

paradigmshift

HOLLYWOOD

# Grow-thrive-make a difference: Leading through uncertainty

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VP of Product Engineering

Grainger

# GRAINGER®

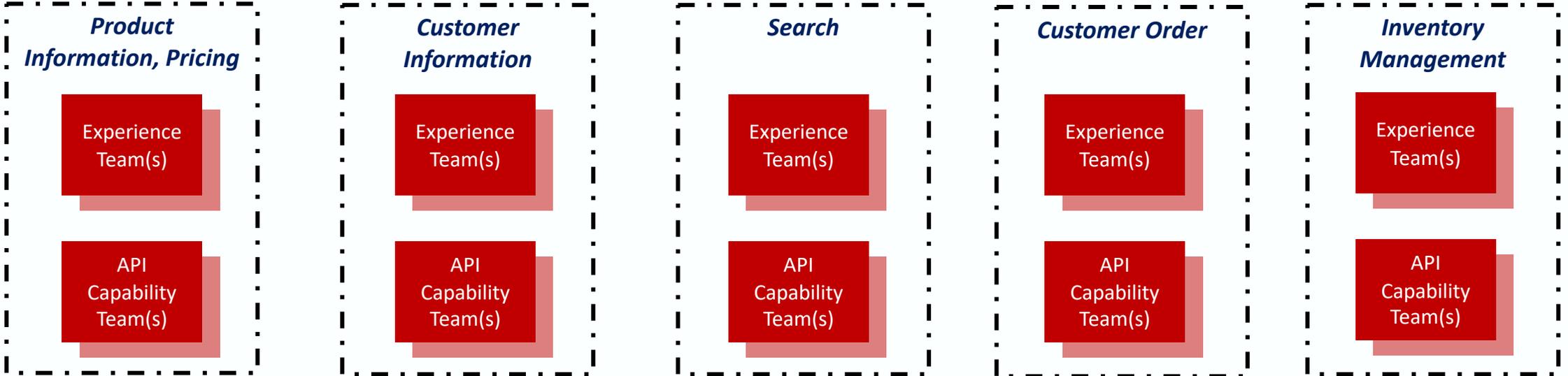
FOR THE LINE CREW



A man in a red polo shirt and a black face mask is handing a white box with red accents to a worker in a yellow safety vest through the open window of a vehicle. The box has the Grainger logo and the slogan 'FOR THE ONES WHO GET IT DONE'. The scene is set outdoors in a parking lot with trees and a building in the background.

