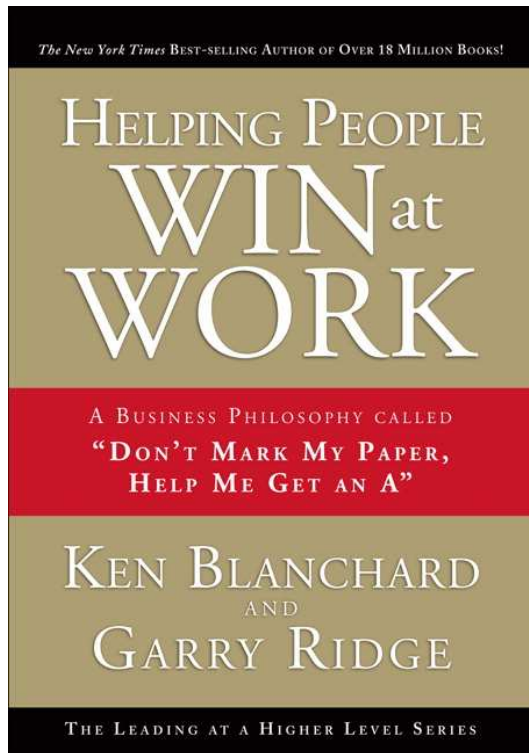


A philosophy that will deliver amazing employee engagement....

Helping People Win at Work



- ✓ Building the right culture
- ✓ Leadership point of view
- ✓ Simple truths about helping people win at work



THE LEARNING MOMENT

Helping People Win at Work

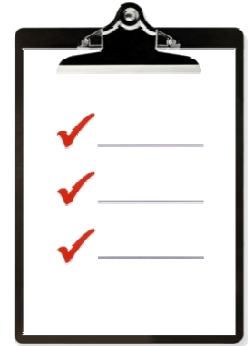


Are you paying attention to the alarm bells around you?



THE LEARNING MOMENT

Poll: Alarm Bells?



1. Have you had a performance review in the past 12 months.

58% had

2. Our organization's performance review system provides valuable feedback and direction to employees.

52% (top 2 box strongly or slightly agreed)

3. Employees don't receive surprise feedback at the end of the year that they never received during the year.

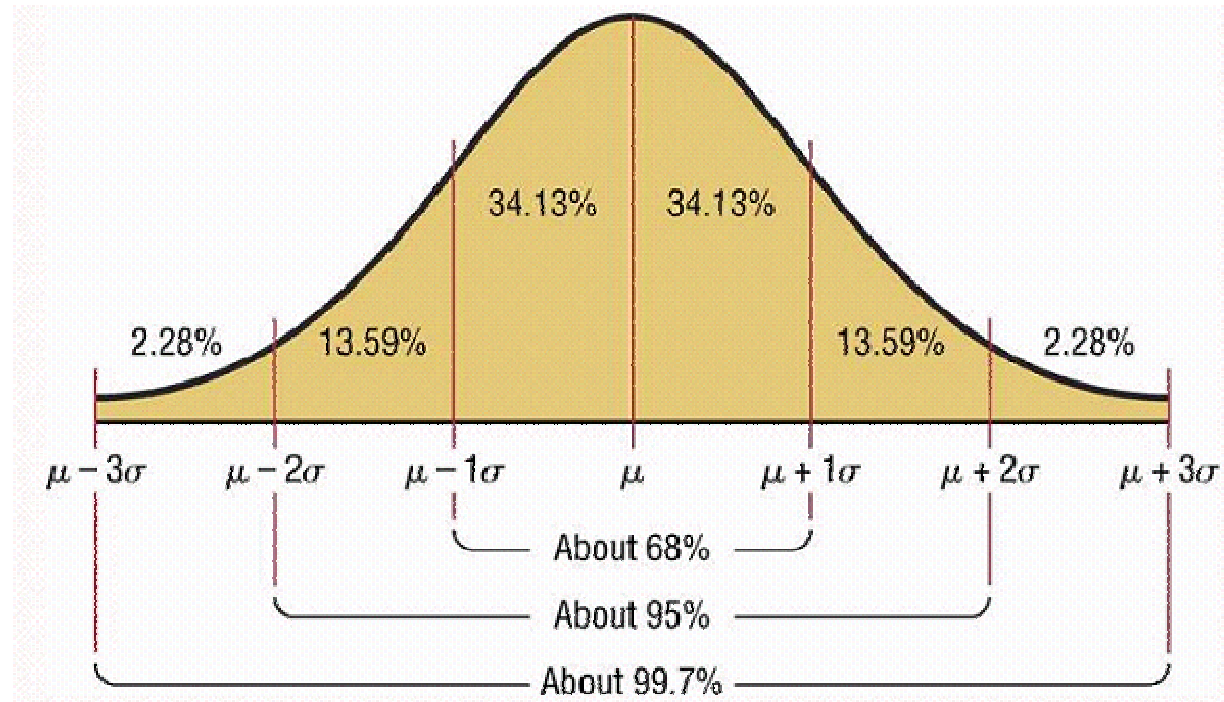
48% (top 2 box strongly or slightly agreed)

