



HOLLYWOOD

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

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Grainger



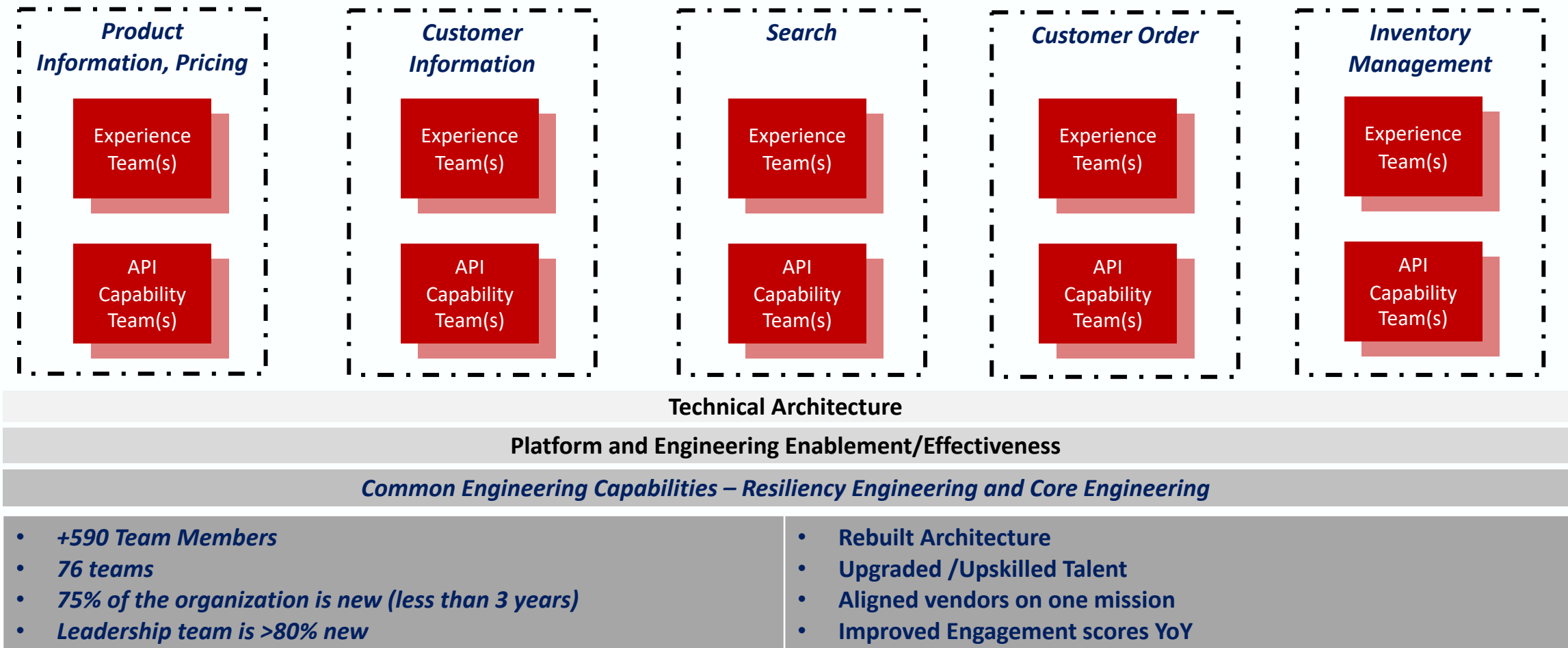




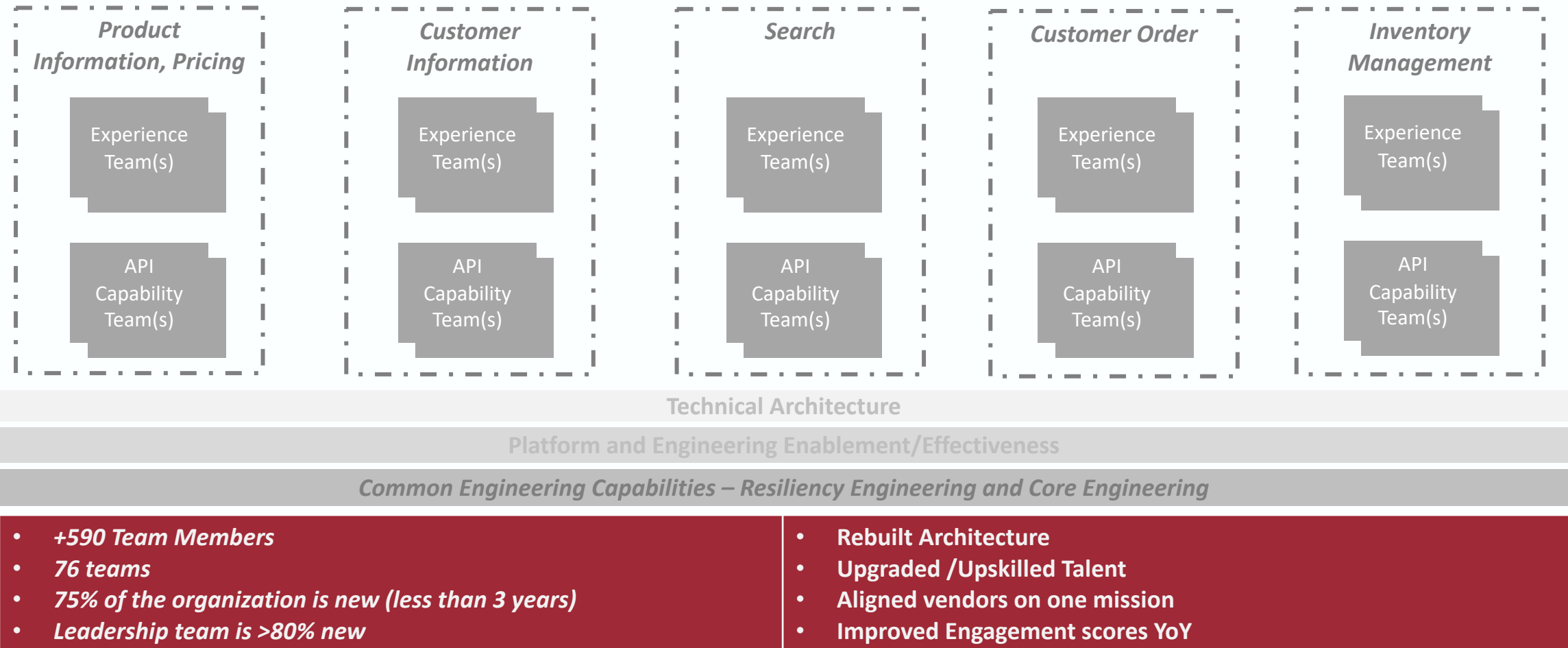
**Our purpose:  
We Keep the  
World Working®**



# Fast facts about Product Engineering



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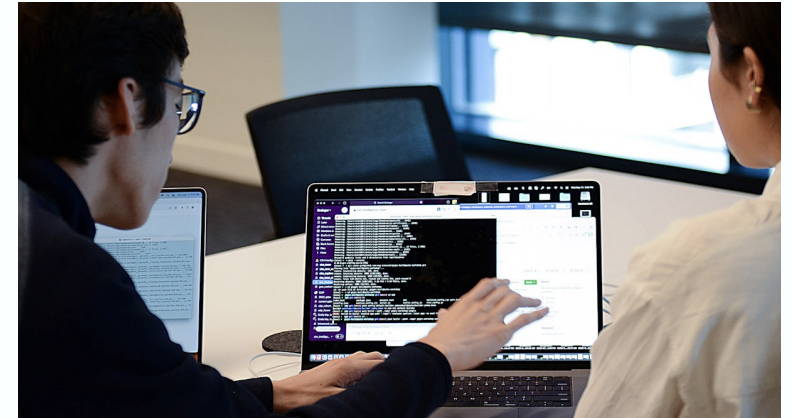