**Our purpose:  
We Keep the  
World Working®**

# Fast facts about Product Engineering



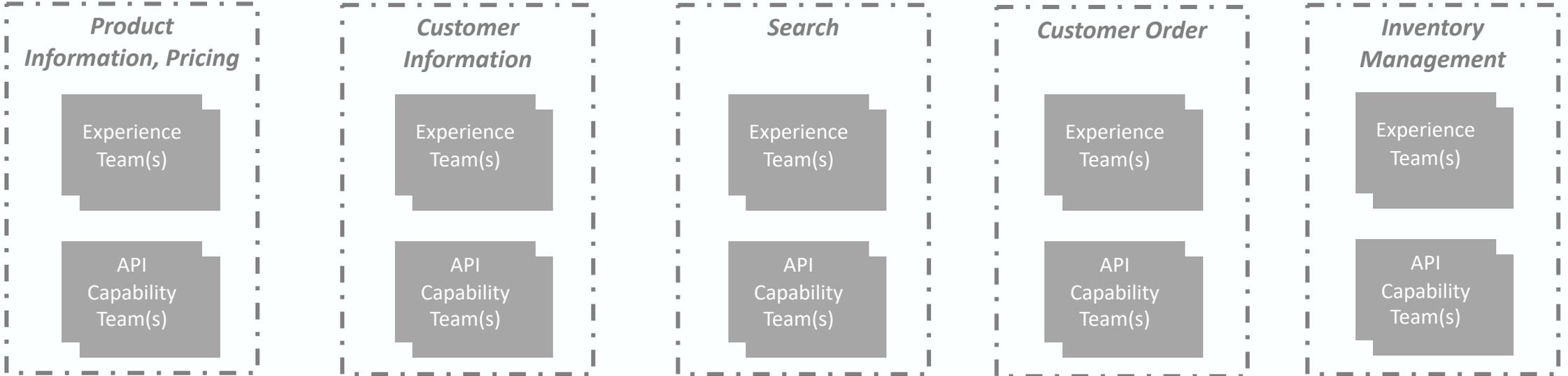
Technical Architecture

Platform and Engineering Enablement/Effectiveness

*Common Engineering Capabilities – Resiliency Engineering and Core Engineering*

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>• <b>+590 Team Members</b></li> <li>• <b>76 teams</b></li> <li>• <b>75% of the organization is new (less than 3 years)</b></li> <li>• <b>Leadership team is &gt;80% new</b></li> </ul> | <ul style="list-style-type: none"> <li>• <b>Rebuilt Architecture</b></li> <li>• <b>Upgraded /Upskilled Talent</b></li> <li>• <b>Aligned vendors on one mission</b></li> <li>• <b>Improved Engagement scores YoY</b></li> </ul> |
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|---|--|



**People**



**Process**



**Technology/Tools**





# How do you build trust with team members?

# People

## Engineering Effectiveness

- Dojos: 100+ in 2023
- GTG Tech Conference: 450+ attendees
- Ignite Week
- Hackathon
- Just-in-time training/eLearning
- Communities of Practice

- 
- Hire people who will make a difference
  - Ensure that the commitments you make, you deliver
  - Understand that everyone is on a journey – your job is to help them see the path
  - **Keep *continuous inspiration* in your back pocket**



**How do you drive  
consistency in the ways  
we work?**

# Process

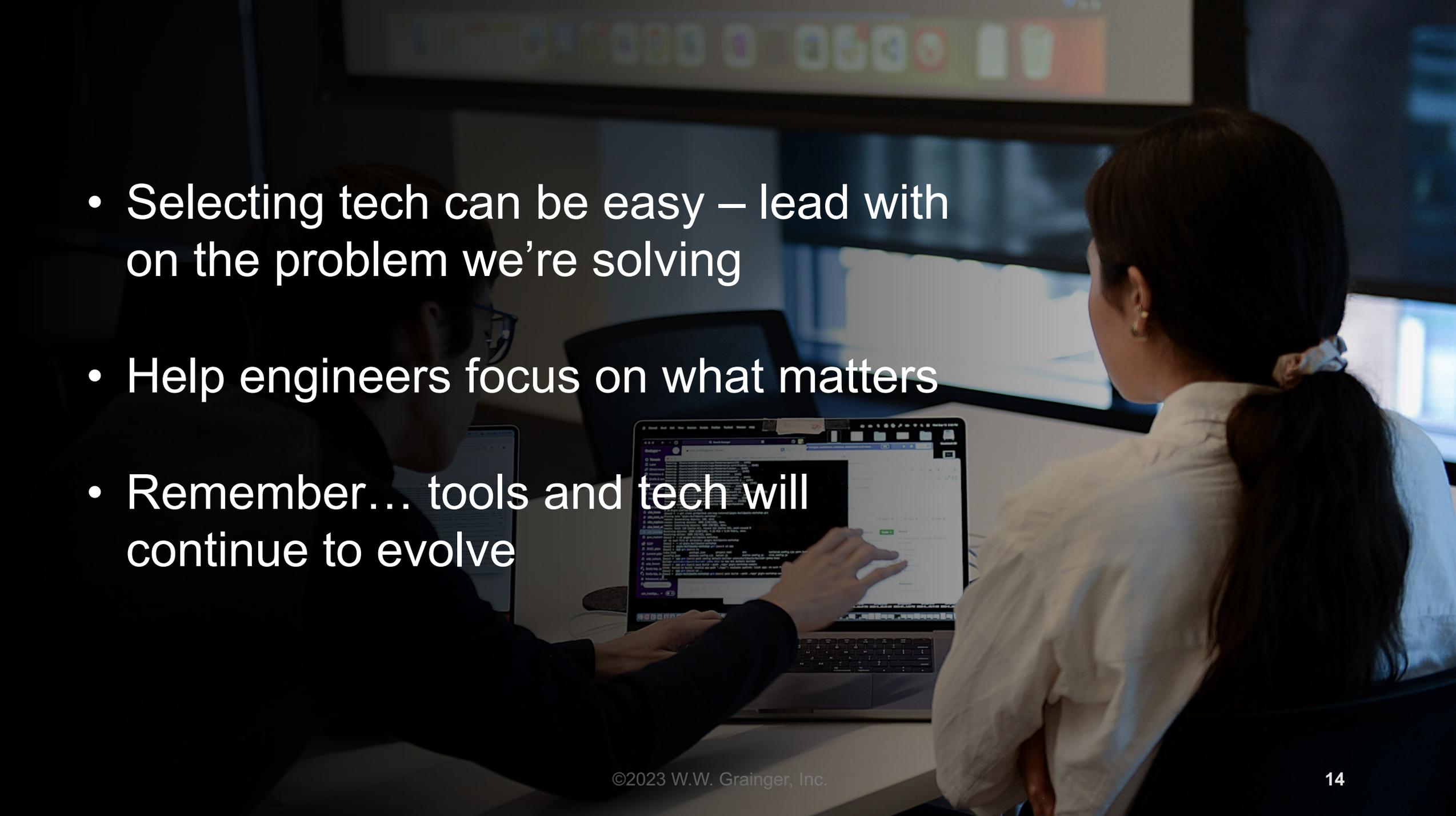
- Vision
- Design groups
- Sensible defaults
- Continuous delivery
- Stakeholder alignment
- Operational reviews

