



GRATEGY

FRICTIONLESS LEADERSHIP:

**The Six Gears of Grategy®
for a High-Performance
Culture**



**WHEN WAS THE LAST TIME YOU
TESTED YOUR CULTURE?**

**Culture is the only
system that rarely
gets inspected....
Until something
cracks.**



YOU ARE TRAINING TALENT.

THE QUESTION IS...FOR WHOM?

STRATEGY

1. Develop world-class operators and donate them to our competitors.



• THE •
BEST



If your best toolmaker got a call today...

1 = no chance they leave

5 = I'd be nervous





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THIS NOTE IS LEGAL TEND
FOR ALL DEBTS, PUBLIC AND

Anna Escobedo Cabral
Treasurer of the United States

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SERIES
2006
A



FRANKLIN

THE REAL COST OF LOSING ONE SKILLED OPERATOR



When your most experienced plant operator retires, what breaks first?

Is it batch consistency?

Is it downtime on the blending line?

Is it quality specs drifting?

Is it equipment life?

Or is it tribal knowledge no one documented?

**VACANCIES ARE VISIBLE.
CAPABILITY LOSS IS NOT.**

They don't leave (just) for money.

They don't leave because of the hours.

They don't leave for benefits.



DO I MATTER HERE?

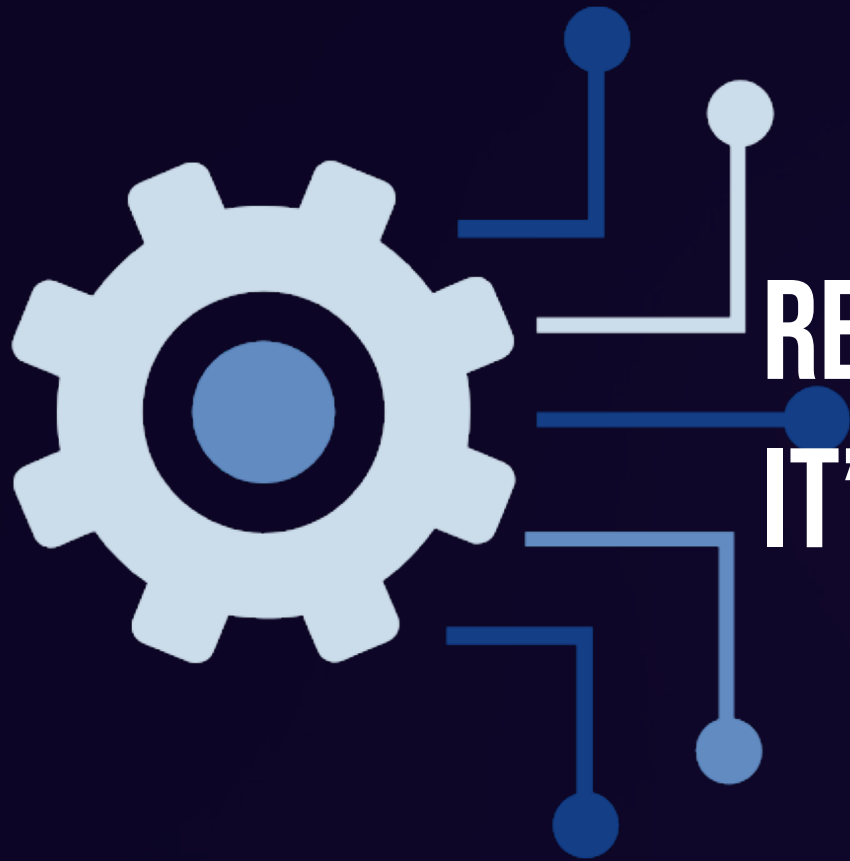
In maintenance, you don't wait for the blending line to fail.

In quality, you don't wait for a batch to drift out of spec.

You build preventive systems.

Retention works the same way.





**RETENTION IS NOT A FEELING
IT'S A SYSTEM.**

Acts of Service

Applause



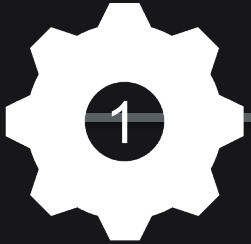
Accountability

Attitude

Appreciation

Access





ATTITUDE

We don't ask talent to adapt to an outdated culture.
We build a culture that attracts and retains talent.





