



**Brady**  
TRUCKING, INC.

**A Culture of Delivery!**

**Brady Culture**  
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From the very beginning Larry Brady has said,

“You need to be three things to work for Brady Trucking.  
You need to be...”

**Humble | Hungry | Smart**



# 7 Pillars of Our Culture

- ❖ **The Values that Count**
- ❖ Freedom & Responsibility
- ❖ Continual Improvement
- ❖ Elite Performance
- ❖ Vision over Tactics
- ❖ Solidarity & Trust
- ❖ Top of the Market Pay, Benefits & Equipment



# At Brady Trucking, we hold tight to the following Values and Behaviors in our Members

Which means that we hire, reward, and promote those who demonstrate these values. And at the same time we dismiss and let go of those who do not.



# List of Values that count

- ❖ Dedication
- ❖ Integrity
- ❖ Intelligence
- ❖ Innovation
- ❖ Safety
- ❖ Proactive Energy
- ❖ Communication
- ❖ Results Oriented
- ❖ Timeliness & Preparedness



# Dedication

- ❖ You seek the best for Brady Trucking, rather than yourself or your group.
- ❖ We make time for Brady members and Brady Trucking.
- ❖ We share information openly and proactively.
- ❖ We are selfless when searching for the best ideas and innovations and understand that if Brady Trucking succeeds so do we.



# Integrity

- ❖ As member of Brady Trucking we live what we value.
- ❖ We are honest in our work, fair in our judgement, and consistent in our company ethics and morals.
- ❖ Our word is just as valuable to us if not more than our services. When we make a promise we do well to complete it.



# Intelligence

- ❖ You are completely knowledgeable and can provide insights about our Industry and more importantly your position in the company.
- ❖ You can articulate company and department strategy simply and profoundly.
- ❖ You can filter through many effects to get to the roots.
- ❖ You can make intelligent and wise decisions regardless of ambiguity.





# Innovation

- ❖ You proactively disrupt the status quo in an effort to challenge current assumptions when justified, and suggest improved ideas and better approaches.

- ❖ You aim high, not low.

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we reach it.”

- Michelangelo

- ❖ Innovation requires knowledge and intelligence to conceptualize issues and provide appropriate solutions



# Safety

- ❖ We are devoted to keeping our team members, customers, and the general public safe
- ❖ We will always consider safety in our policies, procedures, and doings of our business
- ❖ Safety is a focal point of every team member of Brady Trucking
- ❖ Nothing that we do is worth hurting others or ourselves.

# Proactive Energy

- ❖ We spend the last 15 minutes of the day planning for the next day.
- ❖ We do not wait for issues to reach us, but rather prevent issues through the energy we create and the work we do proactively.
- ❖ We compel others to become proactive in their work through the energy and excitement we create.
- ❖ We recognize superstars come and go if they are not continuously striving for improvement.

Those who are Terrell Owen one day will be Terrell Owens the next.



# Communication

- ❖ At Brady Trucking we get the water to the end of the row. Meaning we do not stop the flow of information (good or bad) from any point in the company, however we do this through proper controls.
- ❖ We tell our friends what's on their back because a brain no matter how big cannot solve a problem it does not know about.
- ❖ We are bold
  - Concise and articulate
  - To the point and polite
- ❖ We listen for the intent of understanding, not for the intent of responding.

# Results-Oriented

- ❖ We are focused on appropriate goals and objectives.
- ❖ We concern ourselves with milestones reached over hours worked.
- ❖ Our goals are focused on adding to the bottom line by fulfilling respective KPI's.
- ❖ Understanding our weaknesses and imperfections we do not settle for excuses when we can execute on results.



# Timeliness & Preparedness

- ❖ Through these we show an outward expression of respect for those around us and the company; as well as an inner expression of respect for ourselves in our respective positions.
- ❖ Those ill-prepared & late may be excused from meetings.



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# Freedom Accountability Effect

As freedom increases so does accountability. As accountability is performed well, freedom increases.

How does that look?

