RETIREMENT TALKING POINTS

FOR

JAMES GRANER

INTRODUCTION:

Hello everyone and thank you all for being here today. (**If you want to make a** **joke maybe you can say**) I’m not sure if some of you really want to bid me a fond farewell or if others just want to make sure I **really do** leave this time… (**And wait for the laugh**) (**If there are any colleagues you would like to acknowledge or thank for arranging the gathering, you can do that here**) I want to acknowledge all of you for being present and in particular I would like to thank \_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_ for \_\_\_\_\_\_\_\_\_\_\_\_\_\_. The time has finally arrived for me to hang up my calculators (**Would it be funnier to say “abacus”?)** and (**You can use this if you want to make** **an allusion to the “bad cop”)** **badge**. It’s time to leave while you still like me (**Wait for the laugh**)…. and don’t pretend I haven’t prepared you for this day. Let’s face it… During my tenure here at Graco I left for a year… and yes… I pulled myself back in… and we all know that recently I had been threatening retirement since 2008…whoever said “Life is **NOT** a dress rehearsal” didn’t observe my retirement schedule!!! I’ve been practicing this one for years!! **(Wait for the laugh**) And probably much like the boy who cried wolf, some of you may not believe me now, but I promise you…. my life is calling and **THIS** time I am **REALLY** going to do it… Some of you may wonder, “Why now?” Well…. Let’s face it… Apple Watch Edition was due out at the end of April… By the time the crowds die down and the in store stock is replenished… for the 42 mm yellow gold with the black band… but Who’s asking??? We should find ourselves just about at…. today… (**Wait for the** **laugh**). In all sincerity though, for those of you that really know me, you know how much my involvement with Graco through the years has meant to me. I suppose in a way I’m something of a reverse commitment-phobe.

BODY SECTION ONE:

It’s difficult to leave something that has been such a part of my life… but then again… it’s time to go while I still have the energy to enjoy all of the other activities I’ve cherished in my life. I have to say that I am so blessed to have **NO** bucket list left to do. I will now have different buckets to manage…. (**Name some buckets that are used** **at the farm**) …. There are the feed buckets for the horses… and the buckets of \_\_\_\_\_\_\_\_\_\_\_ for the \_\_\_\_\_\_\_\_\_\_, and don’t forget the buckets of unmentionable \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. I guess I **DO** still have a bucket list after all!!! (**Wait for the laugh**). But believe me, they are all managed more efficiently thanks to the years I’ve spent at Graco. Going from a macrocosm of industry to a relative microcosm of agriculture may seem different but both require effective management as well as patience, common sense, determination, the ability to see the details while managing the big picture, and the necessity of maintaining a clear head.

**BODY SECTION TWO:**

Throughout the years I have been so fortunate to be able to realize my dreams while working here at Graco, and it was thanks to the mentors and colleagues who have guided this company that I can stand here and say that.

In my time … or should I say **times**… here at Graco, I have been privileged to work for and be mentored by some inspiring leaders. Under the auspices of the legendary George Aristides I saw that a bigger than life personality, when applied effectively to business practices, has a positive and kinetic impact on the productivity of the company in many respects. George had emigrated from Cyprus and no matter his responsibility or position at the head of the company, he had a zest and a fervor for life that was as inspiring as it was down to earth. The one thing I will always remember as George’s “calling card” was his consistent mandate to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (**name some phrase or some philosophy he was known for**). Another great leader with whom I had the privilege of working was David Koch. He had a completely different management style. His philosophy stemmed from a point of view that inspired a more paternalistic culture of ethics that defined his tenure. The two men were very distinctive in their own ways but it was the diversity in leadership styles that drove the success of the company. In the words of Alfred, Lord Tennyson, “I am part of all that I have met.” I have been blessed to learn from and work with the best. Now we that we have Pat at the helm, we can see a blend of the two styles. With the advent of new leadership comes the eager anticipation to see just how management styles drive the success of the corporation. Each leader at Graco operated as a visionary for his time. As was stated at the occasion of our 75th Anniversary, and to paraphrase George, “ …strategies include producing top quality product…providing superior customer service…. and expanding global presence…” Those basic fundamental principals are timeless and relevant no matter when they are invoked and even though we are all aware of the mission of this company, sometimes it’s refreshing to hear those words again… (**If you want to** **make a joke you can say**)… and it almost makes me want to re-think this retirement…**AGAIN**! (**Wait for the laugh**). I have learned so much throughout my career… actually **BOTH** times I worked for this company, and I have to say… lessons were learned that have lasted a lifetime. It was my intention that in some ways you’ve learned something from me because I **KNOW** I am a richer man for having each one of you in my life to learn all that I have I learned from you.

**BODY SECTION 3:**

“So,” you may ask. “What lies ahead for Jim Graner?” I know that my reputation as “the bad cop,” may have preceded me at times, and you might be thinking… “Now that he **REALLY** is leaving, who’s next on his financial victims list? (**Wait for the laugh**) I want you to know none of it was personal… (**If you have a friend/colleague who you famously bumped heads with and he is present you could say**) ……….. Well maybe not in **YOUR** case, \_\_\_\_\_\_\_\_\_\_\_\_\_ (**And wait for the laugh**), rest assured that is what financial people do. And as your father… or older brother… or **CFO** might say to you, “It was for your own good!”

Besides the buckets I mentioned earlier, I plan to have a wonderful time pursuing further personal goals. There’s the farm with that incredible lake…. with those great boats and my kids on that lake…. my terrific dogs and my fast cars…. hopefully **NOT** in the lake… I **TOLD** those dogs they couldn’t drive the cars when I wasn’t around… (**Wait for the laugh)**  and I better wind up this speech soon because \_\_\_\_\_\_\_\_\_\_ and I are getting ready for our trip to Europe. This year we’ll be going to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ and we cannot wait! (**If you want to make a joke you can say**) Wait until you see my pictures…. but not on company time!! (**And wait for the laugh**).

**CONCLUSION:**

Ladies and gentlemen, friends and colleagues, this has been one… or **two**… great rides… I cannot even imagine what my life would have been like had I not spent the past thirty years… and then some… at this great company. And although I may have worked my “**bad cop magic**” from nine to five here at the office or in the name of Graco, there is someone who must be acknowledged for her patience, her grace and her unending support through the ups and downs, the good times and the challenging times. It’s been said many times that behind every great man…. but in this case I have to revise the phrase. Behind me, there has been a **great** woman. To my wife of \_\_\_\_\_\_\_ years, \_\_\_\_\_\_\_\_\_\_\_\_\_\_ I want to thank you for seeing the light and offering the logic when it seemed to escape me… when I went too far out on a limb you knew how to reel me in. When I wanted to retire that one **extra** time… that no one even knew about, you showed me the light. And whether it was for my own good or you just didn’t want me around the house **THAT** much, (**Wait for the laugh**), you showed me the way. I have to say in front of all of these people, we make a great team. Thank you for your devotion and humor, your caring nature and flair. (**If your wife likes** **to shop you can say**) I **cannot wait** to run all over Europe with you just to hold your handbag while you shop… and shop… and shop…. (**Wait for the laugh**). To my kids, \_\_\_\_\_\_\_\_\_\_, \_\_\_\_\_\_\_\_\_\_\_\_\_ and \_\_\_\_\_\_\_\_\_\_\_ and to my grandchildren (**Not sure if you have grandkids?)** Thank you all for sharing your lives with me. Through all of you I see the future and it gives me hope. I love you all.

SECOND CONCLUSION:

(**If you want to say anything after the video roast, let me know some details and I will add a small paragraph**)