- 
- A man with a beard and a maroon long-sleeved shirt is pointing at a whiteboard in a meeting room. The whiteboard has some handwritten notes, including "Expect?", "Table view", and "Table view".
- Drive alignment from stakeholders to the teams that deliver
  - We set expectations and then we manage them
  - Consistency enables flexibility
  - ***Continuous improvement helps us focus***

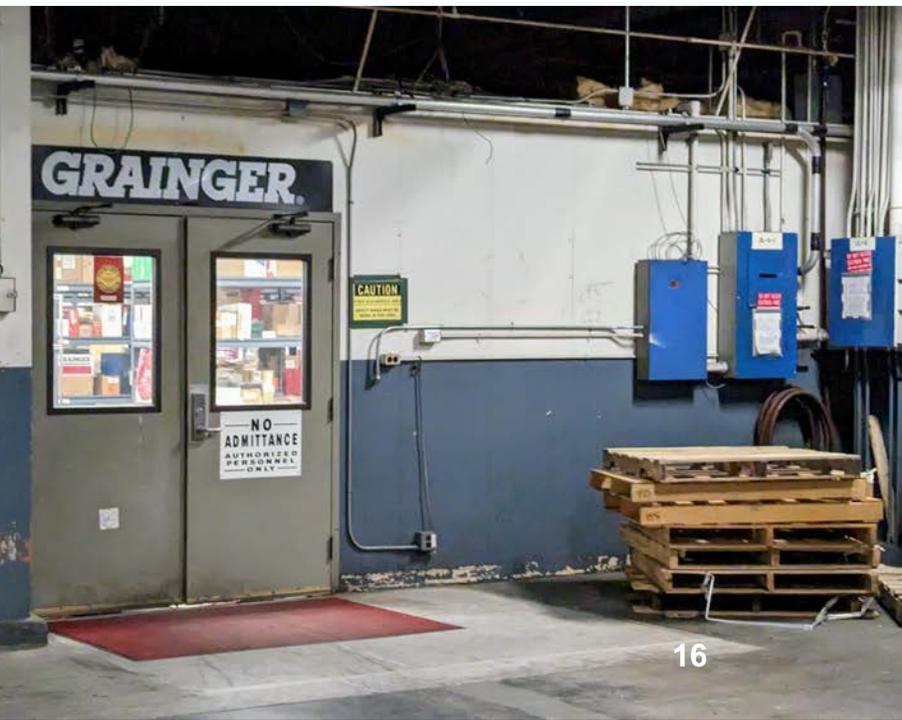
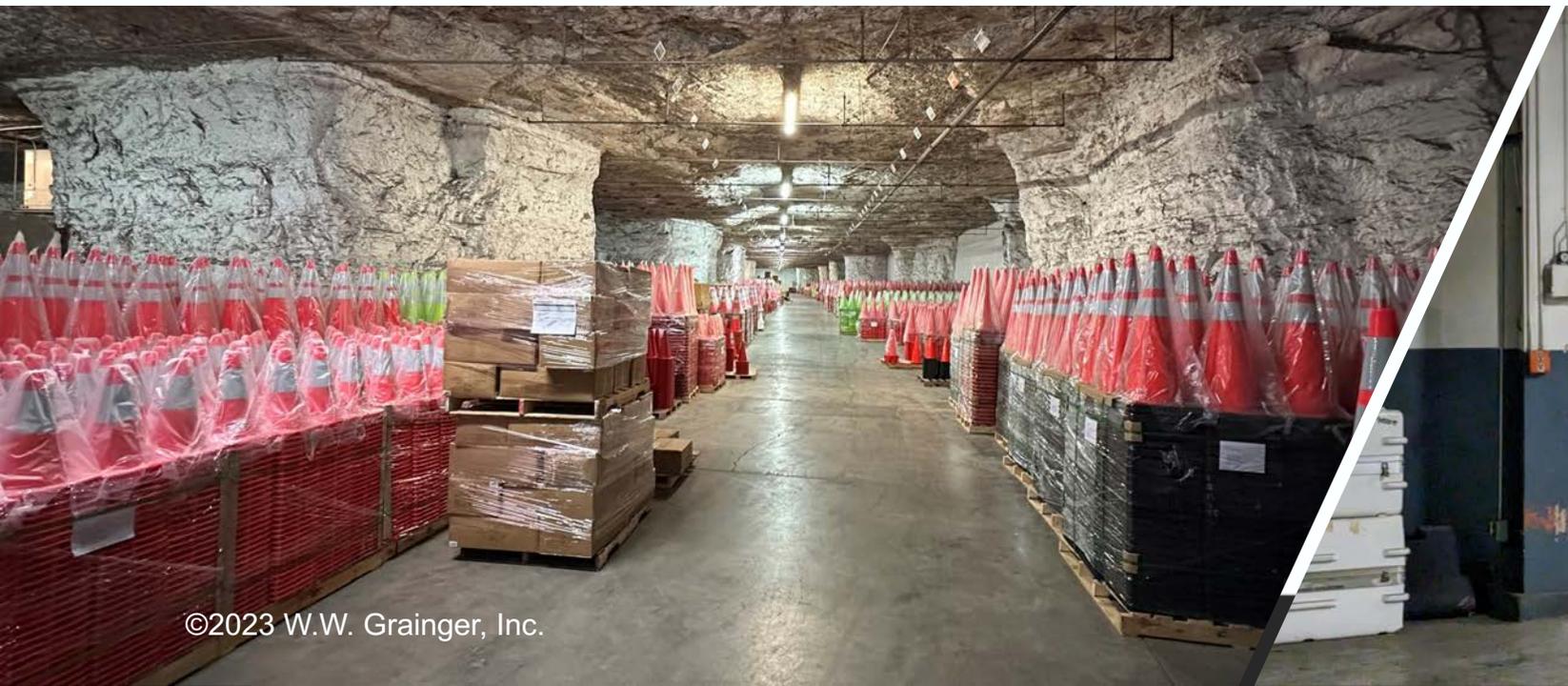


# *Technology/Tools*

- Platforms
- Architecture
- Developer Productivity

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- Selecting tech can be easy – lead with on the problem we’re solving
  - Help engineers focus on what matters
  - Remember... tools and tech will continue to evolve