**People**



**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



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- 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



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- 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 cells".
- 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***

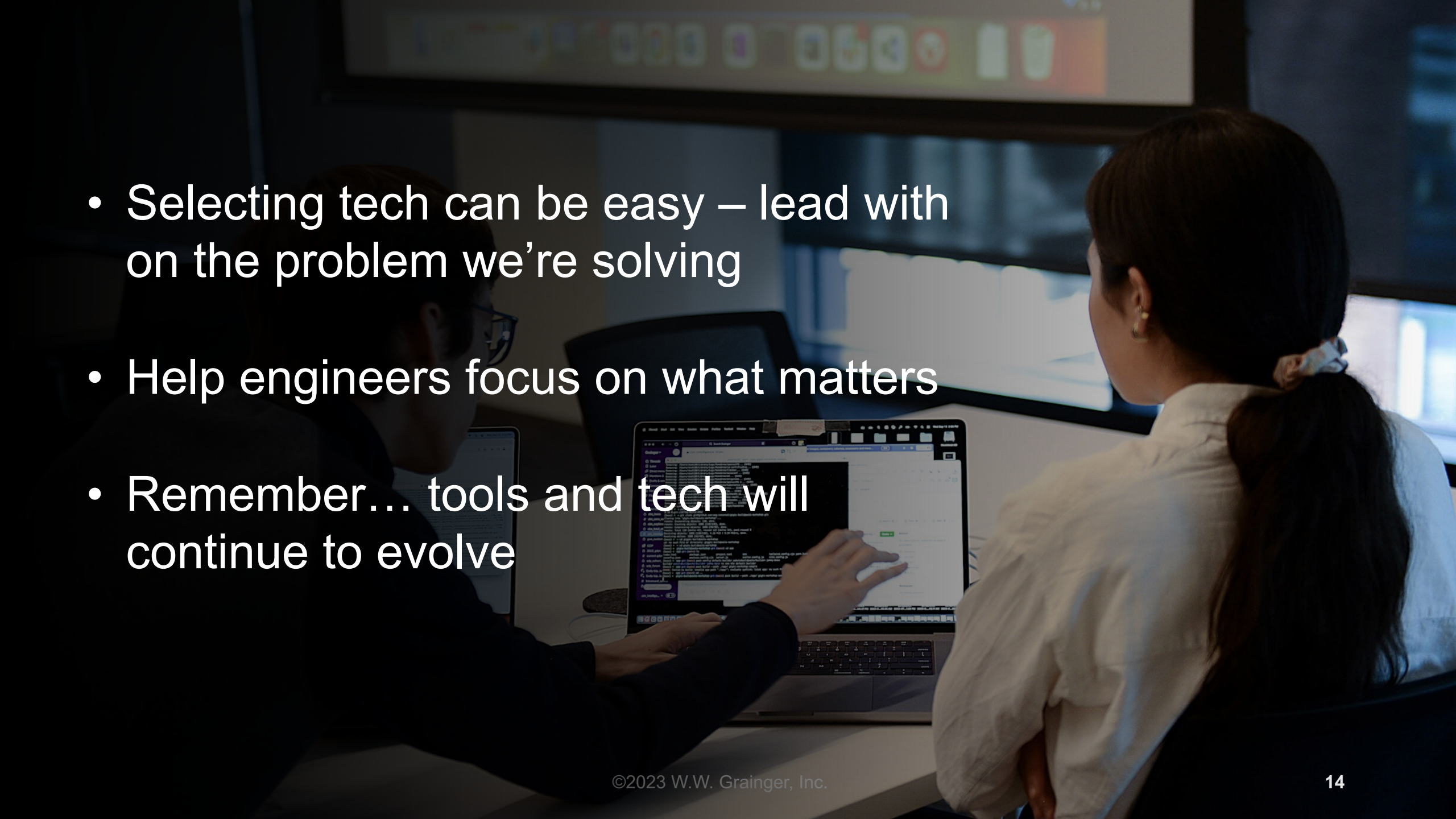




# *Technology/Tools*

- Platforms
- Architecture
- Developer Productivity

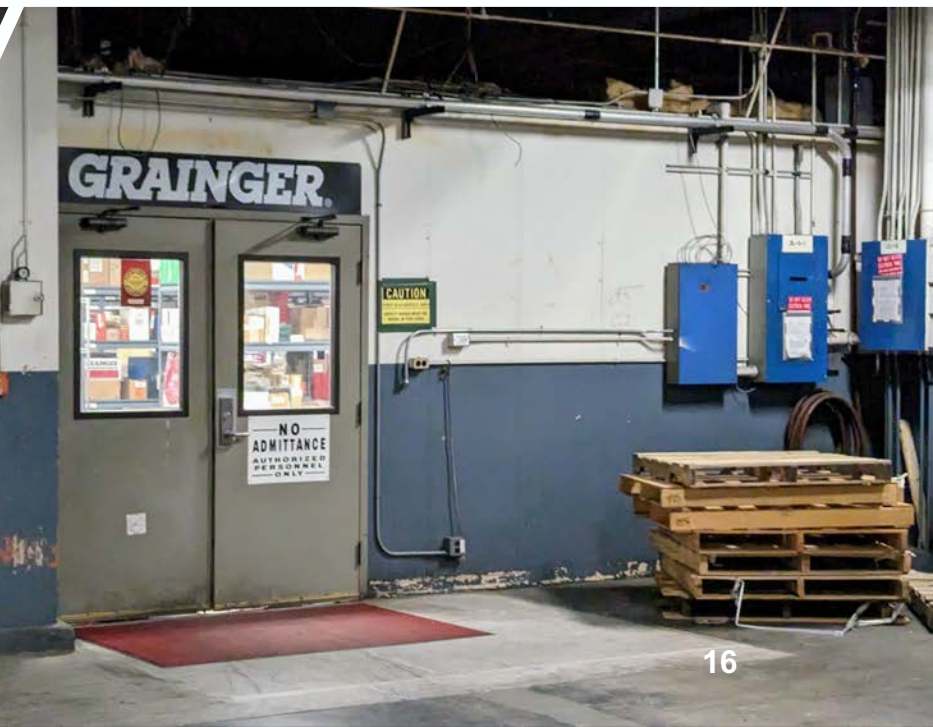


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- Selecting tech can be easy – lead with on the problem we're solving
