



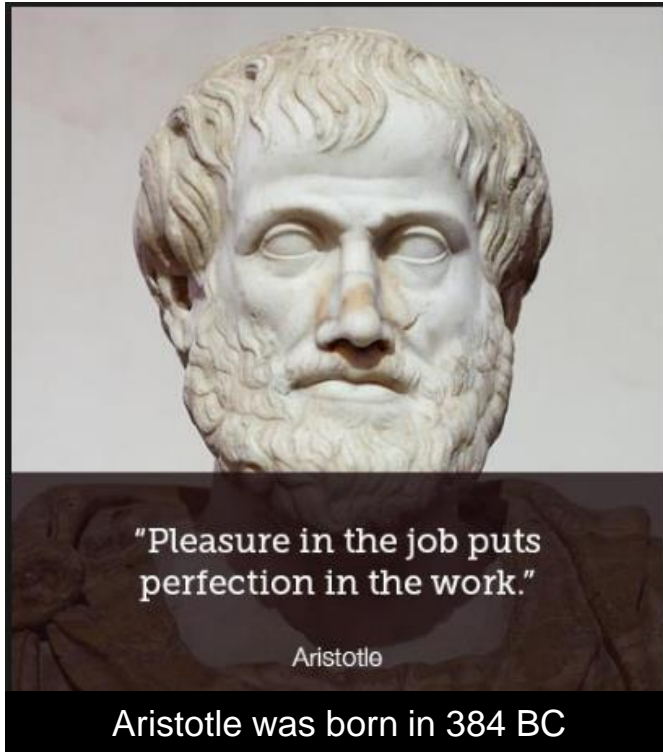
It's All About the People

Garry Ridge
President & CEO
WD-40 Company



THE LEARNING MOMENT

Pleasure in the job
puts perfection in
the work.



"Pleasure in the job puts
perfection in the work."