Cedar Point















+ EVERY
THING +





Metal doesn't bond because we hope it will.


**It bonds because heat is applied in the right place,
at the right time, with intention.**

That's leadership.



APPRECIATION

What you consistently recognize becomes the standard.
What you overlook becomes acceptable.



**Yes, it really does
look like this...**

I am grateful for



What's

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ACCESS

Remove barriers.
Fund the tools.
Be accessible.



**Who in your organization is
one investment away from
becoming indispensable?**

A photograph of four people standing together at a conference. From left to right: a Black woman with short hair wearing a dark blazer and a name tag that says 'DOLLARIA'; a white man with grey hair wearing a blue suit jacket and a name tag that says 'RICHARD'; a white woman with blonde hair wearing a dark blazer and a patterned scarf, with a name tag that says 'HOLLY'; and a white woman with blonde hair wearing a dark polka-dot dress and a purple lanyard. They are all smiling. The background features a stage with blue curtains, a large screen displaying event information, and a decorative pattern of purple and white diamonds. The text 'How do you invest in your people?' is overlaid in white on the left side of the image. An orange horizontal bar is at the bottom.

How do you invest in your people?

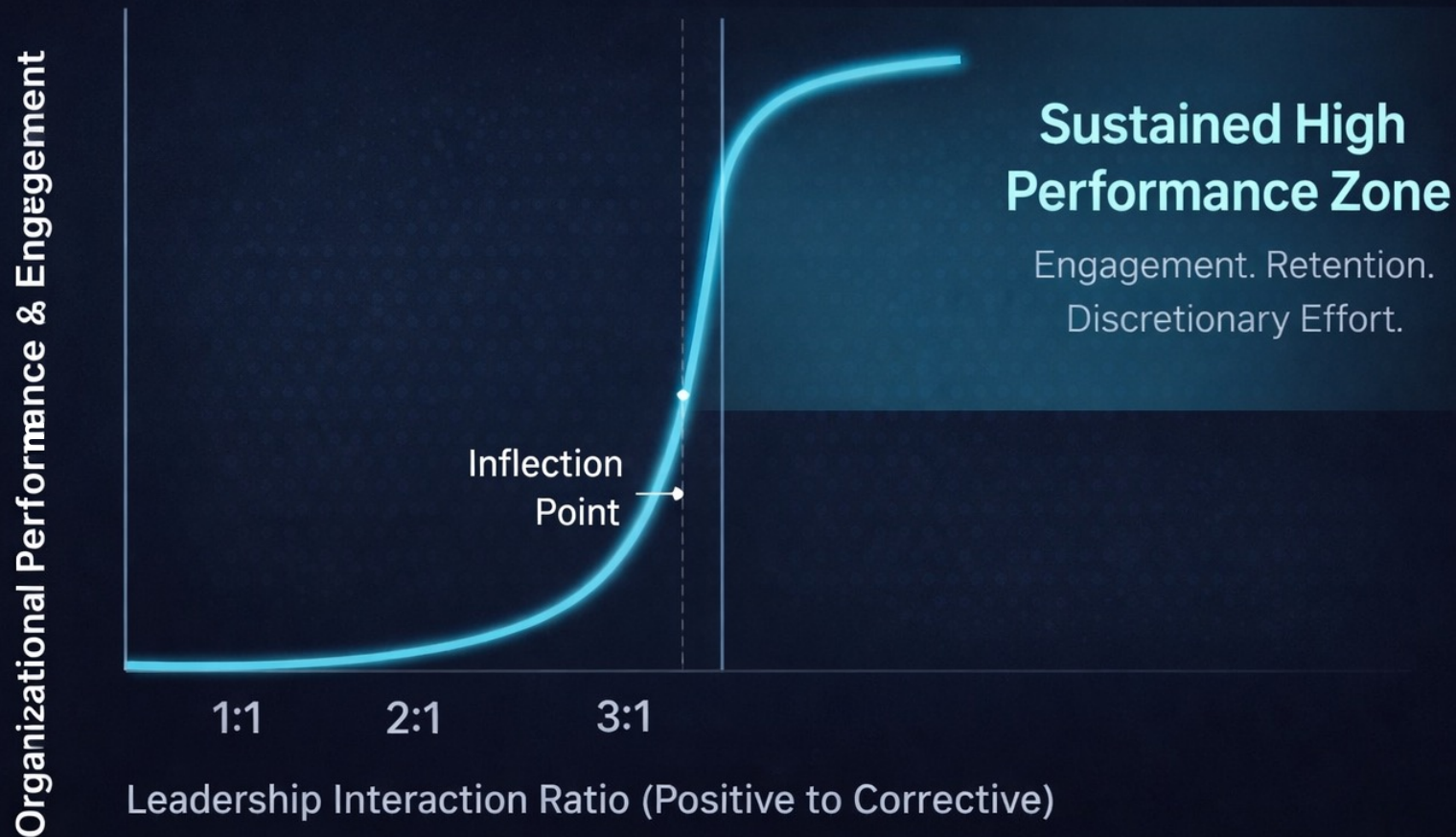


APPLAUSE

Because what you reinforce is what you retain.

The 3:1 Leadership Inflection Point

When Recognition Outweighs Correction, Performance Accelerates



**“WHEN I DO SOMETHING WRONG, I GET
RECOGNIZED 100% OF THE TIME. BUT
WHEN I DO SOMETHING WELL, IT RARELY
GETS NOTICED.”**



“Gold Star” Activity

- Stand up.
- Find someone whose role strengthens this industry.
- Tell them specifically why their work matters.
(30 seconds)
- Switch



You know them.
You work beside them.
You might be one of
them.

**Let's recognize the
backbone of ILMA!**



A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text 'YOU ROCK' is embossed on the plaque in a bold, sans-serif font.

YOU ROCK



Owners and Executives:

You carry the long view. Supply chains, regulations, people, and reputation all land with you. You're thinking three moves ahead so everyone else can focus on today.



YOU ROCK



Sales and Commercial Teams:

You translate performance into trust.

You're the ones who hear what customers really need and make sure this industry delivers.

A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text 'YOU ROCK' is embossed on the plaque in a bold, sans-serif font.

