



OFFICE OF THE COCONINO COUNTY BOARD OF SUPERVISORS

SPECIAL SESSION MINUTES

August 15, 2019

8:00 a.m.

Ardrey Auditorium, Northern Arizona University
1115 S. Knoles Drive, Flagstaff, AZ

Present: Vice Chair Jim Parks, Supervisor Art Babbott, Supervisor Matt Ryan, Supervisor Elizabeth Archuleta.

Absent/Excused: Chairwoman Lena Fowler

Also Present: County Manager James Jayne, Deputy County Manager Lucinda Andreani, Deputy County Attorney Rose Winkeler, Clerk of the Board of Supervisors Lindsay Daley and Deputy Clerk of the Board Valerie Webber and several hundred Coconino County employees.

Special Session:

1. Presentation from Garry Ridge, President of WD-40, and panel discussion regarding organizational renewal and leadership. **County Manager**

The event started at approximately 9:20 a.m.

County Manager James Jayne welcomed those in attendance and explained what organizational renewal is and explained that the effort is to build a diverse, thriving and healthy organization. He stated that engagement is important. He also talked about the importance of trust within an organization and sharing with each other. Mr. Jayne introduced the presenter Garry Ridge, CEO of WD-40.

Garry Ridge provided information about the history of the WD-40 company. He spoke about the “soul sucking CEO,” which are people in positions of leadership who don’t create an engaging culture. He explained that 67% of people that go to work do not like their job and hate their boss.

He stated that pleasure in job creates perfection in work. He went over the culture and teaching that has been created in the WD-40 company and how it has worked.

Mr. Ridge explained the 4 needs for success: people, purpose, passion and products. He explained that in the WD-40 company they no longer use the word mistake and use the term “learning moment.” He stressed the importance of no lying, no faking or hiding and the need for accountability. He provided examples of why some people fake, hide and lie and that it is ok to admit mistakes as this creates an environment without fear. It is also important to clearly communicate expectations.

Mr. Ridge spoke about the “Maniac Pledge” that they have in the WD-40 organization. He also explained that in applying Maslow’s Hierarchy of Needs to business that the feeling of belonging is very important.

Mr. Ridge explained that within the WD-40 organization they use the term “tribe” to define their community as their community has learners and teachers and teaching is one of the main responsibilities of employees.

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. Mr. Ridge explained that leadership is a balance of being tough minded and tender hearted. He also spoke about what he learned from another leader: have respect for all people, think first and speak last, ask- don’t tell, and be an opener of doors.

Mr. Ridge spoke about the employee opinion survey they have at WD-40 and provided the results from their survey which showed that employees enjoy working there and are engaged.

Mr. Ridge concluded his presentation at 10:48 a.m. and County Manager Jayne thanked him. There was a short break and raffle drawing.

There was then a panel discussion. The panel members were Administrative Specialist I from the County Treasurer’s Office Cory Robinson, Senior Administrative Manager from Adult Probation Shannon Vieira, Deputy Sheriff Cory Black, Workforce Development Specialist Rose Toehe and WD-40 CEO Garry Ridge.

Mr. Robinson asked Mr. Ridge about finding balance between operational and deliberate efforts. Mr. Ridge explained that it is strategic, no plan is perfect and that the one-year plan feeds into other plans. Mr. Black asked how to deal with people that do not want to change. Mr. Ridge answered that it is important to help people win at work by helping them find happiness and for some employees they may never find that so it may be best they leave. Ms. Vieira asked Mr. Ridge how he obtains alignment with candidates during the recruitment process. Mr. Ridge

explained that it is important to catch people being people and it is good to see how they treat the front desk person.

Mr. Toehe asked Mr. Ridge to explain why the WD-40 organization uses the word “tribe.” Mr. Ridge explained that it honors the traditions of what they know as tribe by mirroring “belonging” and having elders teach those that are new to the organization. Ms. Toehe explained what the word tribe means to those from the Navajo Nation. She explained that it has a negative meaning for those from the Navajo Nation. She is glad that he is using it with a positive message but wanted to make sure he is aware of the information she provided.

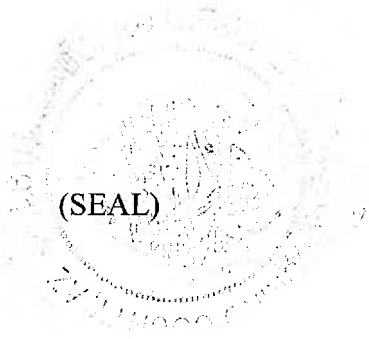
Ms. Vieira asked how long Mr. Ridge has been practicing the information he provided. Mr. Ridge explained that he went back to school and started applying what he was learning in leadership. He stated it is important to believe in yourself and take one day at a time. She also asked how they got the term “maniac pledge” for their organization. He explained that it was from a poster of a golfer who was wearing a hat with a shark on it and he thinks of sharks having maniac behavior but pushing through to get to where they need to be.

Mr. Robinson asked if employees engaged quickly in transition within his organization and Mr. Ridge stated they did. Mr. Black asked how the WD-40 organization stays connected when they have offices all over the world. Mr. Ridge explained that the shared values connect them, and he communicates to employees daily. Ms. Toehe asked how long it took to get high percentages on the employee survey. Mr. Ridge answered that they started the survey in 1999 and that it is still a work in progress. He explained that every office is the same size and that it is important not to have a hierarchical work environment.

County Manager Jayne thanked Garry Ridge for coming. He also thanked Deputy County Manager Lucinda Andreani and Supervisor Elizabeth Archuleta for their work in leading the organization in the organizational renewal effort. Mr. Jayne also thanked other County staff.

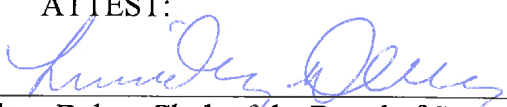
The discussion ended at 11:36 a.m.

COCONINO COUNTY BOARD OF SUPERVISORS





Jim Parks, Vice Chair

ATTEST:


Lindsay Daley, Clerk of the Board of Supervisors