Aristotle

Aristotle was born in 384 BC

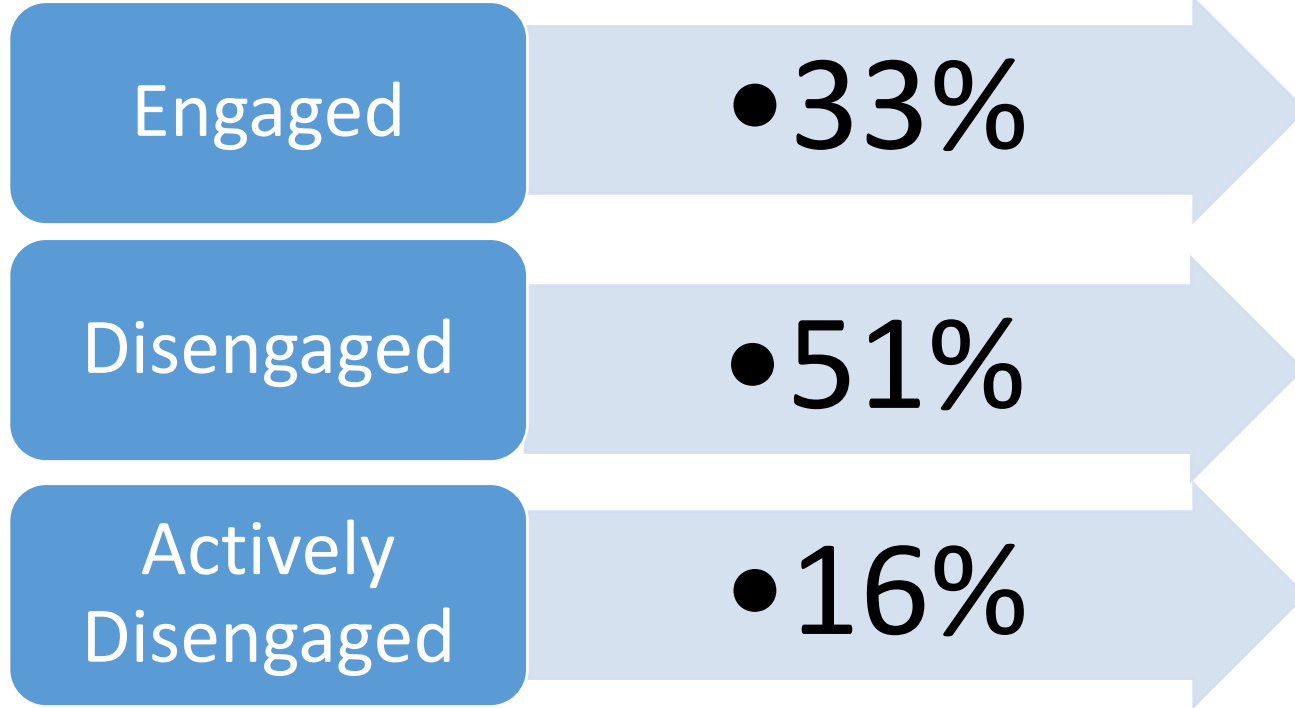


Are You an Accidental Soul-Sucking CEO?



ashamed

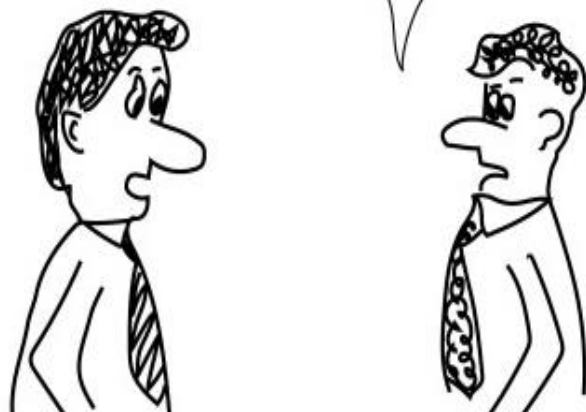
Engagement levels SUCK!



Source – Gallup 2016 Employee Engagement Survey

What if we invest in people and they leave?

And what if we don't and they stay?



The Golden Circle



memories

**Good times
+
Crazy friends
=
Amazing memories**

LET'S PARTY!

**THINGS END,
BUT MEMORIES LAST FOREVER.**
kushandloom.tumblr

**No Worries,
Mate**

**SOMETIMES, I SIT AND THINK
OF ALL THE MEMORIES
I'VE MADE AND SMILE.
THEN I SMILE EVEN MORE
AT THE THOUGHT OF
MEMORIES
YET TO BE MADE.**

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OUR PURPOSE “WHY”

We exist to create positive lasting memories in everything we do. We solve problems.
We make things work smoothly. We create opportunities.

HOW WE DO IT “HOW”

We create positive lasting memories by cultivating a tribal culture of learning and teaching which produces a highly engaged workforce who live our company's values every day.

OUR MISSION “WHAT”

