

Garry Ridge: I'm convinced that purpose driven, passionate people guided by their values create amazing outcomes, and I really needed to find a way of empowering people, but also helping them be safe within themselves.

Robert Glazer: Welcome to Elevate, a podcast about achievement, personal growth and pushing limits in leadership and life. I'm Robert Glazer and I chat with world class performers who have committed to elevating their own life, pushing the limits of their capacity and helping others to do the same.

Welcome to the Elevate Podcast. Our quote for today is from Leonardo DaVinci and it is, "Learning never exhausts the mind." My guest today, Garry Ridge, has made it his professional mission to continuously learn and pass that learning onto the people he leads. Garry is the CEO of WD-40 Company, where he has grown employee engagement from 40% to 93% since taking over as CEO in 1997. He was named Igniter of the Year by Simon Sinek in 2016 and is a world renowned author, keynote speaker and executive coach. Garry, welcome. I'm excited to have you join us on the Elevate Podcast.

Garry Ridge: Hey Bob, it's just a pleasure to be with you today.

Robert Glazer: You have a unique story of joining a large global company, WD-40, and working your way to the top. Can you tell us a little bit about your early days at the company and what that was like and what sort of pushed you towards the executive suite?

Garry Ridge: Sure. And I was fortunate enough, July 4th I celebrated 32 years as a tribe member here at WD-40. I joined down in Australia in 1987. Prior to that I actually worked for the licensee of WD-40 in Australia. That's how I got to know the folks here at WD-40. And when that license was coming to an end they gave me the opportunity to open our Australian subsidiary. And my dad was an engineer and I remember saying to him one day, "Dad, I've been asked to join WD-40." He said, "You can't go wrong with that stuff son." I think he was right.

And I worked in Australia from 87 to 94 and we had a goal to take the blue and yellow can with little red top to the world and we were testing a number of different business models out of Australia, but basically into Asia. And in 94 they said, "Would you like to move to the US and head up our expansion in other countries outside the US?" And I said, "Wow that sounds like a good idea." And we picked up at toys and move to San Diego and three years later the CEO retired and I got the opportunity to do just that. Is to take the blue and yellow can to the world with a great tribe of people.

Robert Glazer: And when you stepped up into the CEO role, what was your biggest concern, or did you have any about kind of taking on that role?

Garry Ridge: Well, I was consciously and incompetent and I continue to be that way. But what I'd learned from down in Australia is that there was a lot of knowledge in

the company, but it was a little siloed. And I wanted to take those silos of knowledge and turn them into fields of learning. I really wanted to understand if we were going to take this brand to the world, micro management was not going to be scalable. So how do we set up a culture where there was freedom? I'm convinced that purpose driven, passionate people guided by their values create amazing outcomes. And I really needed to find a way of empowering people, but also helping them be safe within themselves.

And I learned a lot of that. When I went back to school. Soon after becoming the CEO I went back to school. I went to the university of San Diego and I did a masters degree in leadership. That's where I met my now dear friend Ken Blanchard. And a lot of the learning from him and his philosophies I actually put into play in building our culture WD-40

Robert Glazer: And I know a lot of people probably look and think WD-40 isn't this just the spray can of lubricant? But as you mentioned, the purpose and vision, I know that you think about the purpose of the company kind of very differently and I don't think a lot of people have a window into that. So can you sort of share that at a high level?

Garry Ridge: Sure. We exist to create positive lasting memories in everything we do. We solve problems, we make things work smoothly and we create opportunities. That's the purpose of our business. We're in the memories business. That's a lot easier to get passionate about than saying you sell oil in the can. So many people, one of the great joys I get about working for the company is traveling the world and I'll sit next to someone on the plane and they'll say, "What do you do?" And I say, "I work for WD-40." And they say, "Oh I remember when." So our job is to create these positive lasting memories by helping people not only get their job done, but in our company creating an environment with people go to work every day. They make a contribution to something bigger than themselves. They learn something new. They feel safe because they're protected by their values and they go home happy.

And we're convinced that happy people create happy families and happy families create a happy world. And we really do need a happy and you talk about that a lot in your book that's coming out in October.

Robert Glazer: Yeah. And you know a lot of people who listen to this might think, and a lot of people listen to companies where the culture's, oh that all sounds great, but that one worked for my company. But as you talk about you've made a purpose driven business out of oil in a can. But if we're looking at the outcome of that, fundamentally the company does the thing, although there's some new and innovative products, but the market cap has grown I think from about 300 million when you took over to almost two point \$3 billion today. So I think there are a lot of people out there who still think they have to choose between culture and results. But I think you've proven that that's not true.

