Many years ago, I had a sales team which used to work for me, and I do recall one of the sales engineers had to kind of close an order and meet the numbers at the end of the quarter, and this was a fairly large order, right? Which would actually have made or break the—could have made the quarter or break the quarter, and not only the quarter for the region, but also for—not only for the country, but also for the region.

And somehow, as this kind of negotiation was expected to happen on the last day, the sales senior did kind of mention to me that he would like me to actually visit this customer, and after visiting the customer, after kind of giving him the necessary feedback—that we would support it, et cetera, et cetera, we would sell the customer very effectively, and, you know, we were a great technology and a great product—we still did not receive the order, in which case the salesman, you know, came back later, and he said, “Listen, I think there’s something more that this customer would like to kind of do, and I cannot close the order, so I’m going to miss my numbers. I’m sorry about that.”

And the answer to him at that point was, “Walk away from the order. It’s okay. It’s okay. We’re not meeting the numbers at the end of the quarter; it’s okay for the country to not meet its numbers; it’s okay for the region to not meet its numbers.” Now what did that create really? What did it create as a message in the organization? And it was not about missing a number, but I think it's really a message in the organization by saying that, “Listen, this is the way this organization behaves, and this is the way the organization runs.”

Now I might not remember in my career that three years ago, what was a resource one had to report for Q2 of a certain year? But I certainly will remember the person who kind of behaved ethically, his name, and his character, because he refused not to do something, And I think that’s the spirit in which you want take a look at. It’s not the spirit of saying, “You made the number for a certain quarter,” and the person actually got rewarded for the incentive, and you obviously would forget in the longer run of life, but if you had done it unethically, I think you would remember much harder, but if you had done it ethically, you would have done it much more pleasantly. You’ll remember that individual, and the behavior that he demonstrated.

So I think to your question, you know; these examples really drive the behaviors in the company of how we want to conduct ourselves, and let me tell you, this thing goes very quickly across teams, across leaders of the culture—what you want to behave. And, you know, any amount of signatures I might actually put when a person walks into the organization—that he should be ethical and he should be integrity—he should have the integrity—would be, I would say, pale in terms of your true spirit of how you want to actually do business.

So, you know, any signature I would have them actually do and say, “Yeah, I will behave ethically,” need not necessarily mean that the person would behave what is written in that form, but he will behave, if you’ve actually created that DNA in the organization, that that’s how all the entire business is conducted. And I think that that’s very important when you look at building more ethical, sustainable organizations.