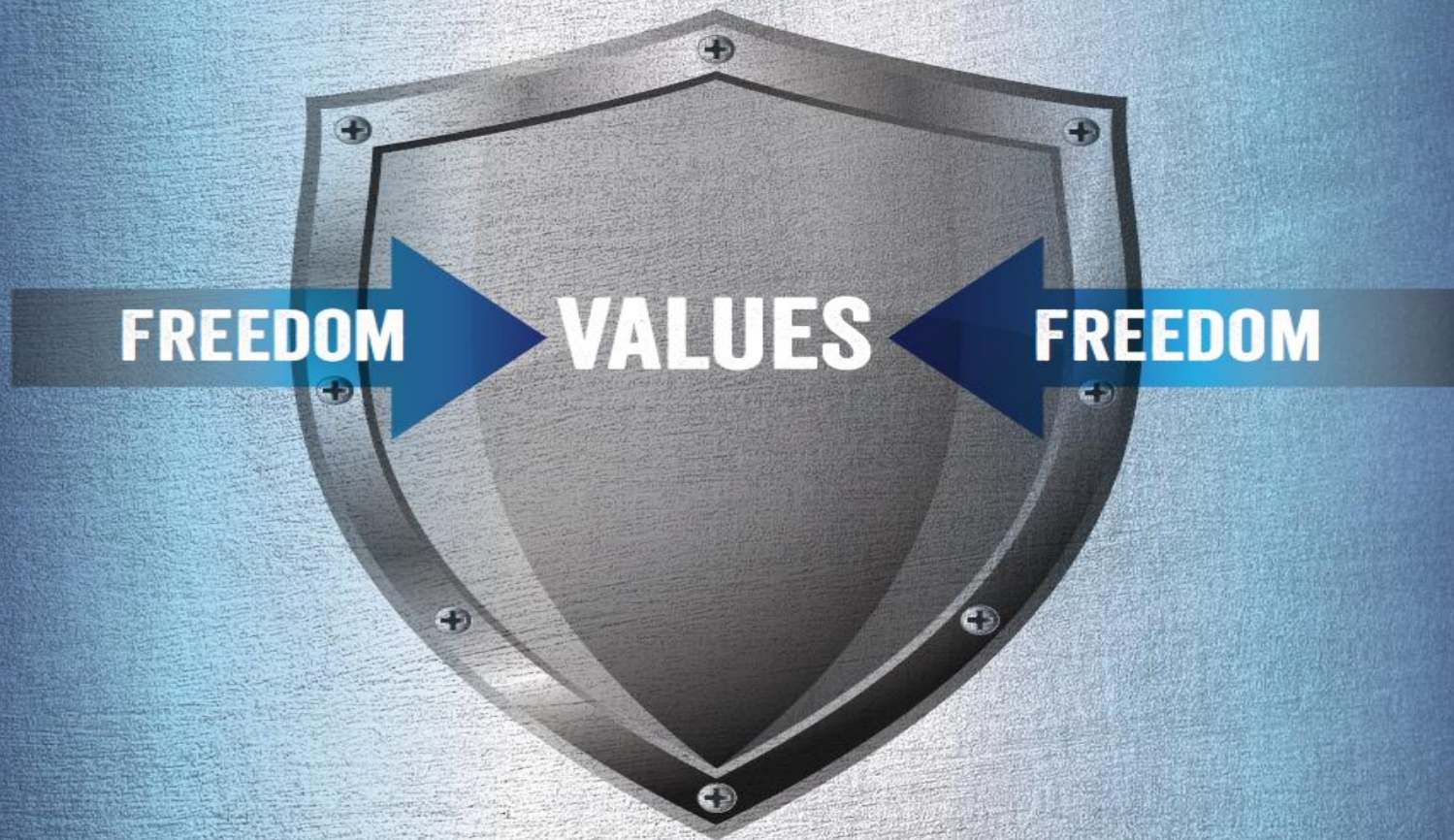
Our mission is to deliver unique, high-value and easy-to-use solutions for a wide variety of maintenance needs in workshops, factories and homes. We market and distribute our brands across multiple trade channels in countries all over the world.

PEOPLE PURPOSE PASSION PRODUCTS



CARE - CANDOR - ACCOUNTABILITY - RESPONSIBILITY

DANGER



DANGER



OUR VALUES

WE VALUE
DOING
THE RIGHT
THING.

WE VALUE
CREATING POSITIVE
LASTING
MEMORIES
IN ALL OUR
RELATIONSHIPS.

WE VALUE
MAKING IT
BETTER
THAN IT IS
TODAY.

WE VALUE
SUCCEEDING AS
A TRIBE
WHILE
EXCELLING AS
INDIVIDUALS.

WE VALUE
OWNING IT
AND PASSIONATELY
ACTING
ON IT.

WE VALUE
SUSTAINING
THE WD-40
COMPANY
ECONOMY.