Garry Ridge: You can't get results optimize without culture. And I think one of the challenges is organizations spend an balance of time between strategy and execution and people purpose and values. And I think we've proven over time that certainly strategy and execution is ultimately important. But if you want to turbo charge your strategy, and in particularly your execution, you need to have highly engaged people. You need to get a balance between people and purpose and values and strategy and execution. It's not about what are you going to do for me for the next 90 days. And I think that's the problem of shortsightedness in a lot of companies. I talk a lot about AI, who's the soul sucking CEO and AI the soul sucking CEO is very, very shortsighted. And it's all about the next 90 days and you don't build an enduring company that way.

Robert Glazer: What is the biggest difference in the culture today at 2.3 billion than when you took over and it was 300 million? Where did you really have to steer that?

Garry Ridge: Becoming a learning organization. We call ourselves a tribe and the number one responsibility of a tribal leader is to be a learner and a teacher. I loved your opening quote. I also love the one of Nelson Mandela, which is education is the most powerful weapon with which you can change the world. And I think learning is the most powerful weapon we have within our organization. So that, I'm happy saying I'm consciously incompetent and I say all the time in most situations I'm probably wrong and roughly right, which means we're very open to learning. And that's important.

Robert Glazer: You've said that twice. Will you walk everyone through who hasn't heard it before. The the mantra of the conscious and and competent, the four levels? You start at what unconsciously incompetent? Then you move to ... there's like ... yeah the four stages of that.

Garry Ridge: Yeah. I don't remember the four off the top of my head, but I know consciously incompetent is where I sit.

Robert Glazer: Right. So that's when you know what you don't know where a lot of people are, are unconsciously incompetent, right?

Garry Ridge: Correct.

Robert Glazer: Where they think they know everything.

Garry Ridge: Yeah. There's a great book just came out just recently and it was a follow on from Who Moved My Cheese? And you might remember Hem and Haw the two mice there were caught in the maze. And the new book that came out that was written by Spencer Johnson's children after he passed away, it is called Out of The Maze. And it's interesting. It's one of the points it makes, is a belief is a thought that you trust is true. And the thing that we need to challenge is that sometimes the facts are just how you see things. So don't believe everything you think.

And I think that's important today, particularly in this world that's moving around us so quickly. I love asking myself often why do I believe this to be true? And I think that's a great way to challenge and be curious.

Robert Glazer: I saw on your blog, The Learning Moment, you actually talked about how a negative aspect of the culture when you became CEO is that people were afraid to share information or expertise with each other. I assume that's a corollary to what you just said, a learning and people aren't willing to share. I assume that if they're afraid of the feedback. How did you kind of attack that and address it?

Garry Ridge: Well we took the word failure out and replaced it with a learning moment. What we say here is a learning moment as a positive or negative outcome of any situation that has to be openly and freely shared to benefit all. And people don't like being put in a position where they believe they have failed and therefore are ridiculed for the failure. So what we said was we're not going to have failure in the company and that's okay. What we're going to do is we're going to take every situation and look at it as a learning opportunity. So we took the word failure out and we replaced it with the learning moment. And that really opened up people in their safety zone of being able to share without fear of embarrassment ridicule, or whatever. And that's been a huge part of the change in our culture. You know, okay don't make the same learning moment three times. That's not really a good thing to do.

Robert Glazer: Well that was my next question. So what happens when someone has the same ... because I agree with you, I think that failure's a powerful teacher. We use something similar, they write sort of a brief that they can share with others on what we can learn from it. So we say it's fine to fail, but repeating the same mistake is not okay.

Garry Ridge: Correct. And I think that responsibility too comes really to the feet of the coach. Where once someone is identified a learning moment, it's our role as a coach to help people step into the best version of their personal self and to learn from that. But if the coach is not helping the person develop over time, then who do you hold accountable for this person's trifecta of failure or the trifecta of the learning moment. I mean it's, it's not about pointing at them. It's like any situation as a leader when things go right, you look out. When things go wrong, you look in.

And that's why most leaders get caught up because what happens is ego eats empathy instead of empathy eating ego. And ego is the biggest killer of leadership. Ego the word means self. Empathy means inclusion.

