



**Coconino County Board of Supervisors
Special Session Minutes**

Little America Hotel
2515 E. Butler Ave.
Flagstaff, Arizona

Wednesday, February 6, 2019

Present: Chairman Art Babbott, Supervisor Matt Ryan, Supervisor Elizabeth Archuleta

Absent: Vice Chair Lena Fowler and Supervisor Jim Parks

Also Present: County Department Directors and staff

Special Session:

1. Presentation by Gary Ridge and follow-up discussion at the Coconino County 2019 Leadership Summit on February 6, 2019. Public Works. **County Manager**

Chairman Babbott convened the special session at 10:20 a.m.

Chairman Babbott provided opening remarks to welcome staff and thanked them for being there. Chairman Babbott then introduced Jimmy Jayne, County Manager.

County Manager Jimmy Jayne thanked Supervisor Archuleta for her passion to get us where we are today. Mr. Jayne thanked County staff. He introduced Garry Ridge the President of WD-40 and provided a brief background of Mr. Ridge's career.

Mr. Ridge explained that he is going to share a journey they have been on that was not easy to create, a culture at WD40 that they are proud of. He explained that many people go to work and are not engaged and are not working towards the mission of the organization and not having fun.

Mr. Ridge explained that the culture of learning and teaching creates a highly engaged workforce. A positive environment of learning and teaching. Mr. Ridge explained the "Why," "How" and "What" for the WD-40 organization. The "Why" is WD-40's purpose, they exist to create positive lasting memories in everything they do. They solve problems, make things work smoothly and create opportunities. He explained "How" they do it. They create memories by cultivating a tribal culture of learning and teaching which produces a highly engaged workforce

who live the company's values every day. Mr. Ridge explained the "What" of their organization- their mission. Their mission is to deliver unique, high-value and easy-to-use solutions for a wide variety of maintenance needs in workshops, factories and homes. They market and distribute their brands across multiple trade channels in countries all over the world.

Mr. Ridge talked about the history of WD-40 and how the company got to where they are today.

Mr. Ridge explained the Four Ps in the WD-40 organization: people, purpose, passion and products. People are needed. Purpose is a contribution you make (enabling people to have better lives). Passion comes from within- the organization does not give that to you. Products are the services delivered. He explained that they start with people and have a tribal culture, in their organization. All leaders in the organization need to buy in to people first. He explained that the "purpose" is the why and that values are important in an organization.

Mr. Ridge explained that in the WD-40 organization they do not make mistakes- they either win or they learn. Mistakes are called learning moments. He explained that outcomes need to be looked at as learning moments and they share the things that are not working well and amplify those things that are working. To have such an environment trust is needed, where leaders do what they say they are going to do. Mr. Ridge explained that as a leader you are always being observed.

Mr. Ridge explained the four pillars in the WD-40 organization: care, candor, accountability and responsibility. Care refers to leaders clearly communicating the strategic plan and enabling people to do their job. He explained that as leaders we need to cheerlead and enable and sweep the obstacles out of the way. Candor refers to no lying, no faking and no hiding. He explained that people fake and hide because they have lost trust with those they work with and the expectations are not clear. Accountability refers to communicating expectations. He stated that in the WD-40 organization they have coaches who help with reflection and redirection rather than Managers and Supervisors. Responsibility refers to the tendency to want to blame others.

Mr. Ridge explained the values of WD-40: value doing the right thing, creating positive lasting memories in all relationships, value making it better than it is today, succeeding as a tribe while exceling as individuals, owning it and passionately acting on it, sustaining the WD-40 company economy. Mr. Ridge shared examples in relation to these values in the WD-40 organization. He explained that values are a powerful tool of communication and performance management. Coaches need to be able to help people become their better selves.

The Maniac Pledge in the WD-40 company was explained by Mr. Ridge. It states: 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." Mr. Ridge stated that transparency is important.

Mr. Ridge explained that the feeling of belonging is what people need in an organization. He talked about Maslow's hierarchy. Mr. Ridge also talked about tribal attributes: learning and

teaching, values, belonging, future focus, specialized skills, warriors and celebration. Mr. Ridge explained that as a leader our job is to learn and teach. As warriors, they are there to protect our people. He explained it is important to celebrate in good and bad times.

Mr. Ridge explained the 10 traits of leadership. 1. Leaders involve their people 2. Leaders are always in servant leadership mode. 3. Leaders are expected to be competent. 4. Leaders are connected with a high emotional intelligence. 5. Leaders exercise good judgement. 6. Leaders need to have a strong sense of self-worth. 7. Leaders are champions of hope. 8. Leaders move forward. 9. Leaders do what they say they are going to do. 10. Leaders value the gift of contrarians and feedback. Mr. Ridge shared a story about his mom to stress that feedback is a gift and great leadership is about treasuring the other person and you being that other person as well.

Mr. Ridge went over the characteristics of soul-sucking CEOs: they manage their people by fear, break their promises and don't like being challenged by opposing or additional ideas. Mr. Ridge explained that leadership is a balance in being tough minded and tender hearted and the genius is in the middle.