DANGER

FREEDOM

FREEDOM

DANGER

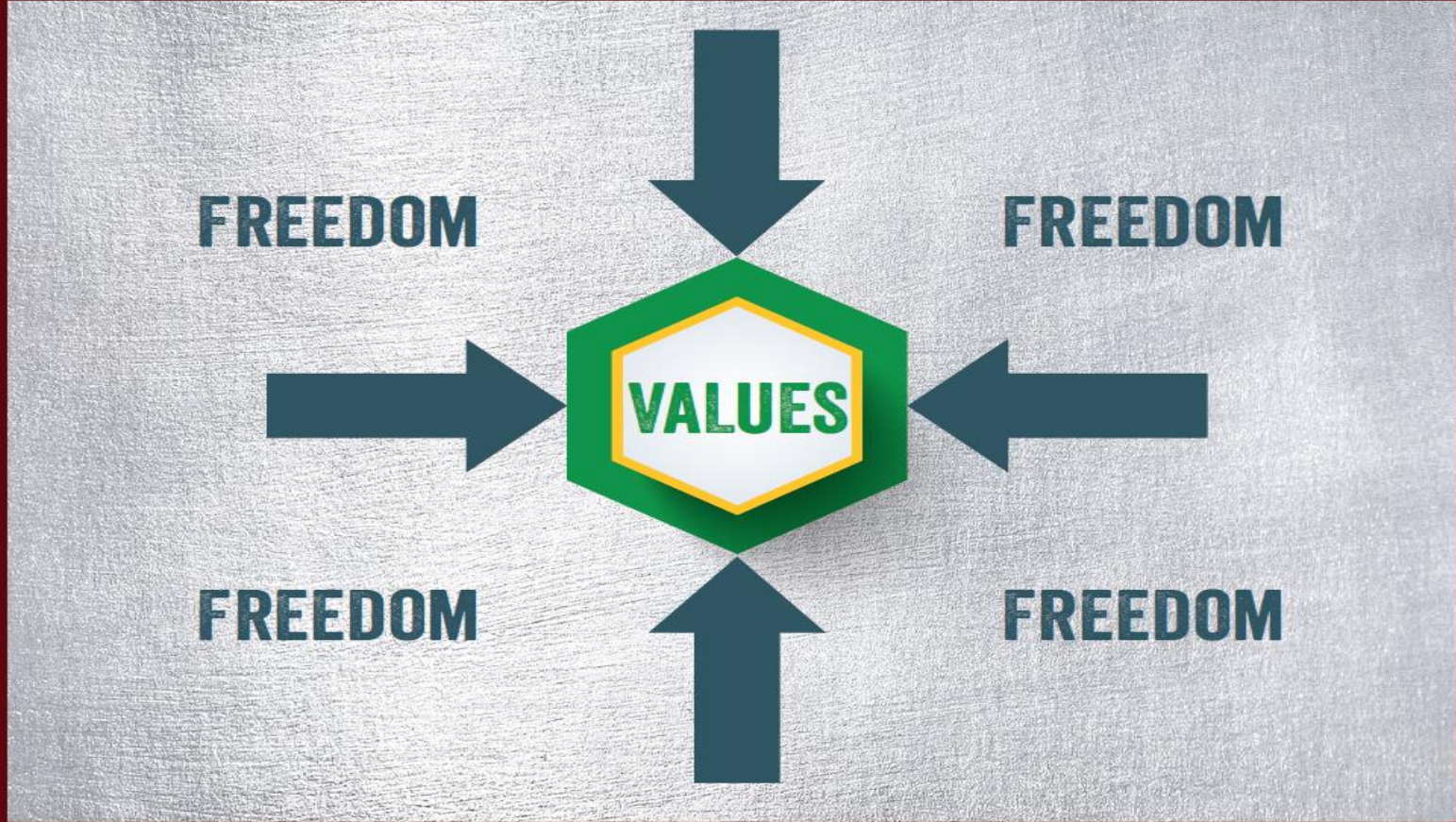
DANGER

VALUES

FREEDOM

FREEDOM

DANGER



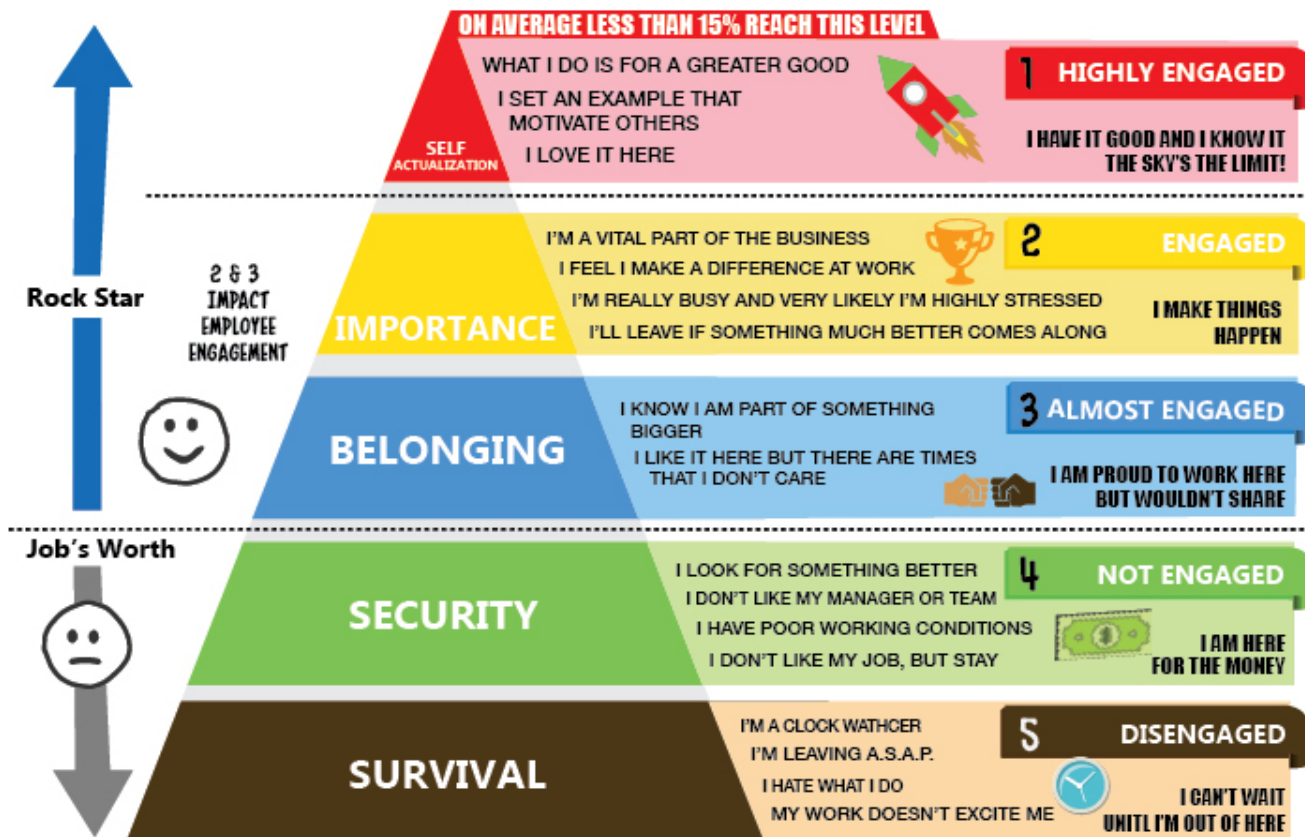
We don't make mistakes.
**We have learning
moments.**

MANIAC
PLEDGE

“I am responsible for taking action, asking questions, getting answers, and making decisions.

I won't wait for someone to tell me. If I need to know, I am responsible for asking. I have no right to be offended that I didn't 'get this sooner.' If I am doing something others should know about, I am responsible for telling them.”

MASLOW'S HIERARCHY APPLIED TO THE HUMAN NEED





"The earliest and most basic definition of community - of tribe - would be the group of people that you both help feed and help defend." - Sebastian Junger's *Tribe*

The Four Oxen and the Lion - An Aesop's Fable

A Lion used to prowl about a field in which Four Oxen used to dwell.