  - Help engineers focus on what matters
  - Remember... tools and tech will continue to evolve



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













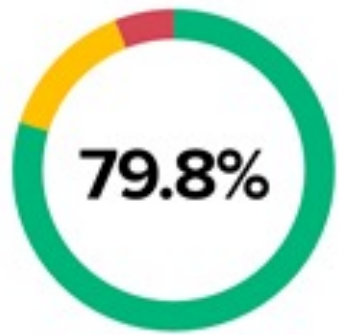
**Send GTG team members on go-sees:**

- 1. Learn about our customers**
- 2. Build technology to solve their problems**
- 3. Continue to evolve**

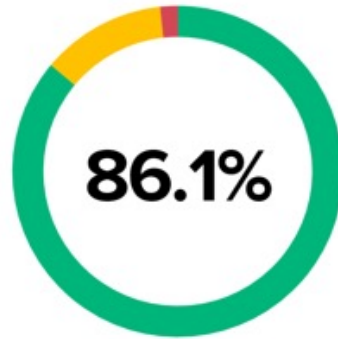


# Our story is reflected in the numbers....

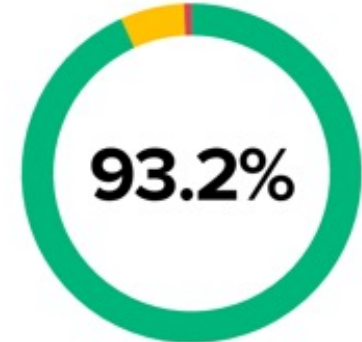
2021 Engagement



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***