YOU ROCK

Operations and Plant Leaders:

You connect production, quality, and people every day. When the plant runs smoothly, it's because you made it happen.

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YOU ROCK

Technical, R&D, and Quality

Experts:

You protect the integrity of the product.
Formulations, testing, and
specifications matter because reliability
depends on it.

A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text 'YOU ROCK' is embossed on the plaque in a bold, sans-serif font.

YOU ROCK



Supply Chain and Logistics

Teams:

You move product through a complex world of regulations, routes, and realities. When deliveries arrive on time, it's because you made it happen.



YOU ROCK



Marketing, Compliance, and Business Support:

Brand, documentation, regulatory alignment, customer communication.

The industry runs because the details are handled right.

A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text "YOU ROCK" is embossed on the plaque in a bold, sans-serif font.

YOU ROCK

Next-Generation Talent:

You're learning from people who've spent decades mastering this craft. You're building something that will outlast all of us.

A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text "YOU ROCK" is embossed on the plaque in a bold, sans-serif font with a metallic sheen.

YOU ROCK



The image features a dark grey, textured background. In the center, there is a rectangular metallic plaque with a brushed metal finish. The plaque is secured to the background by four screws, one in each corner. The text "YOU ROCK" is embossed on the plaque in a bold, sans-serif font. The letters have a metallic sheen and a slight 3D effect, appearing to rise from the surface of the plaque.

YOU ROCK

 **Everyone in the Room:**

Every batch, every shipment, every customer solution represents hours of invisible effort. Today we see it.

A dark grey, textured background with a central metallic plaque. The plaque is rectangular with a brushed metal finish and is secured by four screws at the corners. The text 'YOU ROCK' is embossed on the plaque in a bold, sans-serif font.

YOU ROCK

How do you recognize your people?





ACTS OF SERVICE

Because people stay where their work matters.



THIS INDUSTRY RUNS ON PRECISION.

Because you do what you do:

Vehicles run safely.

Manufacturing lines keep moving.

Critical equipment lasts longer.

Most people never think about the lubricant that made it possible.

And that's the point.



Have you
clearly
connected
daily work to
its real-world
impact?



