Tom Wolf’s Leadership Philosophy
January 1, 2013

At its most fundamental level Leadership is about organizing a group of people to achieve a common goal. In the words that follow you will learn about my Leadership Philosophy. I am presenting it to you as a baseline upon which we can both achieve success. In the words of former vice presidential candidate Paul Ryan, “Every successful individual knows that his or her achievement depends on a community of persons working together.”

Values

I believe the following values to be core to our success:

I value honesty as it leads to a trusting environment where productivity and positivity can thrive.

I value hard work and will lead by example. You can expect me to challenge you with high expectations. You can expect me to challenge myself with even higher expectations.

I value integrity as it is the basis for commitment. Your clients have needs and your ability to work with your clients to plan and deliver products and services that meet their needs with timely, cost effective, high quality solutions is critical to the overall success of our organization.

I value respect at all levels of the organization. Respect encourages creativity, rewards hard work, acknowledges ability, fosters teamwork, and establishes a framework for collegial behavior. Respect begins with the application of the Golden Rule.

I value you. I believe that the most valuable resource at WMU is its people.

Principles

These values guide the following operating principles:

I encourage open, honest, constructive, respectful communication at all levels of the organization. Keep in mind that an often underappreciated aspect of successful communicating is listening.

I empower you, my direct report, with the authority necessary to successfully manage your unit. I believe that resource management, people management, and project management are fundamental skills for your position. I believe the distribution of work within your unit and throughout our department should be fair and equitable. As a leader for your unit I expect you to embrace your responsibilities as both a mentor and a coach.

I believe that you have important personal and professional aspirations. I expect you to share your aspirations with me so that I can support you in your professional growth.

I believe that receiving and giving feedback is critical to individual and organizational growth. I encourage you to challenge me with your feedback as I intend to do the same with you.
**Expectations**

These values and operating principles form the basis for the following expectations:

I expect us to proactively provide to all our clients stable leading edge technologies that align as closely as possible with the three pillars of the WMU Strategic Plan (learner centered, discovery driven, globally engaged).

I expect us to negotiate realistic deliverables with our clients and then assume responsibility for meeting those deliverables. If you are in danger of not meeting a deliverable please let me know soon enough so that we can then work together to adjust the client’s expectations.

Mistakes are a natural result of effort. I expect you to take responsibility for your mistakes and treat every mistake as a learning opportunity.

I expect you to be a technology expert in your field of specialization. I will provide you with opportunities to develop and maintain your technology expertise. In return I will expect you to provide me with accurate and timely information that will lead to sound tactical and strategic decisions.

I expect us to establish a silo free environment that encourages cross training (Project Noah) thus minimizing the risks inherent with specialized technologies.

**Conclusion**

Absolutely non-negotiable is the fact that I expect us to be client centric. Our clients should be our first, second, and third priority and should be the focal point for all decisions that we make. Our clients should view OIT as an asset.

Also non-negotiable is the fact that I will not tolerate lying, stealing, gossiping, disrespectful behavior, poor effort leading to poor results, a sense of entitlement, or negative interactions with clients.

Conversely I am a strong proponent of fun in the workplace. Abraham Lincoln was once quoted as saying “With the fearful strain that is on me night and day, if I did not laugh I should die.”. In my opinion a good sense of humor and a positive attitude are critical attributes of a leader.

So with that in mind I commitment to you that I will arrive at work every day with a sense of purpose and the desire to have fun and be productive.