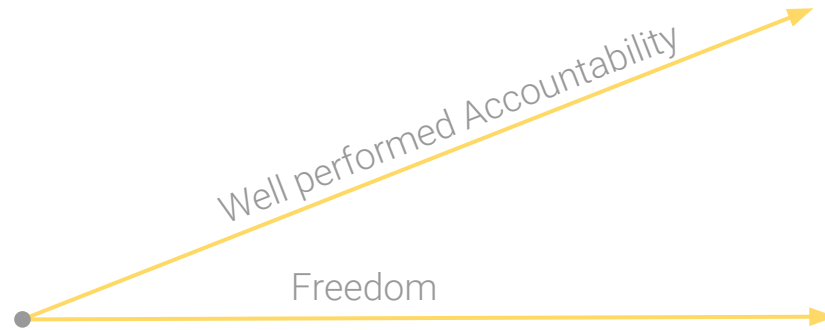


# Freedom Accountability Effect



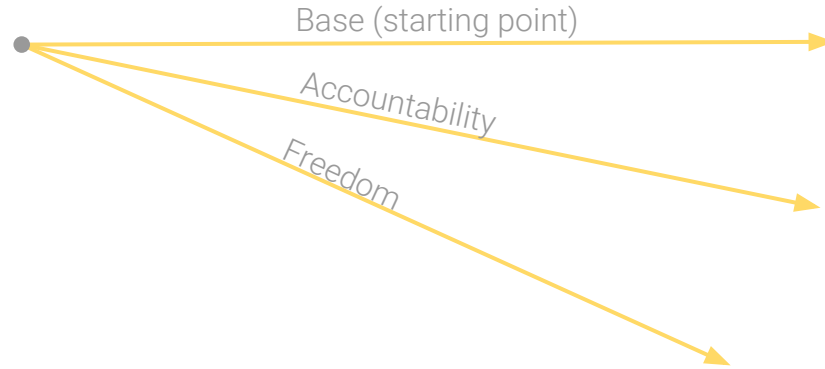
As freedom increases so does accountability. Meaning you now have the account (job) to accomplish the goals of the company with the appropriate freedom to do so.

# Freedom Accountability Effect



As well performed accountability increases, you are given more appropriate freedom to continue to perform.

# Freedom Accountability Effect



As your ability to be accountable decreases, your freedom also decreases but your responsibility to complete your account (job) still remains, meaning you are expected to be accountable and finish your job but now lack the freedom previously had.



# What is Freedom?

Freedom is the right to make decision and choices affecting our existence. Whether it personally, professionally, morally, etc.

**Essentially freedom is the  
power and ability to  
choose.**

# Do you have absolute Freedom?

Freedom is not absolute.

Similar to “Free Speech” there are some limited exceptions to “Freedom at Work”

**Are all rules, processes, and procedures bad?**

**No.**

So as policy and procedure are adhered to, the amount of freedom you have increases

# Freedom depends on Accountability

Accountability requires:

1. The ability to choose (freedom)
2. Sufficient knowledge to choose
3. An entity to answer for consequences (good and bad)

Being accountable not only means being responsible for something but also, ultimately being answerable for your actions/results.

# Anti-Accountability List

- Blaming others
- Rationalizing
- Justifying
- Making Excuses
- Minimizing or Trivializing
- Hiding
- Covering Up
- Fleeing from Responsibility
- Abandoning Responsibility
- Denying or lying
- Rebelling
- Complaining
- Finding fault and getting angry
- Making demands and entitlements
- Doubting, losing hope, giving up, and quitting
- Indulging in self-pity and victim-mentality
- Being indecisive
- Procrastinating
- Allowing fear to rule
- Enabling



# Accountability without Excuse

“As difficult as accountability may be, difficulty is the one excuse history never accepts.”

-Anonymous





# Green & Clean

- ❖ We know and exceed our Key Performance Indicators.
- ❖ We do not hold people responsible if we supervise their methods.
- ❖ We are efficient and effective in all that we do.

# Make your Bed

- ❖ You are proving everyday that you are willing to do the small things whether you want to, like to, or even have time to.
- ❖ Making your bed has a domino effect. Whenever you complete one task you are more inclined to complete more tasks.
- ❖ This proves that you can and will do what you are asked (no matter how trivial)
- ❖ And if at the end of the day you haven't been able to complete anything else, you will come home to a bed that has been made.



# Success is a Choice

- ❖ You have the freedom to choose whether or not you are going to be successful.
- ❖ Brady Trucking will enable you to succeed, but you have to choose to and then do.



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# Accept & Seek Correction

- ❖ One of the greatest qualities a member of Brady Trucking can have is the ability to be coachable.
- ❖ We have the humility to seek correction from those around us because of their perspectives.
- ❖ We do not become bitter whenever we are given correction, but rather use it as a growing moment.
- ❖ Those who receive correction must do so because they have a genuine desire to help not to hurt.
- ❖ We correct to help individuals grow the company not to satisfy personal appetite and preferences.

# Education

- ❖ We do not allow our schooling to get in the way of our education.
- ❖ All leaders are expected to read at least 2 books/year and are required to report back on how it helped them improve on their job responsibilities or as an individual.
- ❖ Being smart and being educated may be independent, the overall goal however, is to improve.

# Exchanges when/where needed

- ❖ We perform exchanges as a way to gauge performance and provide guidance and direction in an effort to help one another improve professionally.
- ❖ These exchanges may be performed based on identified concerns or as requested.