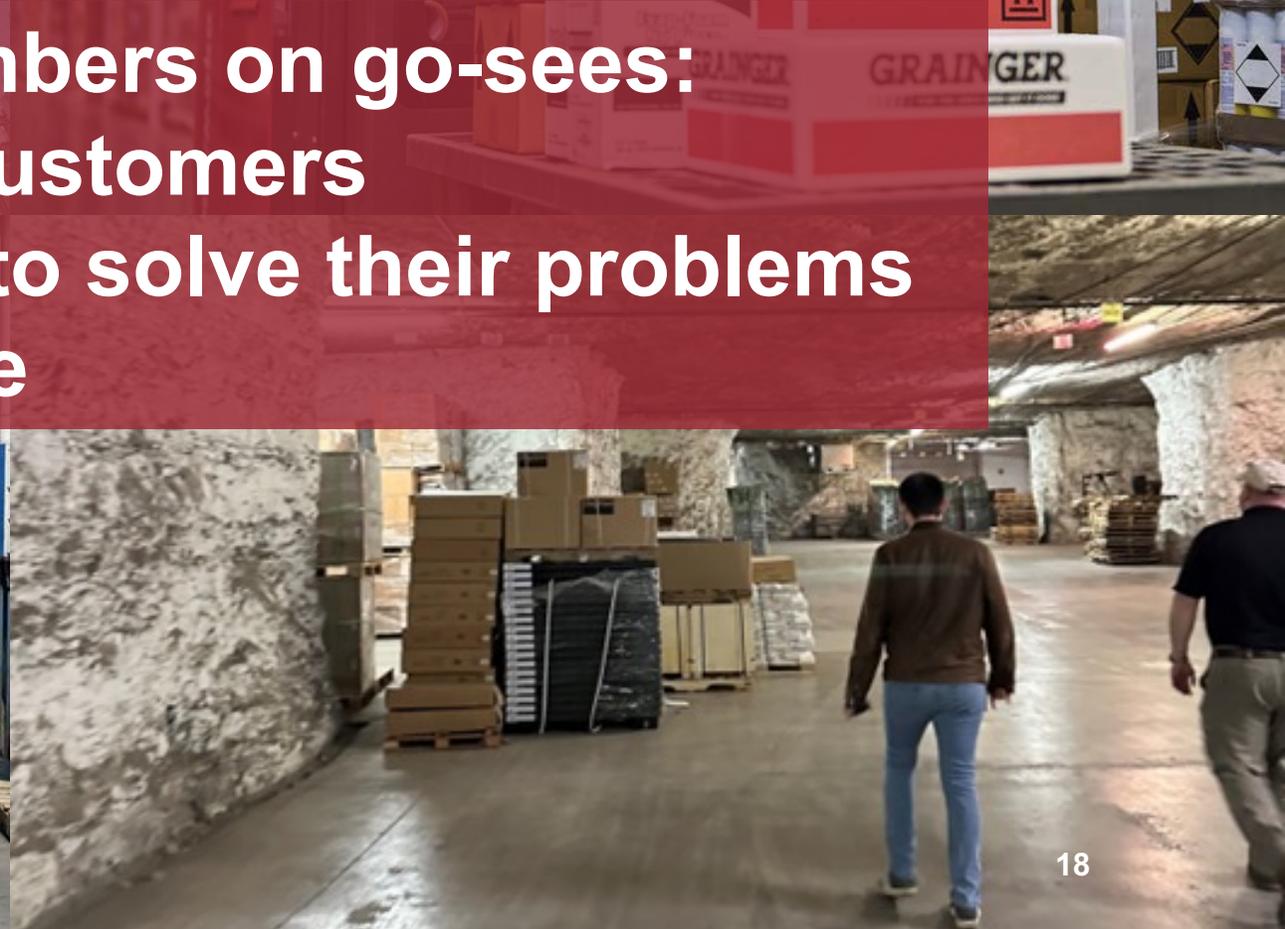
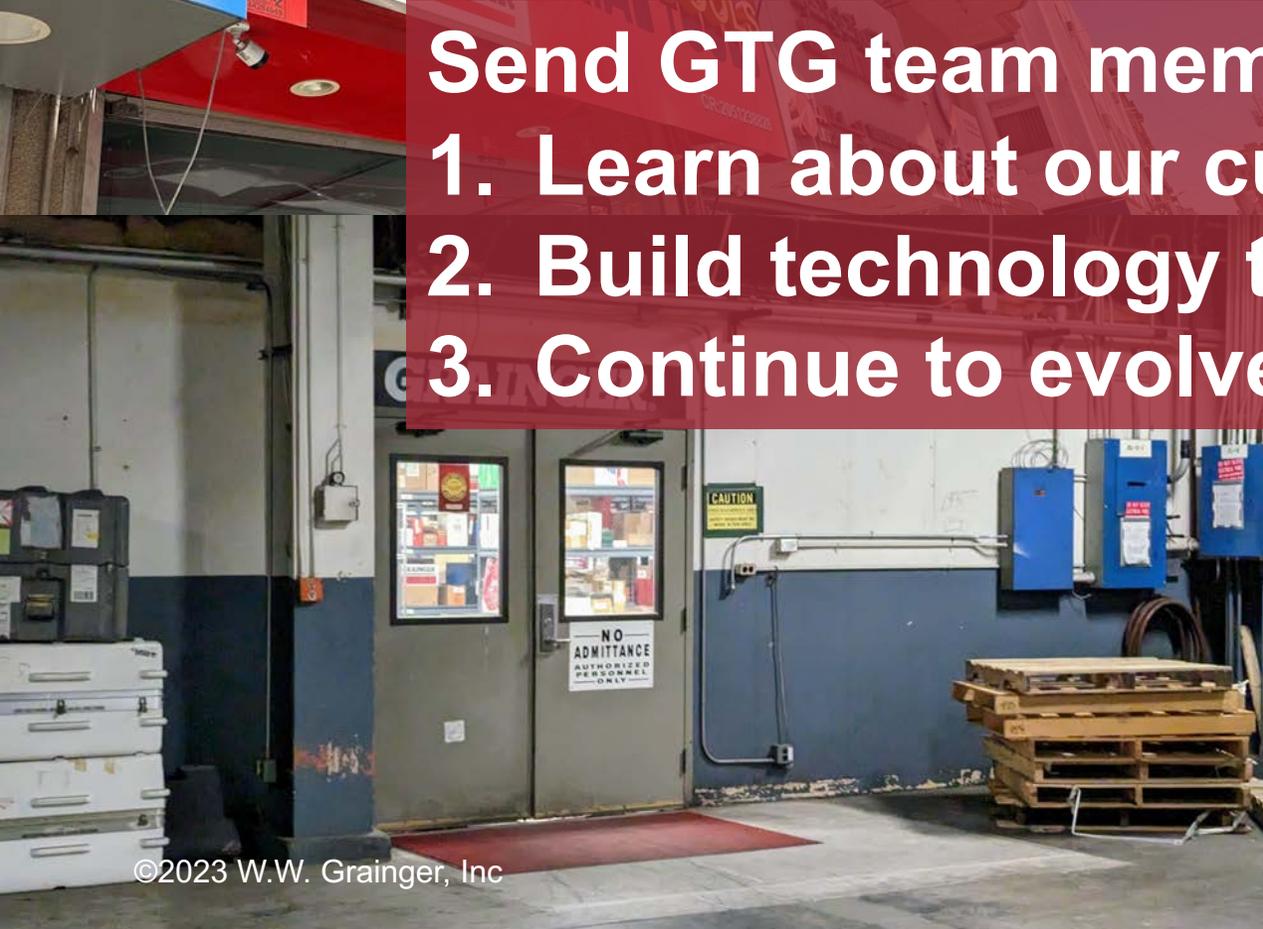
**... But to really understand our purpose, you have to experience it.**







