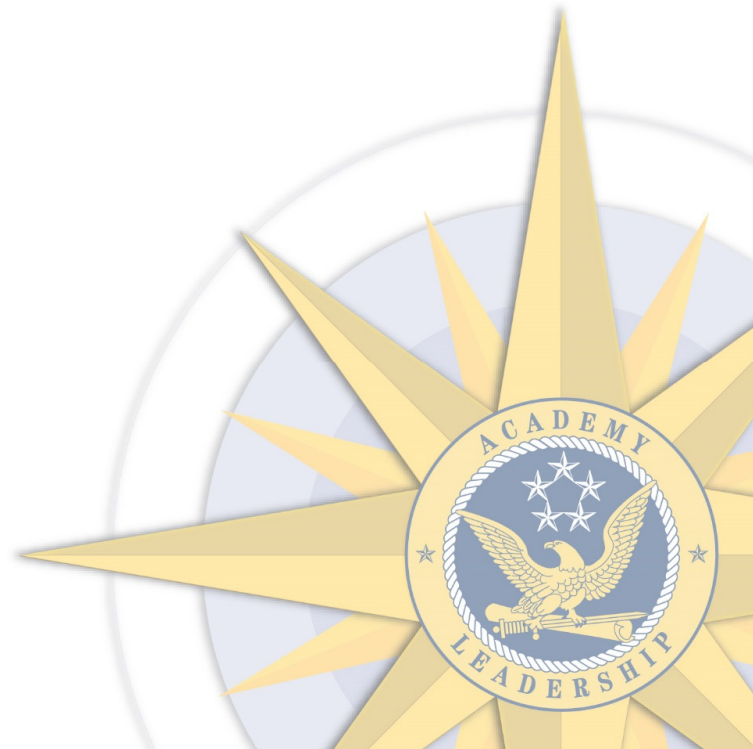
Sample 4

Non-Negotiable Items:

- ★ I will not tolerate lying, cheating, stealing or blaming others for your mistakes. Take ownership for your words, actions and the results of your decisions.
- ★ Be on time and be prepared for my meetings. Turn your smartphones off or put them on silent, as answering phone calls, texts and emails will not be allowed during my meetings.
- ★ Don't interrupt individuals when they are talking. Let them finish their thought before you begin to speak. You will have time to offer your perspective and make your point.
- ★ Be considerate and respectful to your colleagues at all times regardless of ranks.
- ★ I will not stand for individuals who pledge loyalty in public and then spread discontent and gossip in private. I will make every effort to identify and remove these untrustworthy and disloyal individuals even if they are exceptional managers or high performing employees.

I've prepared this leadership document to give you some insight on my priorities and on how I intend to make decisions and guide this organization moving forward. It also serves to clarify my expectations of you in meeting our mission of creating an accurate and timely assessment roll while providing exceptional and professional public service with integrity. I am counting on you to hold me accountable in living up to these leadership principles. I will hold you to the highest professional and ethical standards as well. I look forward to working hand in hand with you in transforming this organization into the premiere property assessment agency in the nation.

Now, let's get to work!



Sample 5

My Leader's Compass: My Personal Leadership Philosophy Anonymous

Leadership is about creating an environment that brings out the best in people, accomplishing goals, and making each individual, the team, and company successful. Thus, to acquaint you better with who I am and how I intend to lead our group, below are some basic tenets under which I will operate and will expect from you.

My Leadership Style and Commitment to You

I will lead with compassion, forthrightness, and honesty, all to meet the needs of our team and the organization. I will encourage and support you to reach your potential by providing you with challenging and rewarding work. To this end, I will provide you with constructive and regular feedback. I will not shy away from making tough decisions, and, when possible, will include your input and suggestions.

I believe in:

- ★ Honesty — being truthful with one another
- ★ Respect — treating others as they want to be treated
- ★ Accountability — taking responsibility for your actions
- ★ Teamwork — helping one another since the team rises and falls together

Honesty is tantamount to the success of our team. I expect it of everyone and will not tolerate anything short of it. If you are dishonest, you will be asked to leave the company. I will be truthful to you telling you when you are right and admitting when I am wrong.

Respect is a three-way street. I will treat you with respect. I expect the same from you, and I expect you to treat others likewise.

I will be accountable for my actions and decisions and I expect the same from you. Mistakes will happen and will not be punished unless repeated frequently. I ask you to learn from your mistakes and grow through them. I will not blame others for mistakes I make and I expect you to act in a similar manner.

Teamwork is also critical to our success. Those who demonstrate an unwillingness to help others will experience the same fate as those that are dishonest.

I commit to keeping you informed about key decisions and actions of the company, collaborating with you on as many decisions as I can, and supporting you in what you do. I will "have your backs."

I will praise you for a job well done and coach you when you could have done better.

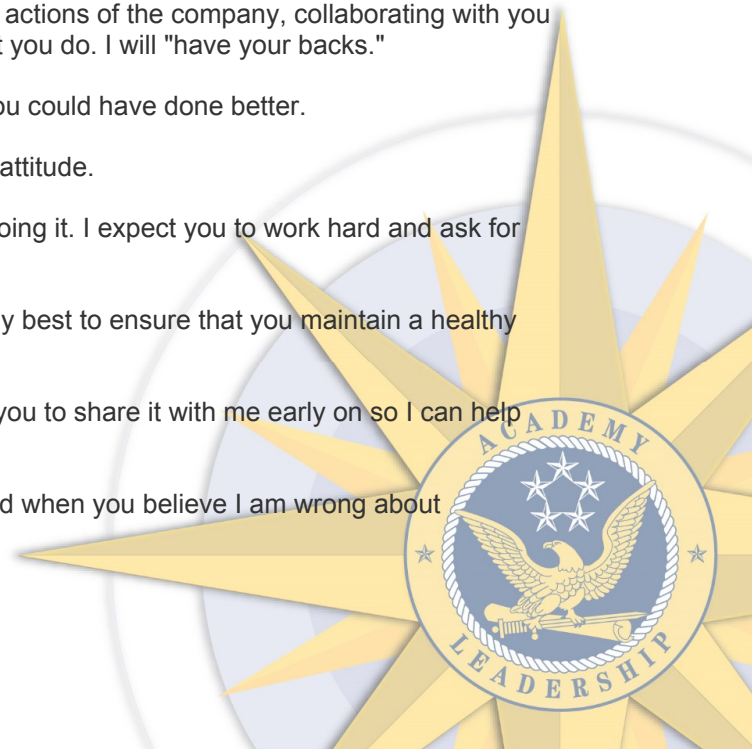
I will use humor when appropriate and will keep a positive attitude.

I desire that people enjoy the work they do and have fun doing it. I expect you to work hard and ask for help when necessary.

I realize everyone has a life outside of work and I will do my best to ensure that you maintain a healthy balance.

If you have a problem that is affecting your work, I expect you to share it with me early on so I can help you resolve it before it becomes a larger problem.

I expect you to be candid with me about my leadership, and when you believe I am wrong about something, please let me know.



Sample 5

I commit to being an active listener and will ask often for your feedback. I expect you and everyone on our team to demonstrate the highest ethical behavior.

I will not tolerate dishonesty or selfishness. I expect people to talk to one another respectfully and without profane language. I will model the same.

I will not tolerate nor participate in gossip.

I especially admire people who give praise to others and do not showboat their talents. Humility must be the norm.

The true measure of my success as a leader is the success that each of you enjoy. Therefore, I am committed to providing you with the feedback, tools, resources, and direction. We are all in this together and need each other. Let's enjoy the ride!