Mr. Ridge talked about the WD-40 organization's employee survey results. 99% of their employees love to tell people they work for WD-40, employee engagement is 93%, 97% of employees respond that they know what is expected of them, 98% feel their opinions and values are a good fit, 96% have respect for their coach, 97% responded they are clear on their company's goals.

Mr. Ridge thanked listeners and attendees for letting him share their journey at WD-40.

Attendees stopped for lunch at 11:35 a.m.

Attendees finished lunch and started back with the discussion at 12:22 p.m.

County Manager Jayne introduced Supervisor Archuleta as the facilitator who asked questions of Mr. Ridge from the attendees.

Supervisor Archuleta asked Mr. Ridge to share why and how he started down the path of focusing on the culture at WD-40, specifically what he saw and felt and why he continues to invest in the organization's culture. Mr. Ridge explained that in 1997 he was given the opportunity to lead the tribe and he decided to go back to school. He went back to school for leadership and he needed to train himself to be an I person, how to build engaging teams and deal with change and challenge. He started to try what he was learning from school with the WD-40 company. He explained that when we add too much value it then decreases motivation. He stated he is curious and likes to experiment. He keeps doing it because happy people create happy families that create happy communities.

Supervisor Archuleta spoke about her personal journey at the County to create a team and a sense of belonging. This included what she learned as a child of bringing her best self and giving back to the community. She stated that we should have fun at work and enjoy working there. She

likes the idea of coaches rather than mentors. She wants people to love working for Coconino County and feel proud to work there.

Supervisor Archuleta asked Mr. Ridge what pieces of advice he has in how the County organization may begin to create that feeling and what is the "it." Mr. Ridge explained that it is about being the you that you want to be. He stated that it helps to think about the 95 year-old you and think about all the things that the 95 year old you would tell yourself to do. Think about what you would you do if you were not afraid. He explained that it gets back to fear and trust.

Supervisor Archuleta asked Mr. Ridge about his use of the word love and his idea of love and unconditional love used in the organization. Mr. Ridge explained that it is about caring for people because it creates happy people and it is better to be around happy people.

Supervisor Archuleta took questions on cards from the audience.

Supervisor Archuleta asked Mr. Ridge how he deals with self-doubt. Mr. Ridge explained that a lot of it is not self-doubt it is more about not being aware. When he has doubt he asks himself why it is it he believes this. He said he gets comfortable with not being perfect.

Supervisor Archuleta asked Mr. Ridge how he weaves diversity and inclusion into the WD-40 organization. Mr. Ridge explained that it is important to have respect for all people. He stated that inclusion brings diversity. He talked about all the different nationalities that work for the organizations. The company celebrates what is unique for cultures among the whole company. Inclusion is about inclusion- be inclusive.

Supervisor Archuleta asked Mr. Ridge how long it took to see improvement in the WD-40 organization. Mr. Ridges answered 3-5 years and it is very difficult in the beginning because there is no trust.

Supervisor Archuleta asked Mr. Ridge what WD40 does to onboard new team members. Mr. Ridge stated that it starts with the day employees apply. He explained that they start off with the process of being around values and aligning with those values. Employees are assigned to a mentor. They have leadership labs with leadership development that teach the elements of leadership. All employees go through this training. Mr. Ridge explained that he talks to each person 3-4 months after they start and asks them if they lied to them. He stated that in the US the WD-40 organization has have retention rates that are twice as much as the average.

Supervisor Archuleta asked Mr. Ridge how one has a work life balance in a time with so much technology. Mr. Ridge stated he does not think there is a generic answer for work life balance.

Supervisor Archuleta asked Mr. Ridge how he has coached people whose ego eats empathy and have they changed. Mr. Ridge answered that without a dramatic event it is hard for them to change.

Supervisor Archuleta asked Mr. Ridge how he finds balance between being tough and tender

hearted with accountability. Mr. Ridge answered that it doesn't conflict if there is clarity around what the goal is.

Supervisor Archuleta asked Mr. Ridge that within his coaching modeling how he handles managing up. Mr. Ridge answered that if one is trying to manage up then there is an issue and there is not transparency. He stated he does not believe in hierarchy.

Supervisor Archuleta asked Mr. Ridge what the performance evaluation looks like at WD-40. Mr. Ridge answered that they identify what an A looks like (doing a good job), which includes values. Three months later there is a conversation with the employee and they go from there.

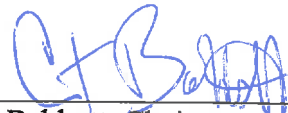
Supervisor Archuleta asked Mr. Ridge how he grows himself as a leader. Mr. Ridge stated he is always curious and a forever learner.

The Director of Adult Probation, Sarah Douthit, provided Mr. Ridge a thank you gift.

Supervisor Archuleta thanked Mr. Ridge.

Chairman Babbott adjourned the special session at 1:47 p.m.

Coconino County Board of Supervisors



Art Babbott, Chair

ATTEST:



Lindsay Daley, Clerk of the Board