



March 14, 2010

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. 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 was ambition, the second was sincerity, the third mortar is adaptability, the fourth honesty and the fifth is resourcefulness. Six, seven and eight are reliability, fight and integrity. This week's mortar quality is patience.

Patience is the ability to be steadfast and perseverant even in the face of adversity. A patient person is driven by their confidence that the difficulties they encounter will result in a long term benefit. Patient people are not hasty or impetuous but act in a disciplined, focused manner. It is important to understand that the virtues of patience do not imply that we lack urgency or are reluctant to change as circumstances may dictate. As leaders we have all experienced frustrations when someone in a responsible position appears to be lacking in understanding or urgency. In many cases our agitation may be born from our assumption that everyone is equally capable as the others and as such our expectations for performance may exceed the reality of their capabilities. Leadership entails two primary responsibilities. First, leaders must be able to inspire our People to commit themselves holistically; mentally, emotionally and physically to achievement of a common purpose. Second, leaders must be teachers responsible for the progressive development and improvement of our People along a course that enhances their abilities to realize greater achievement and rewards in their professional and personal lives.

Patience is an important aspect of leadership in that it allows to be relentless in our strive for achievement in the face of adversity and it provides our People the latitude to learn in their course of time.

A critical part of acquiring this patience is understanding the journey of learning and where a person is in that process. This implies that we know the process of learning and have a clear path towards achieving a defined outcome. Learning in general follows a course of intellectual development that involves four basic steps. The first is building awareness of a particular matter. Think about how many times we see but don't observe or

we hear but not listen. Next time you are outdoors in the spring, make a conscientious effort to “listen” to the birds. How many times have we been outdoors and heard the birds but fail to be conscientiously listening to their singing? The state of encountering our senses in a conscientious way is a state of awareness. Mental recognition of a situation where our attention is focus on a matter is the mental state of awareness. In marketing, the rule to build awareness of anything you want to sell is to draw attention to the subject at least seven times in a shortened period of time.

After we have the attention of the student, the second step in learning is acquiring knowledge. This is more like traditional teaching in a classroom. Teachers are attempting to provide us with a base of information that is useful for achieving a specific purpose. Examples are subjects in math, history, science or a technical skill. It is acquiring a mental data base of information about the subject that may be more like memorizing than understanding. An example might be memorizing algebraic terms and formulas that we must first know before we can know how to use them to solve mathematic problems. It is information that we build into our memory to be used to achieve a later purpose.

Learning in the sense of using knowledge begins to evolve in the third phase of the learning process involving understanding. Understanding develops when we begin to grasp the logic or reasons why things are as they are. In other words we begin to connect the dots of how something works and why. Understanding the logic or mechanics of a matter is the pathway to developing the ability to put the knowledge we have acquired to a useful purpose. Now our teacher begins to improve our comprehension of algebra by helping us understand how The ability to apply the knowledge we understand is the fourth step in the learning process. At this point, we have an understanding of the logic of the subject and have visualized how to do. We are now capable of using knowledge in a practical manner to achieve a specific outcome.

Patience in achieving a defined level of competency in our People should be based on understanding learning and each person’s point in the learning process. Our job as leaders begins and ends with a responsibility for People. Our primary effort must be inspiring and teaching our People; developing their skills so they are successful. In the end, the student must be willing to work hard and make the necessary effort to learn and grow. In the end, if we all, both student and teacher, fulfill our responsibilities we will build and sustain a crop of future leaders and mangers who will grow our success well into the future.

Thank you for all you do to achieve our Watco Foundation Principles of Improving Customer, Satisfaction and Profitability over the Long Term.

A handwritten signature in black ink, appearing to read "T. D. ...". The signature is written in a cursive style with a long horizontal stroke at the end.