Robert Glazer: And in your mind, is it always the leader's fault, or there sometimes when someone's just not in the right role or not doing the right thing, and it doesn't matter how many times you have that discussion or coach them?

Garry Ridge: Certainly, and WD-40's a great place, but it's not for everybody. And if we've done our job, if we've clearly identified and agreed with our tribe member what an [inaudible 00:12:05] looks like, the responsibility of helping that person get the A is the coaches. If at the end the person doesn't want to get that A then you know what? That's okay. We understand that, and maybe this is not the best place for you. So you've gotta be committed to yourself to have someone be committed to you.

Robert Glazer: Is the coach the leader or is coach separate from their manager? Your definition of coach who is that in the organization?

Garry Ridge: It's the leader. We don't have managers in the company. Everybody's a coach. And our job is to coach people to better performance and the role of the coaches don't to play on the field. The role of the coaches to spend a lot of time in the locker room and a lot of time on the sideline observing the play and bringing new experiences and techniques and bringing new competencies into the game.

Robert Glazer: Yeah. It's interesting. I think that one of the most powerful analogies someone said to me from sports is that a sports coach cannot walk on the field. Everything they have to do is in practice, in the classroom on the sideline, because they can't get frustrated and just go grab the ball and kick it. And in business we can, and I think that probably does a disservice versus where you really have to learn how to coach in sports.

Garry Ridge: Absolutely. I think we have to do that in business. If we step in and type the play, how is that person going to learn to be a better player? Now, that can become frustrating for the coach sometimes because they'll want to, but we won't over time build someone's leadership strengths if we always want to step out there and get in front of them. We have to get beside them and let them move forward.

Robert Glazer: Now, I know you're way on the progressive side of this along with a lot of other leaders in terms of how you run the organization. But what I think is interesting is that we still have a whole group of leaders running command and control playbook when even the military is not using that anymore. How do we get the word out? I always said my thing is command and control is dead. It's just 80% of the companies don't know that yet, or haven't been given a new playbook to work from.

But hey what would your message be to someone to who really believes still in that sort of command and control system?

Garry Ridge: Take a look in the mirror. Is it your ego that's putting you there? One of the things I say to our tribe is we're fortunate that most of our competitors, 65% of their people who go to work everyday, hate their jobs. If I was a leader and I knew it's 65% of the people who are walking into the roles that they're walking

into every day, don't like it, what they doing Aristotle said in 384 BC, pleasure in the job puts perfection in the work. So isn't that our role as leaders to bring pleasure to the job if we expect perfection in the work. And if we do do that, we do get these passionate people that are protected by values that create amazing outcomes.

And not me, but our tribe over the last 20 years has proven that in doing that, you can create an enormous economic engine than you shared before. We've gone from 300 million to 2.4 billion in market cap over that time. And correlated to that is our increasing employee engagement. 99% of the people who go to work at our company globally everyday say they love to tell people they work here. Isn't that a very comforting thing? To think that when you love something, you're going to protect it. You're going to want it to grow. You want it to prosper.

Robert Glazer: Yeah. And that doesn't mean you don't have really high expectations and performance goals. I think I'm trying to put myself in the shoes of the skeptic who say, great, that's great that they love their job, but no one will be getting anything done. Clearly you've 10Xed the market cap, [inaudible 00:16:01] the case. I think, again, a lot of people still think that engagement and really high standards are mutually exclusive, but I'd love to hear your take on that.

Garry Ridge: Oh, absolutely. We are one of the few public companies, I believe, we actually have a goal that is our 2025 goal. We say we're going to increase our revenues by 2025 by something around \$275 million, a compounded annual growth rate of revenue growth between four and 7%. That's not easy. And I think we're one of the few companies that in our strategic initiatives that we share every time we talk to the market, we say that also are one of our goals is to get employee engagement to 95% from the 93.3% it is now.

These two things are absolutely linked. We won't get to a 700 million revenue company unless we have a talented group of people going to work every day really passionately enjoying what they do. We won't get there. And if we didn't have employee engagement at 93% now we would need a number of more employees or tribe members to get the same job done, which would have a massive impact on our profitability. So to me it's all duh. Work it out.

Robert Glazer: Yeah. I'm still amazed at how many people drag their feet on it because they think that, again, I guess it's that command and control that, oh, we should have these high goals and I should tell people what to do and they should listen and that should work because that's been passed down from generation to generation. But it's a different world. We're in the gig economy. If people don't want to work for you, there's plenty of jobs that they can go get overnight.

