

# Mark Roellig

## Personal Leadership Philosophy

### Leadership

- “Leadership is about making others better as part of your presence and make sure it lasts in your absence.”<sup>1</sup>
- In a corporate setting, leadership involves the assembling, developing, focusing and inspiring others to effectively achieve objectives to advance the overall values, vision/mission and strategy of the business.

### What I Believe

- I believe that we do and will always have a clear winning strategy and all my team members will have specific, measurable objectives to advance that strategy.
- I believe that people are our most important resource and I will focus my attention on identifying, developing, motivating and positioning them.
- I believe that the enterprise and each of my team members can consistently improve.
- I believe that in striving to be the best, we will accept, make and improve/learn from our mistakes (a “mistake” is not a bad result based upon failure to think through an issue, laziness, or bad judgment).

### What I Expect

- I expect that we will obtain significant positive results by assembling a diverse (in all respects – including background, experiences and perspectives) hard-working team.
- I expect that all my team members will have excellent judgment and work well with others in a team setting.
- I expect that all my team members will be optimistic, work to continuously learn, grow and improve, be proactive and creative.
- I expect that, to the extent reasonable, our team will challenge conventional wisdom/ thinking, vigorously debate issues and be receptive to different views as a part of the debate. When decisions have been made, we will all be supportive and be accountable for our objectives/responsibilities.
- I expect that we will cover all details and execute on our objectives with a sense of routine urgency - we will make decisions/take action and not procrastinate or delay.

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<sup>1</sup> Harvard Business School.

- I expect that we will have fun/celebrate winning.

### **What I Will Do**

- I will provide my team with the resources to be successful in meeting my expectations and will assist and support them.
- I will work as hard as any of my team.
- I will value assistance and input, but will have the ultimate moral courage to make tough decisions and communicate tough messages.
- I will do my best to differentiate and objectively reward and provide opportunities to my team based upon ability, potential and results – and not upon relationships.

### **What I Will Not Tolerate**

- We all will value each other and I will not tolerate lack of respect or any form of harassment of members of our team – the environment will be one where everyone, regardless of their differences, can achieve their full potential.
- I will not tolerate the use of our Company's assets in a manner inconsistent with the expectations of those who have entrusted them to us and clearly we will treat them "more dearly" than our own.
- I will not tolerate lack of honesty or unethical conduct.

### **What Makes Me Happy**

- What makes me happy is providing significant positive value to those who have put their love or trust in me.