Many a time he tried to attack them; but whenever he came near they turned their tails to one another, so that whichever way he approached them he was met by the horns of one of them.

At last, however, they fell a-quarrelling among themselves, and each went off to pasture alone in a separate corner of the field.

Then the Lion attacked them one by one and soon made an end of all four.



TRIBAL ATTRIBUTES

**LEARNING AND
TEACHING**

VALUES

BELONGING

**FUTURE
FOCUS**

**SPECIALIZED
SKILLS**

WARRIORS

CELEBRATION

10 traits of leadership

- Leaders involve their people
- Leaders are always in servant leadership mode
- Leaders are expected to be competent
- Leaders are connected with a high emotional intelligence
- Leaders exercise good judgement
- Leaders need to have a strong sense of self worth
- Leaders value the gift of contrarians
- Leaders move forward
- Leaders do what they say they are doing to do
- Leaders are champions of hope

Soul-sucking CEOs exclude their people from critical conversations and decisions.

- **They know that no one can run their companies better than they can. So they make unilateral decisions about strategy, market positioning, new products. When the time comes to celebrate a success, they party only with their closest cliques. And when there's a crushing failure, they take it out on the rank-and-file.**

Leaders involve their people

Soul-sucking CEOs are surrounded by servants whose job it is to wait on them hand and foot.

- **It's not easy to get to the role of CEO. It took a long time to get there. And they had to do their share of kissing, well, you know what. Now it's their turn. They've paid their dues. They've earned their new role of corporate royalty. And now they expect abject respect. It's only fair.**

Leaders are always in servant leadership mode

Soul-sucking CEOs stop learning (and they despise teaching).

- **Learning is for losers. CEOs don't achieve the top seat in an organization by being stupid, right? They got there by their smarts. So what more could they possibly know that will improve their performance going forward? The professors come to *them* for case studies of success. They don't go to professors for additional knowledge and insights. As far as assuming the responsibility of being a teacher is concerned, what the heck is that all about? If their company's staff isn't already equipped to do the job, maybe it's time to replace the recruiters and hiring managers. Anyone who wants to learn something new can do it on their own time. In the meantime, zero tolerance for on-the-job mistakes.**

Leaders are expected to be competent

Soul-sucking CEOs don't have to care how anyone else thinks or feels.

- **Soul-sucking CEOs decide the mood and temperature of every room. It's not up to the soul-sucking CEO to be tuned into the morale of the crowd. The crowd must take care of the morale of the CEO.**

Leaders are connected - EQ

Soul-sucking CEOs don't learn from experience.

- **Why should they? They've already achieved the top spot. So they're perfect. If anything goes wrong, it's obviously someone else's fault. Find that person, blame that person, hold the error against that person. Forever.**

Leaders exercise good judgment

Soul-sucking CEOs expect their staff to accommodate their leaders' emotional sensitivities, wounds, ego, preferences, narcissism, etc.

- **The soul-sucking CEO must always be right. And when the soul-sucking CEO is wrong, the staff must make the correction diplomatically, behind the scenes. Do not upset the soul-sucking CEO.**

Leaders need to have a strong sense of self worth

Soul-sucking CEOs must never be challenged by opposing or additional ideas.

- **See previous slide.**

Leaders value the gift of contrarians

Soul-sucking CEOs micromanage their staff, even if their input causes a delay in critical timing.

- **Things must be perfect, and soul-sucking CEOs can't trust their people to get it right on their own. Because their micro-management is so essential to the smooth running of their companies, when things go right, they happily will take the credit. When deadlines are missed, it's not their fault.**

Leaders move forward

Soul-sucking CEOs break their promises.

- **There is no reason for soul-sucking CEOs to follow through on their commitments. If their people are consequently disappointed, that's not the CEO's problem. The CEO has already moved on to making other empty promises.**

Leaders do what they say they are going to do

Soul-sucking CEOs manage their people by fear and dread-scenario thinking.