# Reviews

- ❖ **Employee hosting**
  - This allows the employee to be in control of the topics and flow.
  - It creates an environment where the employee may bring up ideas that aren't completely conceptualized without feeling stupid.
  - It also creates an environment where the employee may bring up issues and problems that are sensitive and may deal with procedures or co-workers
  
- ❖ **Manager Hosting**
  - We use this as a time to insure that employees are meeting expectations that have been set
  - We use this as an evaluation tool to know who deserves promotions and recognitions and who needs additional help.





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# We are a Team not just a Family

- ❖ This is a refined professional sports team... this is not your 7 year old's soccer team.
- ❖ The leaders in Brady Trucking hire, reward, promote, and dismiss intelligently so that each position is filled with a professional team player.
- ❖ Because we are a team we perform together as a cohesive unit acting as one to fulfill multiple assignments.



# Loyalty

- ❖ Playing politics or lobbying for positions will not be tolerated, and those that do so will not be a part of our team.
- ❖ We help each other to be great so that in turn we can have a great company.
- ❖ We recognize through the growth process there are occasionally plateaus. Because of this we will be loyal to key players who we believe will be key players again.
- ❖ As company we want the same treatment. We want key players to be loyal to us through that temporary plateau we may have.



# Jobs Well Done

- ❖ At Brady Trucking we do not care how many hours have been put in, we care about how many goals and objectives you have been able to meet.
- ❖ We always concern ourselves with first quality, then quantity.
- ❖ We do this because hours may be deceiving. You may work an 80 hour week and have nothing to show for it, or a 40 hour week and hit each KPI and goal set.



# A Good Idea is just that

- ❖ We recognize that good ideas may come from anyone, from the newest hire to the most seasoned employee. Job title will not get in the way of that.
- ❖ Job title does determine however, who we report to and the proper controls of the company.

# Keeper Test

Which of my people if they told me they were leaving to go to a similar job at a similar company would I fight hard to keep at Brady Trucking?

**And/Or**

If I told my manager that I was leaving for a similar job at a similar company, would they fight hard to keep me here based on my work performance?



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# Vision over Tactics

“If you want to build a ship, don’t drum up the people to gather wood, divide the work, and give orders. Instead, teach them to yearn for the vast and endless sea.”

-Antoine De Saint-Exupery





# Vision over Tactics

The best leaders understand how to achieve great results by articulating their vision, instead of controlling their people with tactics.

At Brady Trucking we begin with the end in mind, help others catch the vision, and then spend whatever time is left on the “how”.



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# Solidarity

- ❖ Our vision, strategy, and goals are incontrovertibly clear and precise, yet broadly understood.
- ❖ We are unified on purpose and goals.
- ❖ Our departments and teams are dialed in on strategy and KPI's instead of on tactics.
- ❖ This requires extreme transparency, ability to accurately express the strategy, and keen perception.



# Trust

- ❖ Little to no cross department meetings, except to become in tune to strategy and objectives set.
- ❖ Complete trust between departments on the operations/tactics without needing to examine and approve every single one - this allows us to move fast and quickly create solutions.
- ❖ Leaders reaching out as necessary with impromptu committees for provisional needs.



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# Top of the Market Pay

- ❖ Salary may be deceiving, but when compared to our competitors Brady Trucking pays in the top percentile in our market.
- ❖ We are able to do this by comparing what employees could get elsewhere, what our company would have to pay to replace that employee, and what our pay quota would be in order to keep a specific employee
- ❖ We strive to pay top of the market because it is essential when demanding elite performance.



# Top of the Market Benefits

- Health Insurance - HSA
- HSA Matching Contribution
- Vision Insurance
- HRA - Health Insurance Reimbursement
- Dental Insurance
- Teledoc
- Guaranteed Life Insurance Available
- Specialized Training - 4 Days
- Pre-employment Testing
- Field Supervisors on Location
- Rotational Schedule Available
- DOT Renewal
- Hazmat Renewal
- Phone Stipend
- Drivers Lounge
- Shower/Laundry for Drivers
- Motel during Training
- FR Coveralls
- Hard, Gloves, etc.
- Eye/Ear Protection & Respirator
- 401k Safe Harbor Plan
- Company Perks/Gifts/Parties/etc.
- Transfer Opportunities
- Blue Hat Additional Pay
- Spouse Package
- Longevity Pay



# Top of the Market Equipment

- ❖ Trucks
- ❖ Trailers
- ❖ Gardner Denver 12 inch Blowers
- ❖ Brady Valve
- ❖ Company Vehicles
- ❖ Transloaders
- ❖ Qualcomm
- ❖ E-logs
- ❖ TMW
- ❖ Great Plains Accounting
- ❖ In-truck scanners and cameras (future)