



November 20, 2009

Watco Team:

Coach Wooden's teachings on success are based on the concept of the pyramid. The structural strength of a pyramid is due to its broad supporting base and narrowing design which graduates to an apex. Industrious and enthusiasm are the foundation providing the basic strength. Each block in Coach Wooden's pyramid is a character that progressively narrows and likewise strengthens the structure of leadership as it reaches an apex. The blocks are bound together by mortar running through the structure. The mortar represents values that Coach Wooden believes must exist throughout all points of character to allow the pyramid to endure all challenges that life can present. The first mortar we discussed last week was ambition. The deep desire to achieve a stated goal coupled with the inner strength and commitment to sacrifice what is necessary to achieve the goal.

The second mortar is sincerity. Sincerity is an inner strength characterized by a high degree of congruence between one's public response to a principle, object or person and his authentic inner response. In other words, when we say someone is "sincere" we mean that a person's outward response to a stimulus is an authentic representation of his subjective response to that stimulus. A genuine perseverance in belief confirmed by actions. Sincerity is the mortar that binds the building blocks of friendship, loyalty, cooperation and team spirit.


Sincerity is the agent that emotionally binds people together into a team. Sincerity, more often than not, is the litmus test that followers put leaders through to test words to actions. Sincere leadership strengthens the team based on the knowledge and belief by all players that they can depend on the leader and each other to sacrifice self for the benefit of all.

Aristotle, in the Nicomachean Ethics, wrote that sincerity along with courage, generosity, modesty, and other noble character traits is a virtue. Leaders who act sincerely, avoid duplicity and embrace straightforwardness. People can express and perceive sincerity in different ways. One of the unique traits of sincere people is their tendency to reveal their feelings directly and candidly. To do otherwise is seen by them as disingenuous and is incongruent with their true feelings or core beliefs. Sincere individuals often express their opinions despite the consequences to them. Often times candid expressions are uncomfortable for them and other people. Sincerity is a deeply engrained, natural extension of their personality which drives them to achieve consistency in their beliefs, emotions, decisions and actions in all circumstances.

As Coach Wooden teaches us, leadership is bonded by sincerity. Strong leaders believe, act and live based on a sincere concern for the People they serve. It is this sincere responsibility for others that supersedes concern for their own wellbeing that leads others to believe, trust and to follow.

I would like to thank Bob McElwee for his contributions to this message.

Thank you for sacrifice each one of you make every day to care for our Customers, People, Communities and Company.

A handwritten signature in black ink, appearing to read "T. D. ...". The signature is written in a cursive style with a horizontal line above the first few letters.