4. Our performance review system builds trust between managers and their people.



Less than 50% agreed

Life is all about getting A's...

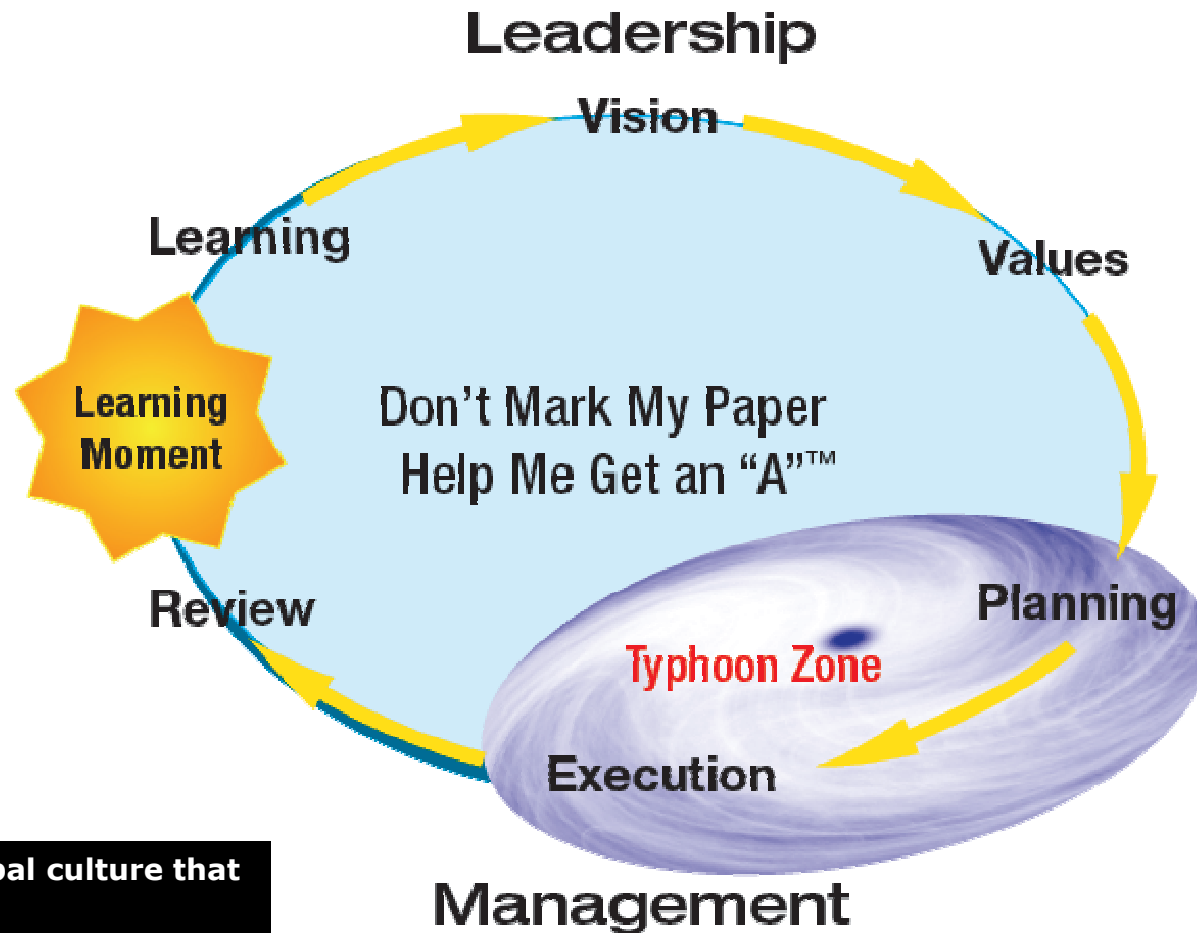


...not evaluating people against a normal distribution curve



THE LEARNING MOMENT

People-Passion-Products



Results in a tribal culture that values:

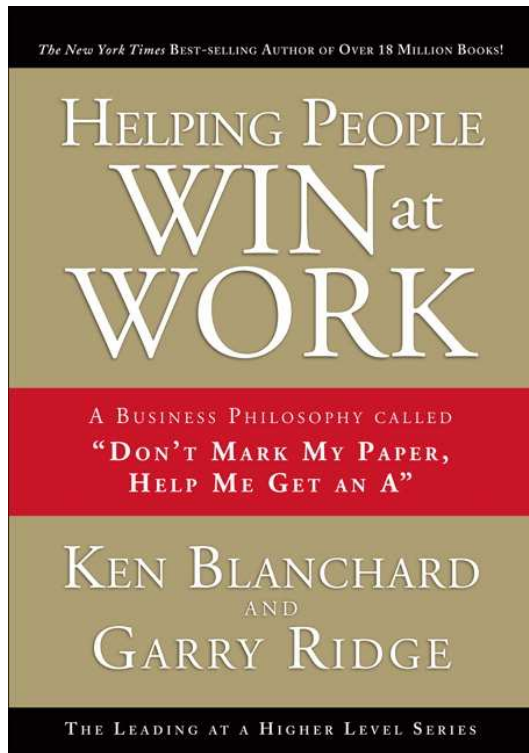
- Caring
- Candor
- Accountability
- Responsibility

Garry's top 10 + 1

- Do we have a clear, meaningful and easily understood vision / mission?
- Are our values driving the behavior we want in the organization?
- Do we have the right people in the right seats on the bus?
- Are we creating a culture that increases employee engagement?
- Do our tribe members know what an A looks like and are we supporting them to get that A?
- Do we have a meaningful BHAG - (big hairy audacious goal) and have we communicated to the tribe?
- What are we doing to maximize the spirit of internal and external learning?
- Are our products/services creating lasting positive memories for our customers?
- Do we have the best, timely, data & information to help us make good business decisions?
- Are our key performance indicators the right ones and are we measuring what matters?
- How do we celebrate success?



Helping People Win at Work



**The
importance
of culture in
managing change**



THE LEARNING MOMENT

The Basics – Company LPOV

- The Company needs to have a clearly communicated **Leadership Point of View**
- A **corporate LPOV** outlines the **values** of the company and defines what acceptable behavior looks like in terms of those values.
- It also describes the **culture** of the company : how the values interact systemically – tribal
- Finally a corporate LPOV outlines **expectations** for leaders to follow that are consistent with the values and culture the organization wants to create



I mean you NO harm!!!

- Fear is a powerful and paralyzing emotion
- Feedback & coaching can easily be mistaken as harmful – creating fear....
- Many individuals are simply scared of feedback as in the past it has been used in a negative way – disabling – not enabling..
- Expectations – clear & shared are vital – do we agree “what an A looks like?”



TRUST IS BUILT OVER TIME BY OBSERVED BEHAVIOR OF THE LEADER



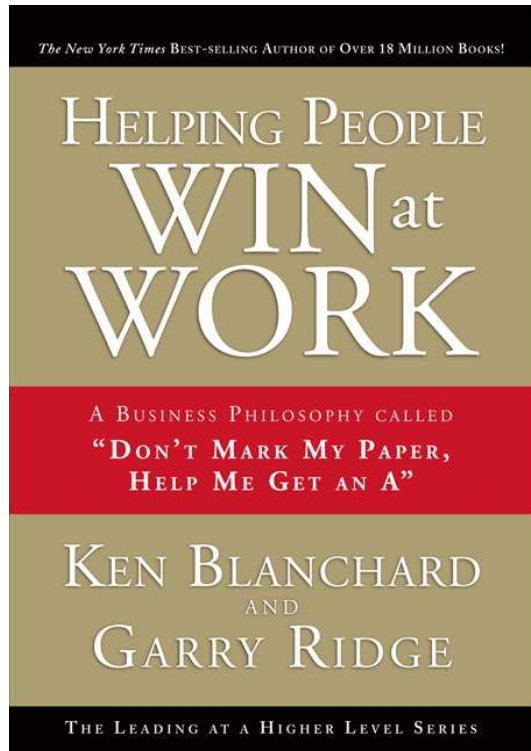
“I’ve been making small , regular deposits in this bank of experience, education and training, On January 15, the balance was sufficient so that I could make a sudden, large withdrawal.”