Garry Ridge: Right. And I out a long time ago, you cannot make anybody do anything and sustain it over a period of time. You can't.

Robert Glazer: What's the quote, a man convinced against his will is of the same opinion still? I think that was Ben Franklin or someone as eloquent as he.

Garry Ridge: Yeah. Right.

Robert Glazer: All right everyone. We're going to take a quick break for a word from our sponsors and we'll be right back.

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And we're back with Garry Ridge. So having transformed the culture of a global company that sells oil, again, this is not not Facebook for everyone who's listening or not Google. These are not the high tech employees. You've now entered the world of coaching and thought leadership, including co-authoring a book, *Helping People Win At Work*. What's the book about and what was your goal in writing it?

Garry Ridge: When I met Ken Blanchard when I was doing my master's degree in leadership, he shared that when he was a university professor, he used to give people the final paper at the beginning of the teaching period, and his role was to help them learn the answers. And I was like, well duh. In organizations, we have this lousy way of reviewing people. Instead of setting expectations up front and having them achieve at the end of the year, or some time we get together and say this is what you didn't do very well and, oh by the way, this is going to govern your compensation. And we said, "Well wait a minute, if we can identify what an A looks like and then we can put the responsibility of the coach on helping that person get an A isn't that going to be create a that are outcome than the other one." And that's why we wrote the book. And we've proven that to be true.

At the beginning of the year our coaches sit down with the tribe members, they determine what an A looks like and then they meet regularly during the year to

talk about the progress towards that A. The job of the coach being to help them get an A. That's why we wrote the book, Ken Blanchard and I. And it's certainly, I think, proved out to be true. A lot of people are talking about the lousy review systems we use in organizations and that they are lousy.

Robert Glazer: Well, also I think the notion of the annual review is really falling apart where you wait until the end of the year to collect up all the positive and negative things that you want to share someone about where they stand in the organization.

Garry Ridge: Oh absolutely. You sit down with someone and you say at the end of the year and you say, "Well here's all the things you could have improved on." What we should say is, "Well, if you would have told me about those 363 days ago, well when you identified them, maybe we would've worked together to improve on these things, or have a better outcome and then then we'd all be better off. And then sometimes we get really smart. We give managers kind of computer programs to be able to fill in boxes and cross ticks calculates a number when really it's about coaching on an ongoing basis. It's about the conversation you're having on an ongoing basis. Not about some stupid algorithm arithmetic program that punches out some number.

Robert Glazer: Right. And if you said before, if it's about a learning moment, then you need to learn from that at the moment. Not, not hear about it nine months later.

Garry Ridge: Absolutely. Absolutely.

Robert Glazer: When you're consulting with companies or coaching executives on leadership, what's the most common area where you see people are just stuck or kind of hitting the wall that they came to you in the first place?

Garry Ridge: Number one is they haven't got a commitment to an organization that it's all about the people. Again, the ego is driving instead of the empathy driving. There's not a clear set of articulated values that keep people safe. Our values in the organization are there to set people free and keep them safe. So it's usually there isn't a people culture, there isn't a true set of values. They haven't defined their purpose and there's an imbalance between that and the amount of time they're actually talking about strategy and execution. And there isn't an opportunity within an organization to have the freedom of learning. It's a more of a what did you do wrong instead of what can we learn from that and accountability is so important amongst all that as well.

Robert Glazer: That's a lot. And so I'll pick that apart. That was my list of to do's. That would seem like a lot. So let me pick that apart a little bit. You said this earlier too, that your values provide safety. Can you explain what that means? Because I don't think a lot of people have been in a company ... they see those core values on the wall. They see the, I would say the Office Space, Dilbert kind of listing of everything that comes out of book. But I don't think a lot of people haven't



really been in an environment where the values govern decision making and behavior.

Garry Ridge:

And that's a challenge that most organizations have. I get really scared when I walk into lobbies and the values are framed on a wall. The values need to be embedded in the behaviors in the organization. And in fact, in our employee, or tribe member ongoing coaching, the values are talked about as much as the goals. And we see our values are the cornerstone of our company. They're the beliefs that are at the core of what we commonly agree in and they're hierarchal. So we only have six values and number one is more important than number six. And by using these values in any situation to make a decision, you are free to make that decision.

