

## James Gray – Values and Behaviors

**1: Leadership** – is leading with strategic direction, principles, and courage to take actions that create value in the workplace and within my family:

- I act with integrity to ensure I am a respected leader and father.
- I view challenges and failures as opportunities to grow and turn them into gifts.
- I walk down the more challenging path with the self-belief that this path offers more growth and happiness than quick fixes or bending my values.
- I step back to view the problem space objectively and decide what strategies and actions are required to mitigate or solve the problem.
- I lead with conviction and perseverance to experience my true potential in this short life while challenging others to do the same.
- I invest time and leverage my expertise to develop talent within organizations and ambitious people seeking to improve their lives.
- I lead teams, organizations, and communities to pursue inspirational missions with values that create impact and meaning for the group and individuals.
- I act calm and confident, knowing that I don't have all the answers and that working collaboratively with people creates innovative and optimal solutions.

These are slippery behaviors (early warning signs) that are outside this value:

- Taking shortcuts to solutions, staying with an organization too long that does not value employee growth and respect, thinking you must please everyone.

Examples of when I was fully living this value:

- Leading career workshops at Microsoft, articulating strategic thinking in written form that outlines an organization/team direction, coaching professionals 1:1, and decision to divorce.

**2: Curiosity** – is about the thirst to learn, explore, venture into the frontier, and keep an open mind:

- I ask questions to understand someone's point of view and learn from them.
- I ask myself if I would regret not knowing when deciding to explore.
- I journal daily to take inventory and explore what I feel and see.
- I travel to visit new places to learn about history and culture or for work.
- I read books and listen to podcasts during the week.
- I observe people to learn about why they are saying what they say, non-verbal cues.
- I carefully listen to what people say before forming an opinion and considering my response.
- I go deep on a topic to learn it, and research thought leaders to accelerate my knowledge.

These are slippery behaviors (early warning signs) that are outside this value:

- I stay at home or isolate myself because it's easy and comfortable.
- I remain quiet in a meeting when there are high politics or people I don't know.

Examples of when I was fully living this value:

- Moving to San Francisco to pursue a new life, taking project assignments in new locations, pursuing a grad degree in data science, reading books each week.