

LEADERSHIP POINT OF VIEW

What I believe. How I lead.

A personal point of view on value, change, and meaningful work.

I am drawn to consequential problems — especially where strategy, technology, economics, risk, and people intersect. My job is not to create more activity. It is to help leaders find the right problem, make the hard choices, and carry the solution from idea through execution to realized value.

VALUE
CREATION
is the destination.

What I care about

Three principles I bring to every consequential challenge — and the questions I ask first.

Authentic and direct

Are we saying the true thing, or the comfortable one?

I say what I see, with respect. Candor should make the decision better, not make the person smaller. I would rather have the hard conversation early than manage around it for a quarter — and I prefer real relationships over performative formality.

Value, not motion

Does the destination matter? What are the biggest problems, and where is the real impact?

Productivity is the enabler; value is what leadership does with the capacity. Growth only counts when the economics improve — scale on the wrong business destroys value faster.

Customer and mission

Is there alignment — and the right kind of alignment to execute?

The strongest strategies tie leaders, teams, incentives, and customer needs to a destination worth reaching. A strategy that leaves its people behind does not fail slowly. It fails.

How I think

I start with why and context. Moving quickly on the wrong problem is not speed.

WHY &
CONTEXT

THE WHOLE
SYSTEM

EXPLICIT
CHOICES

ALIGNMENT &
DECISION

REALIZED
VALUE

I pressure-test strategy against analogous problems, external evidence, expert judgment, and the lived reality of the people who have to execute it. I look for patterns, interdependencies, and second-order effects — and I am comfortable holding both sides of a tension: speed and rigor, growth and risk, conviction and curiosity.

The perspective I bring

Three vantage points. One system.

I was trained to model complex systems before I was trained to run them. I see structure, incentives, technology, risk, and people as one system — and I look for the second-order effects that others tend to find later.

OPERATOR

Accountability from strategy through execution to measurable outcomes.

ADVISOR

Enterprise, board, and portfolio perspective on choices and trade-offs.

EDUCATOR

Curiosity, evidence, and the ability to make complex ideas usable.

HOW I OPERATE

From hard problem to realized value.

- 1 **Find the real problem.**
Understand why it matters, who it serves, and what would have to be true to succeed. A common miss is springing into action on the wrong problem.
- 2 **See the whole system.**
Connect strategy, economics, product, technology, risk, capacity, incentives, and culture — including the second-order effects.
- 3 **Make the choices explicit.**
Separate the many possible moves from the few that create outsized value, and name what we are deliberately not doing.
- 4 **Create alignment for action.**
Bring in the perspectives that improve the decision — then decide at the pace the situation actually requires, fast or slow.
- 5 **Stay through realization.**
Move from strategy into execution, measure whether value is genuinely materializing, and adapt until the outcome is real.

WHAT PEOPLE CAN EXPECT

- **I'd rather build people than direct them.**
The part I enjoy most is watching someone solve what they couldn't have six months ago. I move between leading, coaching, and managing as the situation needs. And when I can open a door, create visibility, or help someone take the next step, I do.
- **Value on arrival — and I'll ask what I'm missing.**
I contribute from day one, and I ask for help early. At enterprise scale no one is the expert in everything — so I build the network to learn from, and I use it.
- **Change on its merits.**
I am a change agent by instinct, but change is not automatically good. Every process added without retiring a stale one compounds cost and complexity until someone deliberately removes it.
- **I'll argue my position — and I'll change it.**
I hold a strong view and I will make the case for it. Bring better information and I will change my position, and say so plainly. I don't trade conviction for comfort — and I value the same candor from others.
- **Two things I won't carry.**
Dishonesty as a pattern, and people who treat colleagues as obstacles. How I address it depends on the context — seniority, relationship, situation. Whether I address it does not.
- **Depth over transaction.**
I value high-trust relationships over transactional ones. I invest in people, connect people where I can help, and show up when it counts.

THE EDGE I KEEP DEVELOPING

I don't want to be stagnant — as a leader, a coach, or a person. My natural bias is forward: build, improve, solve, move. Experience taught me that sustainable speed requires focus. Every new idea creates work in process, and an organization receiving ideas faster than it can absorb them gets distraction, not progress. Energy that invigorates one leadership team can drain another.

The larger shift has been from solving to enabling. Earlier in my career the value I added was that I could solve it and execute it myself. Across an enterprise, the value is in listening, choosing which decisions are genuinely mine, and building the team and alignment that make the outcome possible without me. I slow down deliberately now — not because the bias for speed is gone, but because it is usually the fastest way to get everyone to the same destination. Enabling is not abdication. When the environment is genuinely hard — a crisis, a stalled organization, a decision nobody will own — I take charge, set the direction, and hold it until the team can carry it.

Why I do it

The work asks a great deal of people. The outcome should be worthy of that effort.

The most meaningful problems are worth solving because they carry the greatest potential for customers, organizations, and society.

Most business problems are not new. I am most energized by the leading and unsolved problems — where the context is genuinely hard and the outcome actually matters. The work is most rewarding when a difficult idea becomes a clear strategy, a committed team, a working solution, and a result that is measurably better than what came before. And I enjoy it: the best version of this work is a team genuinely obsessed with its customer, solving something nobody has solved yet — and having a good time doing it.

Think broadly. Choose deliberately. Execute fully. **Create value that matters.**