So our number one value is we value doing the right thing. Our number two values is we value creating positive lasting memories in all of our relationships. Three is we value making it better than it is today. Four is we value succeeding as a try while excelling as individuals. Five is we value owning it and passionately acting on it. And six is we value sustaining the WD-40 economy, which as a public company you think number one should be we value making profits let. but if we do the five, the six one that we called the economy will be the outcome. And then each one of these values has a written paragraph underneath it that what does doing the right thing mean? That way we can transport that value to any country in the world that we operate in. Because if you didn't have a clear description of what that means to us, then doing the right thing in China might be a little bit different than doing the right thing in Malaysia or Australia or the UK or the US.

So this way people feel protected and they also have a playground to play in takes away ambiguity. And we've found that to be the cornerstone of a lot of what we do.

Robert Glazer:

Yeah. I can't prove this, but I'm guessing that when you said those values, you were not looking at a piece of paper. You actually know them, which most companies don't. I've even heard some great companies, hospitality kind of brag about their values and talk about each one of our members carries around a card with our values. And they can put [inaudible 00:25:47] pocket and it has our 10 values. And I'm like, well then they don't know it if it's on a card that they have to read in their pocket.

But yeah I go back to the safety because if you really want to talk about what real values are, and really those listening, think about what Garry said, how this would apply to your business or your family. Are you secure enough in your values that you would say to someone you are completely safe and exonerated if you make a decision in the service or of one or more of these values? And in doing that, you don't need a lot of rules. Right? I mean that covers far more than a massive rule book could cover.

Garry Ridge: Absolutely. Absolutely. When you think about it as a value is something that I hold valuable. It's a lasting belief that one particular end or mean is more personally acceptable than the other.

Robert Glazer: Yeah.

Garry Ridge: So what are they, what are they? In one of the classes I teach, I do a really fun exercise where I put a case study up and I say, here's a case study and I divide the group into three groups and I say, you have a set of values that are hierarchal. This certain group, has a set of values that are not hierarchal and this group can do whatever they want. And at the beginning of it, the group that gets the free ticket are excited because well we can do anything we want. I said, "Now in 20 minutes he's the case, come back with your recommendation." And it's a case that describes a business situation.

The first group back with their recommendation is the group that has a set of hierarchial values. Why? Because it reduces churn. There wasn't a matter of arguing about what was more important to the individual. The group that was excited at the beginning, by the time they come back, they're actually arguing with each other. They've made no progress whatsoever. It's absolute. Instead of having flow in the organization, there's just friction.

So in an organization that has no values and they're not a hierarchy what do you think you have? Churn, friction, there's no clear playing field. And I've run that case study, I don't know, maybe a hundred times now in the courses that I've taught in USD or Penn, and I get the same result every time. And at the end of it, people's eyes light up and say, Oh my God, this just gives us freedom. It's sets us free. We can make quick decisions or make at least considered decisions.

Robert Glazer: Yeah. What you're describing there for me almost articulates what is so wrong with our political system today in that every issue, people do not have these universal values that should carry from decision to decision. Their lens on it completely changes based on who brought it up, whose problem it is. It's on the other side, and I'll listen to either party, someone defend one issue, I don't know. Say it's sexual harassment and they defend someone from their own party who was accused for it and then chastise someone from the other party and they're like, it's either a value or it's not a value. It's not subjective based on the situation.

Garry Ridge: Yeah, you can't. That's why I value as a hierarchial. So you can't shop them. If they weren't hierarchial you'd shop the value. Well wait a minute, this situation I think sustaining the WD-40 economy's more important than doing the right thing. So we'll buy that cheaper chemical that maybe has Prop 65 attributes because we could label the can that way and we'll be more profitable. No the outcome of that is something we don't like. That's why having them hierarchy is so important so you can't shop them.

Robert Glazer: Yeah. I heard someone on a podcast recently, if you talking about sort of like, again, rules or values, was talking about his daughters and curfew. And he said when they're going out on a weekend night, he says, look you know that we're going to worry about you. We probably won't fall asleep until you get home. So tell us what time you're going to be home and reasonable. And he said, they'll say 10:30 and he might've dot 11:15. But then they come in at 10:27 because he laid out the sort of value argument for it versus if he said, Hey, your curfew is 11:00 there would've been a lot of fighting and yelling and screaming about it. And it's funny I thought that example was such a great illumination of the difference between rules and values.