Give feedback to Lisa

1. Scan this QR code



or go to talk.ac/lisaryan


2. Enter this code on the screen

THANKS

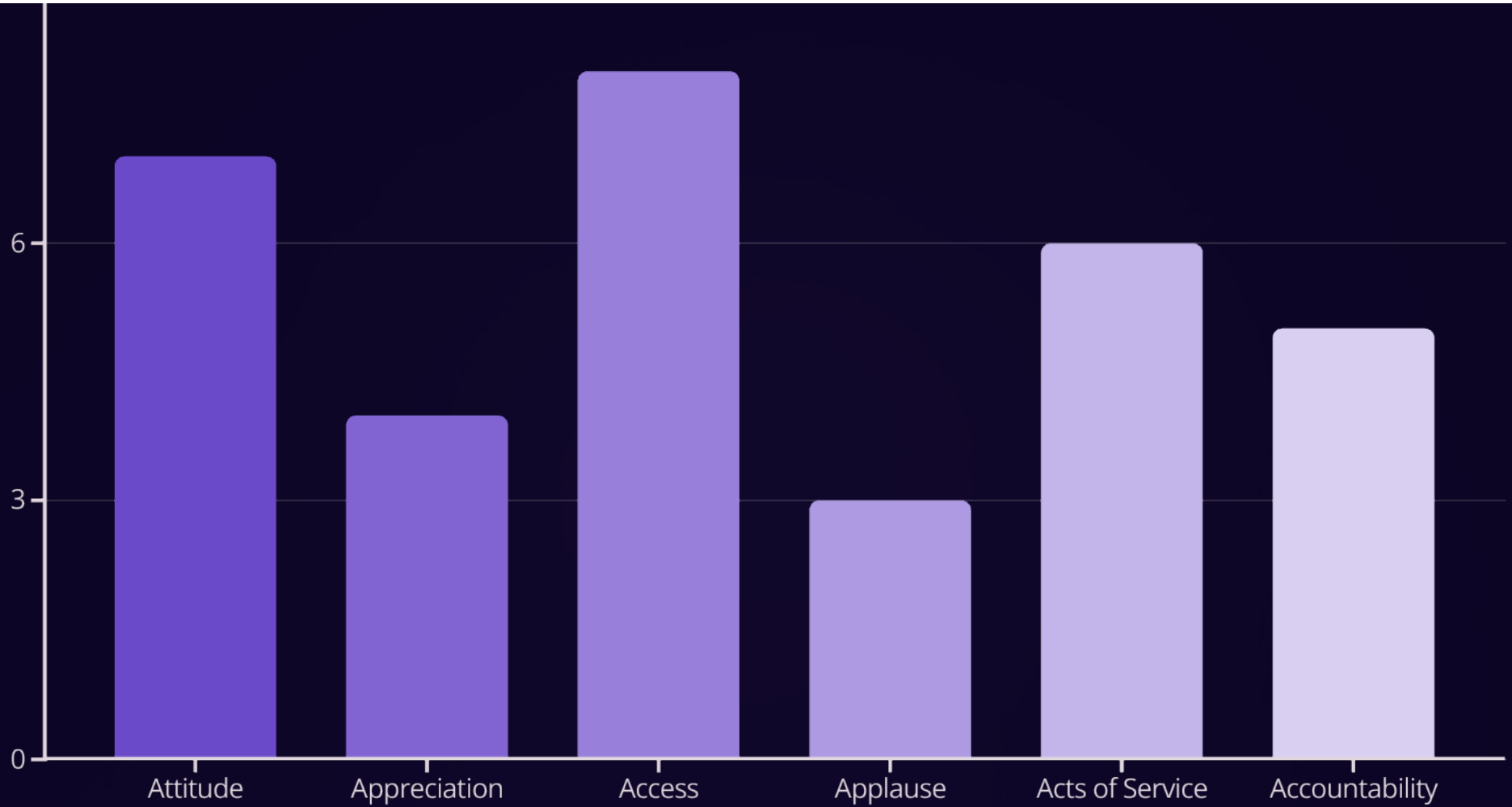


ACCOUNTABILITY

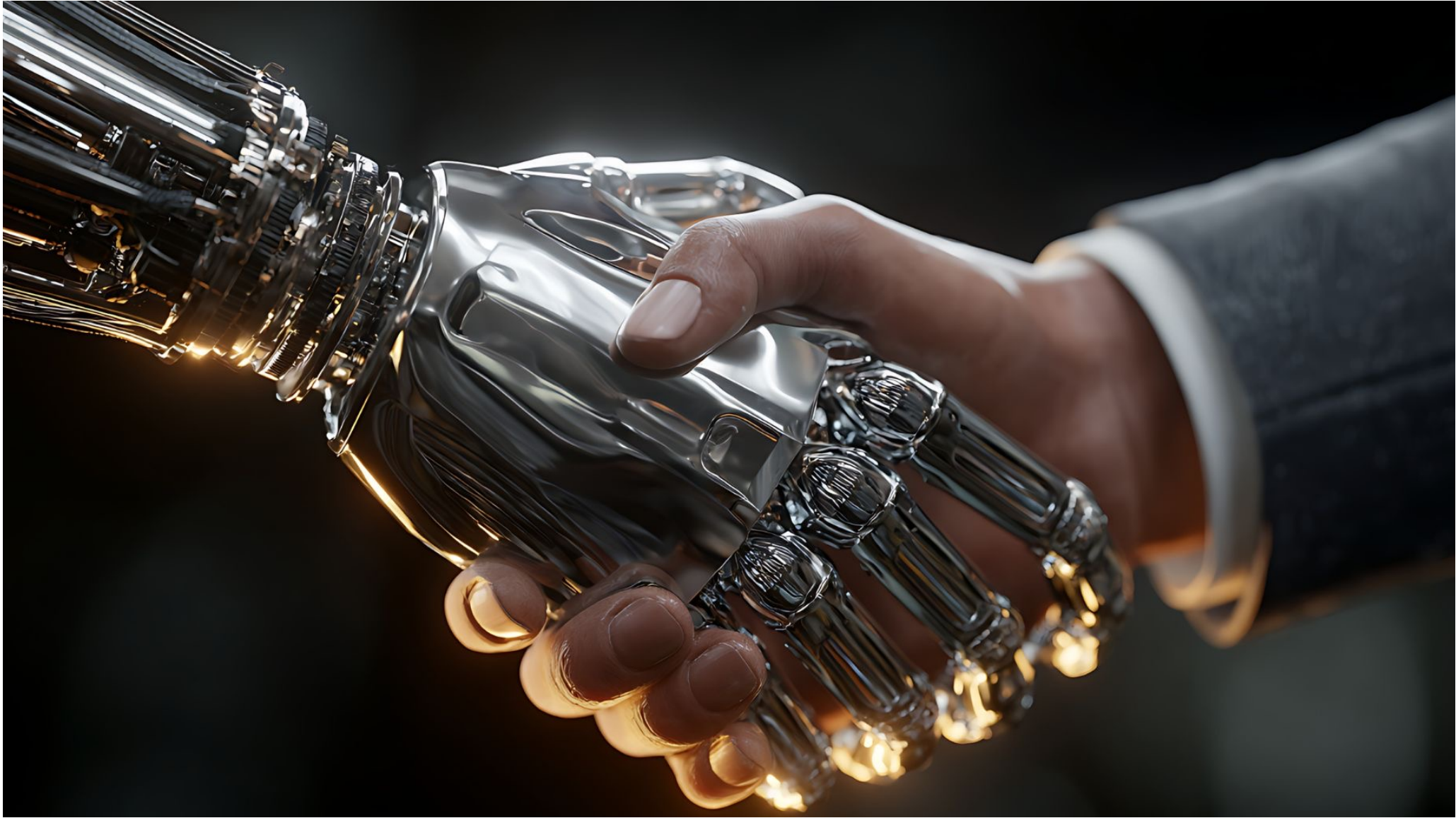
Prevention requires standards.
Culture without accountability is chaos.



**Your culture didn't happen overnight.
It's not going to change overnight.**



What is YOUR gear?



A young man with dark hair, wearing a black and white striped long-sleeved shirt, is looking up at a large orange robotic arm in a factory. He is holding a tablet computer in his left hand and a blue pen in his right hand. The background shows industrial machinery and a factory floor.

Whether your most experienced operator feels respected.

Whether the technician who knows that line best is still heard.

Whether your leaders understand one simple truth:

Culture is infrastructure.

**You design it.
You fund it.
You inspect it.
You maintain it before it fails.**



**You already know how to
prevent failure in your systems.**

**The real question is:
Will you apply that same
discipline to your people?**



GRATEGY

THANK YOU



@Grategy



MyGrategy



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Give feedback to Lisa

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2. Enter this code on the screen

THANKS