



June 20, 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 22 and 23. Here is a summary of rules 10-21.

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.

RULE #17: Know your stuff.

RULE #18-Demand autonomy.

RULE #19-Respect legitimate authority.

RULE #20-Act; don't react.

RULE #21-Keep it simple.

RULE #22-Chase perfection: Great leaders inspire people to reach beyond what they believe is possible. Aiming high, coupled with hard work and dedication will allow many people to surpass their self imposed limitations. Every time we improve our performance, we reach a higher level of expected performance. What was a challenge before now becomes an expectation which initiates a new challenge. As this continues, we can reach heights beyond our imagination.

We all know that perfection is impossible to achieve. Even the New England Patriots were anything but perfect in their “perfect” regular season record in the 2007. According to Lombardi, striving for perfection is an obligation for anyone who possesses talent. He believed that we are all endowed with some God-given talent. When we fail to pursue perfection, we are cheating our teammates and our God. According to Lombardi, excellence is a by-product of pursuing perfection.

Lombardi also understood the art of motivation. He understood that some people are self motivated to be the best. Others are motivated by attainment of a goal. Still others take pride in their role as part of a team effort. Not everyone is motivated the same. An essential part of leadership is the ability to recognize what motivates people and to employ techniques to stimulate them to be the best they can be. Great leaders don't believe in limits and push their people to reach beyond what is expected. They also understand that winning is only another milestone in the constant pursuit of excellence.

RULE #23-Tailor your motivation: Great teams, like organizations, are groups of talented individuals who must subordinate their personal styles and goals for the benefit of the team. Even so, great leaders understand when to motivate the team and when to touch the individuals. Lombardi was a master of this critical skill.

Lombardi was able to satisfy the ego of the individual players without pitting players against each other or sacrificing the good of the team. One technique he used was a formal grading system for individual performance. Grades were posted on the Thursday following a game and were celebrated by a weekly team meeting where Lombardi awarded five dollar bills to the weekly top performers. Ultimately, leadership is not a popularity contest. It comes down to doing the difficult things to test your people and push them beyond their self imposed limits. Great leaders understand when and how to progressively apply pressure to increase the team's endurance and tolerance. Great leaders also understand how to coach each person with both praise and criticism.

A football team is much like our own team, so please think about Lombardi's practices and find ways to apply them to your daily life so the Watco Team can achieve greatness as well.

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

A handwritten signature in black ink, appearing to read "Tom Starn". The signature is written in a cursive, flowing style with a long horizontal line extending to the right.