– Quote from US Airways Captain Chesley “Sully” Sullenberger III – Captain Flight 1549



THE LEARNING MOMENT

Developing a Tribe Mentality



The importance of
**meaningful
work**



THE LEARNING MOMENT

Values

- We value doing the right thing.
- We value creating positive lasting memories in all of our relationships.
- We value making it better than it is today.
- We value succeeding as a team while excelling as individuals.
- We value owning it and passionately acting on it.
- We value sustaining the WD-40 economy.



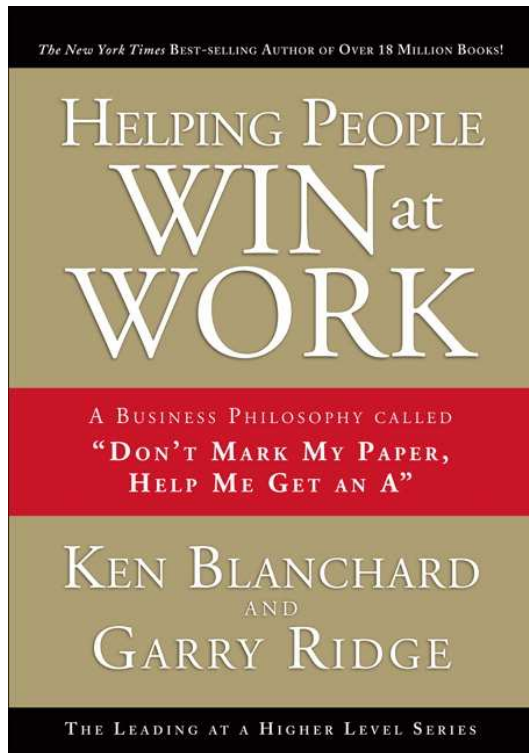
“Meaningful work” is work that:

- **Is conducted in a manner that is “good and proper” in all aspects**
- **Positively affects our Tribe and our communities, giving our work an impact that extends beyond ourselves**
- **Provides learning and growth, offers challenges, requires creativity, pushes us to surpass limits, and creates exciting results**
- **Provides recognition and rewards for our achievements**
- **Allows us to succeed as a team, while excelling as individuals**
- **Allows us to enjoy the ride, bringing humor and fun into our work**

Meaningful work fuels passion.



Helping People Win at Work



**Knowing and
communicating**
your leadership point of view



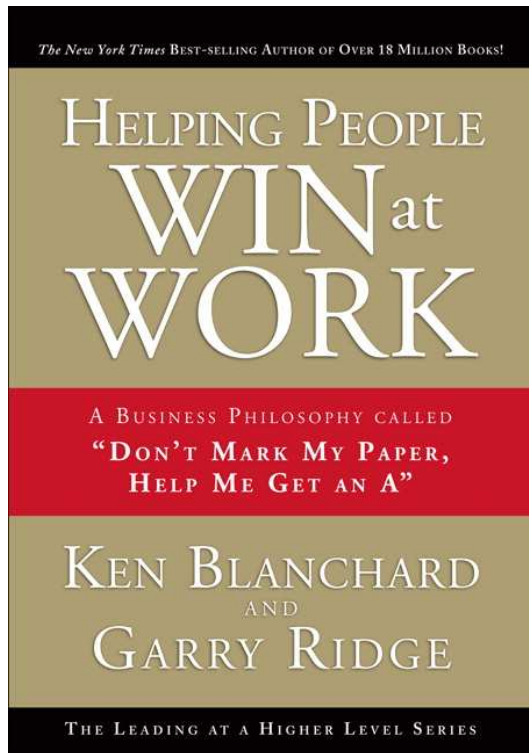
THE LEARNING MOMENT

Garry Ridge – Values – basis of my LPOV

- **Care** – serving others by helping them see their personal A & working with them to achieve that magnificence.
- **Candor** – Communicating openly & honestly
- **Mutual Respect** – Treating & being treated with dignity, fairness and with justice so that others can expect from me, what I expect from them.
- **Learning and teaching** – Asking more questions and questioning more answers. Listening w/ the intent of being influenced.
- **Mutual trust** – Doing what I say I'll do & expecting that from others.
- **Persistence** – Refusing to give up & holding the belief that we all have something significant yet to do.