- Send GTG team members on go-sees:**
- 1. Learn about our customers**
  - 2. Build technology to solve their problems**
  - 3. Continue to evolve**

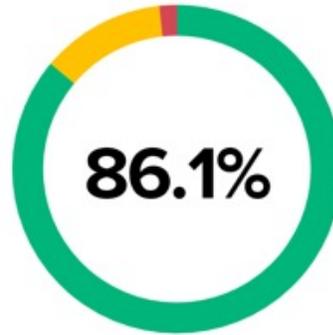


# Our story is reflected in the numbers....

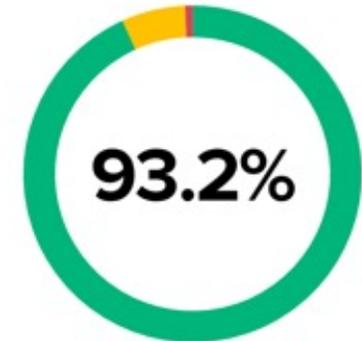
2021 Engagement



2022 Engagement



2023 Engagement



Build trust by taking action... *and we continue to get better...*



## People:

- Build trust
- Raise the bar

## Process:

- Connect to the work
- Align to business value

## Tech/Tools:

- Focus what matters
- Every path leads to a destination

## Go-sees:

- Learn about customers
- Make it real

***Grow-Thrive-Make a Difference***