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## Work hard. Treat people the right way. Be accountable. Lead by example.

Throughout my career, when someone has asked me for advice, after laughing a bit about the fact that they're asking ME, I've always responded the same: "Work hard, treat people the right way, be accountable and lead by example. Surround yourself with great people. Always say thanks."

My reasoning behind it was simple. If you do those four things, you'll always get the benefit of the doubt. If you work hard, people will respect you. If you treat people the right way, people will like you. If you are accountable, people can count on you to do what you say you're going to do. And if you lead by example, you earn trust and people will follow your lead. If people respect you and like you, and can rely on you and trust you, it makes a leader that people want to follow.

While I still believe in those four things, I've learned one more thing that I believe is just as important, and probably most important.

The thing that has helped me the most as I've learned how to become a leader, is becoming aware of my many weaknesses, and surrounding myself with great people. Not only do I surround myself with great people in a moral sense, but I surround myself with people who are especially great at those things that are my personal weaknesses.

Early in my career, I used to find myself struggling to do it all. And while I still tried to work hard, treat people the right way, be accountable and set an example, it wasn't easy to be a leader.

My desk would show you that I'm unorganized. I would never be called "detail oriented." I usually run a few minutes late and I'm far too comfortable doing things at the last minute. However, I'm surrounded by great people who are polar opposites of me. I know my weaknesses and I can guarantee you that they are VERY well aware of my weaknesses. I'd be lost without my team and I make sure they know it. With the team I'm surrounded by, I'm able to focus on my strengths and move our organization forward.

My path to leadership is ongoing and imperfect, but I stay open-minded and often fall back on those big four values and the people around me.

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