



May 9, 2008

Watco Team:

As I continue to discuss the “Lombardi Rules” that can help us all become better individuals and leaders, this week I will introduce rules [16](#) and [17](#). Here is a summary of rules 10-15.

RULE #10: Balance humility and pride.

RULE #11: Lead with integrity.

RULE #12: Build team spirit.

RULE #13: Explain why.

RULE #14: Strike the balance.

RULE #15: Build confidence.

RULE #16: Use your mission: A mission defines what your organization stands for, what it is about. It defines what we care about and what we value. It is the “raison d’être” or reason to exist. All decisions and actions must correspond to achieving the mission to have real meaning and purpose. The mission of the Packers according to Lombardi was “Winning isn’t everything; it’s the only thing.” Everything the Packers did was geared to the achievement of this mission.

Great leaders constantly live and support the mission of the company. They build consensus and involvement in defining the mission and how it will be accomplished. At Watco, our mission is defined by our Foundation Principles of achieving Customer Satisfaction and Improving Profitability all over the Long Term. All of our goals and objectives, the ways we evaluate our performance, is defined by achievement of our Principles. As leaders, it is up to us to constantly live and act with the understanding of this purpose in mind. More importantly, it is dependent on us to ensure our People clearly understand how to put this purpose into action in everything we do. The standards we set as leaders and managers are defined by our Foundation Principles. Failure to live and act in accordance with or to teach these principals to our people is our failure as leaders.

RULE #17: Know your stuff: Lombardi’s knowledge and understanding of the game of football was masterful and unparalleled then and now. Throughout his career, he made it his purpose to fully understand every detail of the game. But understanding alone was not enough. Many of his former players say that Lombardi’s real talent was his ability to teach the complexities of each position and the game in simple, easy to understand terms. He was also a master at drilling his team to the point that they could run plays consistently to perfection. Hall of Fame greats like Jerry Kramer and Bart Starr often said that they practiced the power sweep so much, that they could run the play in their sleep.

Knowledge alone does not constitute value. Many times the greatest plans fail due to lack of practical application and execution. Knowledge is defined as familiarity and awareness. As leaders, our role is to make knowledge valuable. We do this by developing the ability of our People to comprehend the subject to a level that they can put into action in their daily duties. That is, to apply what they know in a practical manner to deliver Customer Satisfaction through quality service and communications to our Customers in a Safe and Efficient manner. Our ability to make our People successful will inspire confidence in our leadership and solidify the commitment to our Foundation Principles. Confidence based on consistent and continuous success is the foundation of all champions.

Thanks for all you do for our Customers, People and Company.

A handwritten signature in black ink, appearing to read "J. Stan" or similar, written in a cursive style.