The 3 Keys to an Effective Performance Management System



1. Performance planning
2. Day-to-day coaching/execution
3. Performance evaluation



THE LEARNING MOMENT

The 12 Simple Truths

- Performing Well : What Makes People Feel Good About Themselves
- To Help People Perform Well, an Effective Performance Management System Must Be Established.
- It All Starts with Performance Planning
- The Biggest Impact on Performance Comes from Day to Day Coaching
- Trust Is Key to Effective Coaching
- The Ultimate Coaching Tool : Accentuating the Positive
- Redirection Helps Get Performance Back on Track
- Deliver Reprimands with Caring Candor
- Performance Reviews Should Be About Retaking the Final Exam
- Developing and Sharing Your Leadership Point of View Is a Powerful Tool for Your People
- Servant Leadership Is the Only Way to Go
- Celebrate Success



Process deliverables

- Enables Tribe Members to be successful through collaborative goal setting and on-going feedback.
- Creates a “no surprises” culture in the review process.
- Aligns individual productivity with strategic company goals and sets clear expectations between Coach and Tribe Member.
- Establishes ongoing conversations (formally every 90 days) between Coach and Tribe Member to ensure progress toward goals, and realignment as needed.
- Creates an effective method of evaluating performance, in support of a pay-for-performance philosophy.
- Identifies and aligns individuals’ behaviors in support of Company values.
- Brings focus to areas of achievement (celebration) and areas of needed improvement in a timely manner.
- Creates a basis for companywide succession plan using the nine box process.



THE MEASUREMENT



THE LEARNING MOMENT

2006 Gallup Study

29%

56%

15%

The Three Types of Employees

1

ENGAGED employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward.

2

NOT-ENGAGED employees are essentially "checked out." They're sleepwalking through their workday, putting time -- but not energy or passion -- into their work.

3

ACTIVELY DISENGAGED employees aren't just unhappy at work; they're busy acting out their unhappiness. Every day, these workers undermine what their engaged coworkers accomplish.



THE LEARNING MOMENT

WD-40 Company Employee Opinion Survey

Engagement Matrix Comparative Results - 2000 to 2008

Question #	Question	All WD-40 Company				
		2000	2002	2004	2006	2008
2	At WD-40 Company, I am clear on the company's goals, future, and strategic direction.	86.0	81.8	90.2	86.1	87.8
5	I have a clear understanding of how my work relates to the overall goals and objectives of WD-40 Company.	95.3	95.0	97.1	96.1	96.0
15	WD-40 Company offers me the chance to have the kind of job I will want five years from now.	65.5	72.3	81.2	86.5	87.0
16	WD-40 provides opportunities to develop new skills and knowledge through cross-training, team projects, mentoring, etc. that I can use to further my career.	NA	NA	NA	86.1	92.3
20	When I ask for information regarding a project or report, I receive a response in a timely manner.	72.4	76.4	76.5	89.5	86.7
27	Managers and supervisors at WD-40 Company seek the opinions and thoughts of the employees who work here.	77.6	84.3	82.5	87.2	89.9
29	I am encouraged to offer ideas and suggestions for new or better ways of doing things.	91.2	92.2	94.1	92.2	94.6
31	Employees at WD-40 Company are empowered to make decisions and solve problems.	70.6	87.0	82.6	88.2	90.6
33	The tools, systems and technology at WD-40 Company support my ability to do my job.	NA	NA	NA	NA	87.8
35	I know what results are expected of me.	99.4	96.1	96.6	97.0	97.5
36	I would recommend WD-40 Company to my friends as a good place to work.	86.5	89.6	95.5	94.7	96.7
37	WD-40 Company hires the best candidates possible.	82.8	84.1	88.3	91.4	89.9
62	The work assigned to me is challenging and interesting.	86.3	92.1	97.0	97.0	96.8
63	I feel I am a valued member of WD-40 Company.	86.5	90.9	96.0	90.8	96.4
84	The Global Tribal Council is receptive to the opinions and thoughts of employees.	80.8	80.6	88.6	90.9	96.5
85	I trust the Global Tribal Council to make sound decisions in the best interest of the company.	85.3	89.0	96.5	94.1	98.8
87	My supervisor keeps me informed of the company's plans.	78.7	83.0	88.7	90.4	91.3
90	My supervisor gives me good ongoing feedback regarding my performance.	80.5	80.2	88.1	93.4	90.5
93	My supervisor solicits my opinion regarding work affecting my area of responsibility.	93.5	94.8	94.6	94.6	97.1
99	I trust my supervisor. ←	88.2	89.4	91.9	95.1	94.5
100	My supervisor respects me. MY SUPERVISOR RESPECTS ME →					96.0
Average of questions			87.0	90.6	91.8	93.1

WD-40 Company 93.1% Engaged

Communication is the answer!!



THE LEARNING MOMENT

- ✓ The void created by the failure to communicate is soon filled with poison, drivel and misrepresentation.

✓ C. Northcote Parkinson

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