

VJG Governing Values (December 1, 1997)

1. **I focus on having Integrity.**

1. Incorruptible to one's own standards

2. **I am Realistic & Pragmatic.**

1. Focus on doing the right thing
2. Be willing to compromise on small matters
3. Judge ideas based on their practical consequences
4. Be willing to embrace uncertainty and surprise. Look at sudden changes as an unanticipated opportunity and capitalize on the unexpected.
5. Be able to adapt ideas to a given context (all things don't work in all situations)
6. Be willing to make do - use available resources to find workable solutions
7. Avoid bureaucratic rigidity in interpreting company rules

3. **I have a Results Orientation.**

1. It can be done!
2. Winning is not everything - but making the effort to win is.
3. Check Small things and strive to do small things well.
4. The difference between failure and success is doing a thing nearly right and doing a thing exactly right.
5. Identify key result measures for the organization and establish key process measures and tracking (control / moving range charts) that ensure success

4. **I have High Initiative.**

1. Aggressiveness and Initiative are 2 most admired qualities in a leader.
2. Be willing to make the first step
3. Radiate self confidence and high energy

5. **I strive to find Breakthroughs / Creative Thinking.**

1. Be open minded and receptive to opinions which differ than your own
2. We rate ability in men by what they finish, and by what they attempt
3. Strive for improvement through constant evaluation (Benchmarking)

6. **I Maintain High Morale and Discipline.**

1. Keep the troops informed "what, how, why" builds confidence.
2. Do not hesitate to be ruthless when expedient.
3. Remember to praise as well as censure
4. Remember that authority is conferred from below.
5. Have consideration for others
6. Make the people part of a community
7. Share Credit, Remain calm, and be kind
8. Don't Let adverse facts get in the way of a good decision
9. Make work exciting (stimulating, challenging, fascinating, and fun)
10. Pull, don't push people toward a goal (Eisenhower - "String leadership")

7. **I work to build Leaders at every level of the Organization.**

1. Create an organization where Learning and competence matter
2. Make everyone feel that they make a difference in the success of the organization
3. Teach others to be leaders not followers
4. Teaching others is a primary role: use every opportunity to learn and to teach
5. Set the tone and direction
6. Have a vision. Be demanding

8. **Have Fun!**