

SHARING LEARNING by Jan

WBECs pre-summit sessions June 2021

WBECs Mission: To raise the global standard of coaching across the world, bring together to top thought leaders in coaching worldwide.

**Gary Ridge: CEO WD40 (25 years in post)
‘The Soul Sucking CEO/leader’**



I loved this session, no surprise as Gary referred to Ken Blanchard, Simon Sinak, Marshall Goldsmith and Peter Drucker!

- Gary states that his greatest achievement in his 25 years as CEO is in creating a culture where people go to work every day and make a contribution greater than themselves.
- Where they learn something new
- They feel safe
- They work to a compelling set of hierarchical values
- Employees go home happy.

Their employee engagement statistic is 93%

If CEO's are soul sucking then their leadership behaviours will "kill" people.

Appalling research from ADP Research Institute looking at the focus:

Quoted by Hubert Joly: The Heart of Business

"Disengagement at work is a global epidemic"

Surveyed 19000 people in 19 countries.

16% fully engaged at work

8/10 merely show up for work

"This is a tragedy of unfulfilled potential, so much talent and drive is going untapped. Millions of people are being denied the chance to be inspired at work, to thrive and be their very best."

Study after study confirms how engagement positively influence productivity, reduce employee turnover, increases (customer) satisfaction and profitability (results)
It has also been shown to reduce workplace injuries.

The survey showed that 67% did not like their boss or their job.
A culture needs to support people in the organisation.

Disengagement financially costs greatly in terms of lost productivity.

Marshall Goldsmith in his book "What got you here, won't get you there."

Says such CEO/Leaders:

Are judgemental, volatile and secretive

1. **They know it all**, they reduce and shut down the curiosity in others. They consider themselves 'corporate royalty.' They have a big office, a parking spot, have lunch bought to them.
2. **They consider learning is for losers**. Gary says at WD40, they don't have mistakes they have *learning moments*. He quotes Nelson Mandela "Education is the most powerful form to change the world."
3. **Ego eats empathy** instead of empathy eating ego. This CEO expresses no regrets. Gary says "Happy people create happy families, happy families create happy communities."
4. **He has all the answers**: He reduces passion and emotion by 50%, he does not help people to be successful.
5. **He always needs to win and to be right**. Even when winning doesn't matter!
6. **There is fear based culture**. He paralyses emotion and passion, v Gary's pragmatic optimism.
7. **Micro management is essential**. This is not scalable! It is the infrastructure and cultural norms that empower people.
8. **No follow through with their commitments**.
9. **They hate feedback**...they actively avoid it.
10. **They reduce the will of their people**.

Peter Drucker is quoted: " Culture eats strategy for breakfast."

WD40 is not about selling oil.

The values are the company drivers, the purpose "To make lasting memories in everything we do."

To make life better at home and at work.

Pleasure in your work makes for perfection in the purpose.

They call managers Performance Coaches...praise and redirect from the side-line. They understand the game.

We applaud our people for doing great work, we re-direct consistently when they don't.

Creating culture is simple but not easy. You have to attend to it every day.

Seth Godwin quote: "**People like us do things like this.**"

The value of values



They are hierarchical, you don't cherry pick the ones you like!

Gary: "profit is the applause you get from people doing great work."

In the latest WD40 employee engagement survey 2020:

97% say they respect their boss

97% Say they are excited about the companies future.

97% Say they know what is expected of them.

Imagine a place where you go to work each day, make a contribution to something bigger than yourself, learn something new, feel safe, are protected and provided freedom by a set of values and go home happy!