- **Soul-sucking CEOs know that panic is the best motivator. Their people are afraid of missing sales goals, losing market share, losing their jobs, losing their houses, losing their health, losing their families. And soul-sucking CEOs are masters at leveraging that kind of energy to retain control over their organizations.**

Leaders are champions of hope

Leadership is a balance



*tough
mind*



*tender
heart*

Tough minded and tender hearted the genius is in the “and”

FRANCES HESSELBEIN



The Four Tattoos –

- ✓ Have respect for all people (her grandmother)
- ✓ Think first – speak last (Peter Drucker)
- ✓ Ask – don't tell (Peter Drucker)
- ✓ Be an opener of doors

2018

Employee Engagement

93%

I know what results are expected of me

97%

I feel my opinions and values are a good fit with the WD-40 Company culture

98%

I LOVE to tell people I work for WD-40 Company

99%

I am clear on the company's goals

97%

I respect my coach

96%

Question #		Average	All WD-40 Results
2	I am clear on the company's goals.		97.2
3	I am excited about WD-40 Company's future.		93.4
4	WD-40 Company encourages employees to do things differently than it is today."		92.9
5	I feel my opinions and values are a good fit with the WD-40 Company culture		84.9
6	I love to tell people I work for WD-40 Company.		87.3
7	I respect my coach.		97.4
8	My coach keeps me informed about decisions and events that affect my job.		97.9
9	I have the freedom to decide how to accomplish my objectives.		91.9
10	I am given the opportunity to participate in the decision-making process.		95.9
11	At WD-40 Company, I experience a strong Tribe culture.		91.6
12	I feel like I am a valued member of my functional team.		99.0
14	I feel my opinions and values are a good fit with the WD-40 Company culture.		96.4
18	I have the freedom to decide how to accomplish my objectives.		90.3
19	I am given the opportunity to participate in the decision-making process.		90.6
20	At WD-40 Company, I experience a strong Tribe culture.		89.9
21	I feel like I am a valued member of my functional team.		90.7
23	I feel my opinions and values are a good fit with the WD-40 Company culture.		94.5
26	I feel my opinions and values are a good fit with the WD-40 Company culture.		98.1

