

*Helping People
Win at Work*

*A Business Philosophy Called
“Don’t Mark My Paper,
Help Me Get an A”*

**Ken Blanchard
Garry Ridge**

Vice President, Publisher: Tim Moore
Associate Publisher and Director of Marketing: Amy Neidlinger
Editorial Assistant: Pamela Boland
Operations Manager: Gina Kanouse
Digital Marketing Manager: Julie Phifer
Publicity Manager: Laura Czaja
Assistant Marketing Manager: Megan Colvin
Cover Designer: Chuti Prasertsith
Design Manager: Sandra Schroeder
Managing Editor: Kristy Hart
Project Editor: Lori Lyons
Copy Editor: Gayle Johnson
Proofreader: Apostrophe Editing Services
Indexer: Cheryl Lenser
Compositor: Nonie Ratcliff
Manufacturing Buyer: Dan Uhrig

© 2009 by Polvera Publishing and Garry Ridge
Publishing as FT Press
Upper Saddle River, New Jersey 07458

FT Press offers excellent discounts on this book when ordered in quantity for bulk purchases or special sales. For more information, please contact U.S. Corporate and Government Sales, 1-800-382-3419, corpsales@pearsontechgroup.com. For sales outside the U.S., please contact International Sales at international@pearson.com.

Company and product names mentioned herein are the trademarks or registered trademarks of their respective owners.

All rights reserved. No part of this book may be reproduced, in any form or by any means, without permission in writing from the publisher.

Printed in the United States of America

First Printing May 2009

ISBN-10: 0-13-701171-7

ISBN-13: 978-0-13-701171-1

Pearson Education LTD.

Pearson Education Australia PTY, Limited.

Pearson Education Singapore, Pte. Ltd.

Pearson Education North Asia, Ltd.

Pearson Education Canada, Ltd.

Pearson Educación de México, S.A. de C.V.

Pearson Education—Japan

Pearson Education Malaysia, Pte. Ltd.

Library of Congress Cataloging-in-Publication Data

Blanchard, Kenneth H.

Helping people win at work: a business philosophy called, "don't mark my paper, help me get an A" : helping people win at work / Ken Blanchard, Garry Ridge.

p. cm.

ISBN 978-0-13-701171-1 (hardback : alk. paper) 1. Leadership. 2. Performance--Management. 3. Communication in organizations. I. Ridge, Garry, 1945- II. Title.

HD57.7.B557 2009

658.4'092--dc22

2009000598

*To Ted and Dorothy Blanchard
who taught Ken that effective leadership
is not about position power
but about earning the trust and respect
of those you lead*

*To Bob and Jean Ridge
who taught Garry about character
and determination*

and

*To the tribe members of WD-40 Company
who have worked hard to put Garry's beliefs
into action*

Contents

Introduction 1

ONE

Don't Mark My Paper, Help Me Get an A 17

TWO

Building the Right Culture 43

THREE

My Leadership Point of View 67

FOUR

The Simple Truths About Helping People Win at Work 89

Simple Truth 1

Performing Well: What Makes People Feel Good About Themselves 91

Simple Truth 2

To Help People Perform Well, an Effective Performance Management System Must Be Established 94

Simple Truth 3

It All Starts with Performance Planning 97

Simple Truth 4

The Biggest Impact on Performance Comes from Day-to-Day Coaching 101

Simple Truth 5	
Trust Is Key to Effective Coaching	117
Simple Truth 6	
The Ultimate Coaching Tool: Accentuating the Positive	122
Simple Truth 7	
Redirection Helps Get Performance Back on Track	125
Simple Truth 8	
Deliver Reprimands with Caring Candor	129
Simple Truth 9	
Performance Reviews Should Be About Retaking the Final Exam	133
Simple Truth 10	
Developing and Sharing Your Leadership Point of View Is a Powerful Communication Tool for Your People	136
Simple Truth 11	
Servant Leadership Is the Only Way to Go	139
Simple Truth 12	
Celebrate Successes	149
Epilogue	155
APPENDIX A	
The WD-40 Company Goal Review Form	159
About the Authors	171
Services Available	175
Index	179

Introduction

KEN BLANCHARD

IN WINTER 2007, my colleagues and I from The Ken Blanchard Companies published *Leading at a Higher Level*. It pulled together the best thinking from more than twenty-five years of working together. It truly is *Blanchard on Leadership*. Our hope is that someday, everywhere, everyone will know someone who leads at a higher level.

When you lead at a higher level, the development of the people you're leading is just as important as the performance and results you desire. This is true whether you're leading students in class, youngsters on a team, parishioners at church, family members at home, or direct reports at the office.

In the business realm, the importance of developing people applies to both your employees and your customers. In short, the well-being and personal growth of the people you're leading are as important—if not more so—as the goals you seek to achieve.

As a result, we define leading at a higher level as the process of achieving worthwhile results while acting with respect, care, and fairness for the well-being of all involved.

THE LEADING AT A HIGHER LEVEL SERIES

The feedback on *Leading at a Higher Level* has been tremendous. Now that people know our curriculum, the only additions they have requested are in-depth examples of how leaders and their organizations have taken aspects of *Leading at a Higher Level* and put them into practice while maintaining a dual focus on performance and people. We decided to introduce the *Leading at a Higher Level* series to do just that.

I am thrilled that the first book in this series is with Garry Ridge, president and CEO of WD-40 Company. Conventional wisdom tells us that if it isn't broken, we shouldn't fix it. WD-40 Company wasn't broken when Garry stepped into the role of CEO in 1997. It was a brand leader that had produced consistent profits for more than forty years. WD-40's philosophy and culture were conservative, and that cautious approach had served the company well. Yet that wasn't good enough for Garry because he knew the company's best was yet to come.

Garry bucked tradition and messed with success. Among the many changes that he and his colleagues initiated was a performance review system that has elevated Partnering for Performance—a major aspect of *Leading at a Higher Level*—to whole new heights. This process has helped WD-40 Company to become a darling on Wall Street.

Since becoming CEO and implementing the “Don’t Mark My Paper, Help Me Get an A” performance review system, Garry has seen the company’s annual sales more than triple. They have grown from \$100 million—with only 30 percent coming from domestic sales—to more than \$339 million in 2008—with a more balanced 53 percent coming from sales outside the United States. During that time the company’s capital value has nearly doubled, from \$320 million to \$600 million. And with sales per employee at \$1.1 million, WD-40 Company is an extraordinarily efficient operation.

Remarkably, they have accomplished this financial feat while making WD-40 Company a great place to work. The 2008 WD-40 Company Employee Opinion Survey found an astonishing 94 percent of the company’s people to be fully engaged in their work.