Garry Ridge: Absolutely. Absolutely. They're just something that gives you freedom.

Robert Glazer: Yeah. And for those of you who have those, those sort of Dilbert or Office Space core values at your company I'd encourage you to think about whether people can make decisions based on those or whether they're just really more of a marketing thing that you have out there.

Garry Ridge: Yeah. We run a course in our learning laboratory that we have in the company and what one of the ways we have people use values is we say, the three constituent groups that we serve. We serve our people, we serve our shareholders and we serve our tribe put them at the top, put the values down at the side with the situation at the top and now put ticks and crosses in the boxes about our are we acting within these values, helping us make that decision. And pretty quickly you get a visual that says, well yeah, this decision is majority in favor of all of the constituents we serve and supporting our values. If you get a lot of crosses, that's when you start really thinking about, wait a minute, this is not a really good decision. What more do I need to know? Have I gathered the facts? Have I got good counsel? Am I inclusive in the people that I bring into the conversation? Where further do I have to go?

Robert Glazer: Absolutely. So do you have any new books in the works?

Garry Ridge: Well, I've written a couple of articles about AI the soul sucking CEO, and I'm hoping that, that will come to life over the next year or so because I think there's a lot that we can share on behaviors.

But sometimes the leader doesn't observe their personal behavior on how they're actually sucking the soul out of the organization. Hopefully AI and his cousin, Sam, who's shortsighted Sam put those two together and then you get a pretty ugly situation?

Robert Glazer: Who's the counter to AI? Do you have an archetype of the perfect ... these are just the negative archetypes?

Garry Ridge: Well the, the counter to AI is a servant leader.

Robert Glazer: Yeah.

Garry Ridge: That's the cat at the AI is a servant leader. And when you think about the attributes of a servant leader they involve their people, they're always in servant leadership mode, they're expected to be competent, they have very high emotional intelligence or i.e. empathy eats ego instead of ego eating empathy, they're champions of hope, they move forward and they value the gift of contrarians and feedback.

Robert Glazer: Oh, I can't wait to read about it. It sounds like there could be a kids' book version of it too.

Garry Ridge: Yeah. Maybe it'll be a parable. I don't know. Ken Blanchard and I are talking a lot about it right now.

Robert Glazer: It sounds like a parable. It sounds like a Patrick [inaudible 00:32:56] type story.

Garry Ridge: Yeah.

Robert Glazer: So last question. What's a personal or professional mistake that you've learned the most from? And I always say it could be singular or it could be a repeated one, or learning moment, I should say.

Garry Ridge: Yeah. I don't make mistakes I have learning moments. My biggest learning moment and it was kind of like an aha to me was getting comfortable with the three most powerful words I've ever learned in my life. And those are I don't know.

Robert Glazer: So you use those a lot?

Garry Ridge: Yeah. And that's it. I don't know. And I'm comfortable with being consciously incompetent or as I often say, probably wrong and roughly right. And that was the big learning that that's not a place where you feel insecure. That's a place we actually feel secure because once you have determined that you don't know then you're going to gather the people around to help you learn and do the things you need to do.

Robert Glazer: Okay great. And how can people get ahold of you?

Garry Ridge: At my website, [www.thelearningmoment.net](http://www.thelearningmoment.net). I am on LinkedIn and I have a Twitter @learningmoment. So any one of those, I try to share my learning as much as I can. But as you know, I have a full time job leading the WD-40 tribe as well, which is I'm so fortunate that I have an abundance of worthwhile work to do.

Robert Glazer: Great. Well Garry, thank you for sharing your story with us. I have a ton of admiration for the way you lead, your commitment to lifelong learning, and how

you inspire others to do the same. You're an amazing example of how cultural change is possible even at a global billion dollar business that sells cans of oil.

Garry Ridge: It's great fun. Thank you for giving me the opportunity and my hope is that some of the leaders out there really understand that the power is in the people and it's our job as leaders to set them up to win.

Robert Glazer: All right. Well to our listeners, thanks for tuning in to the Elevate Podcast today. We'll include links to Garry, his book and a learning moment, including LinkedIn and his Twitter handle on the detailed episode page at [robertglazer.com](http://robertglazer.com). If you enjoyed today's episode, I'd really appreciate it if you could leave us a review as it helps new users discover the show and the content. Don't be selfish with it. I'd love for you to share it.

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