**“Purpose-driven, passionate people
guided by their values
create amazing outcomes.”**

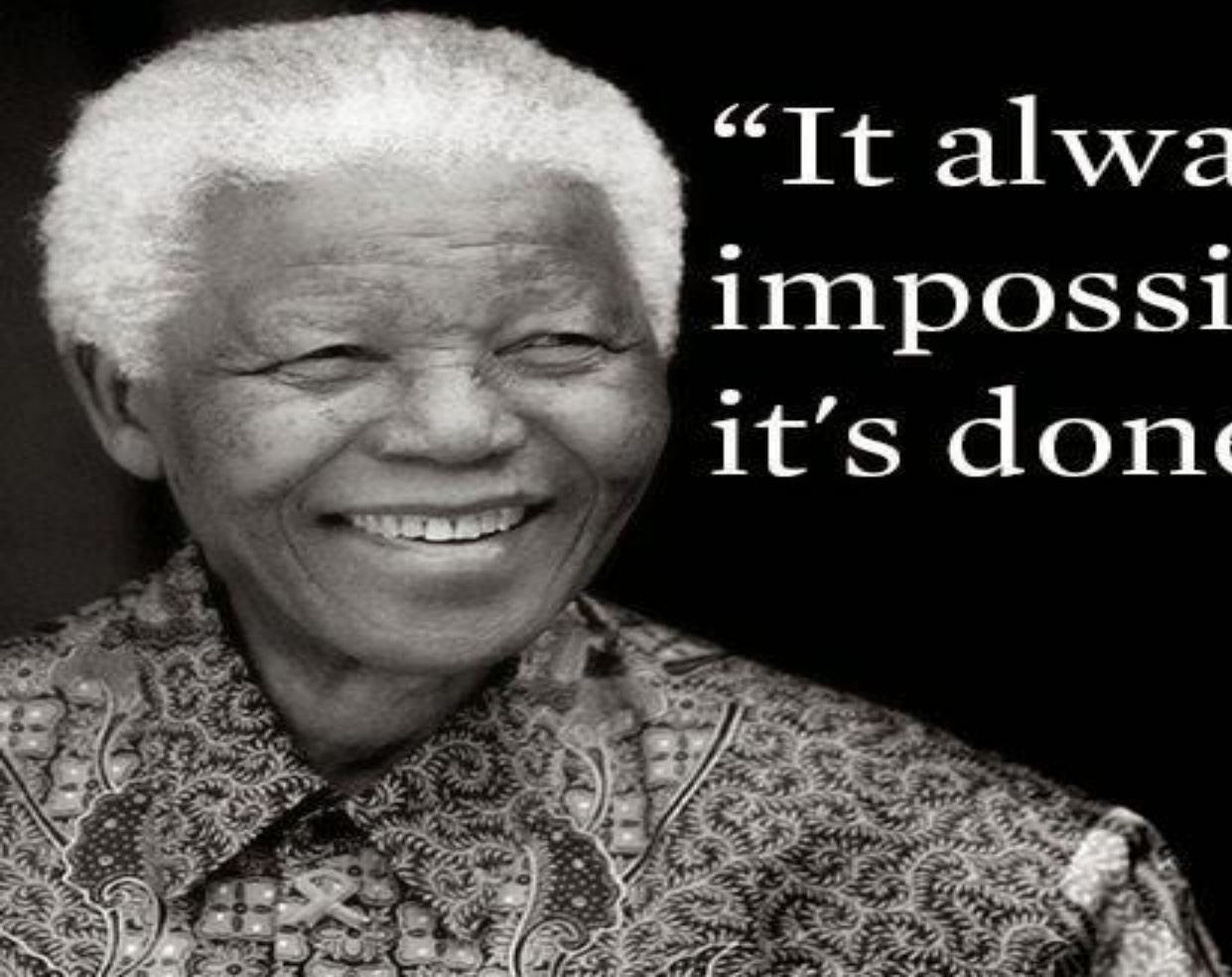
-Garry Ridge

To our stockholders – 2017 CEO Letter

Our job is to make sure we create an environment where our tribe members wake up each day inspired to go to work, feel safe while they are there, and return home at the end of the day fulfilled by the work they do – feeling that they have learned something new and contributed to something bigger than themselves.

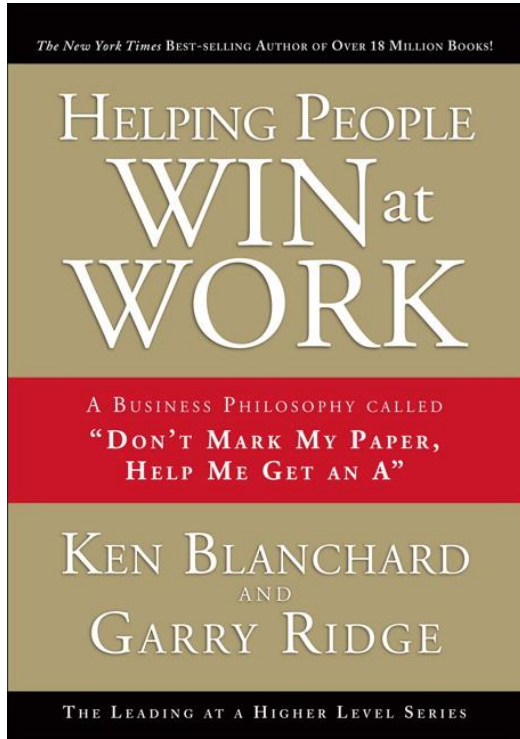
This is the world we envision. If we can create this world for our people, they will take care of our customers, and that will, in turn, take care of our stockholders.

YOUR
VIBE
attracts
YOUR
TRIBE.



“It always seems
impossible until
it's done.”

- Nelson Mandela
1918-2013



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