

Corporate Stewardship

by Eric Douglas, CEO of [Leading Resources](#)

Let's pause here for a moment. I said that if the organization could speak, the core values are what it would say are essential to its success. But the organization clearly has no voice. No brain. The idea that the organization is an entity may seem somewhat bizarre. But think about it. Most organizations have longevity. Their people come and go. Their leaders are its stewards, the keepers of the organization for a period of time, with a responsibility to turn it over to the next group of leaders in as good if not better shape than when they received it. It follows logically that their leaders must articulate what is essential to the success of the organization.

This notion of stewardship is critical. When the leaders in an organization view themselves as stewards, it enables them to take a longer view - and to articulate the organization's core values. Google reflects this kind of stewardship. It has gone through the exercise and has articulated its core values in the following way:

Google's Core Values

1. Creativity and challenge.
2. Unbiased, accurate and free access to information.
3. Independence and focused objectivity.
4. Long-term financial sustainability.
5. Investment in talented employees.

These core values define what is essential for Google to succeed. Underlying these core values are specific statements about what each means. We'll get to those next time.

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