

## Larry Rodo

**The Race is Ours to Win/U.S. Meeting Presentation/April 6, 2010 (approx. 49 minutes with 2 videos)**

**Good morning, everyone.** It is **GREAT** to see all of you.

### **[REALIGNMENT]**

- In February we took an important step toward our Path to 2015 goals by announcing a number of organizational enhancements to help us continue developing our people, drive growth, address our customers' needs and ensure our Company's ongoing strength and stability.
- On the day the realignment took place a lot of people wondered what was going to happen and how it would affect them.
- Now people are adjusting to their new roles, and to a new rhythm.
- In a few **months**, many people won't think about the February realignment. In a few **years**, most Business Partners **will forget it ever happened**.

### **[CHANGE]**

- Change takes place at a faster rate than it once did. We retool our departments, our products and services, and ourselves to remain relevant and to thrive next year, the year after, and the year after that.

- Change takes time, and effort. And it takes the cooperation of a lot of people. It takes all of you.
- You have to want it, and you have to be able to see it. What it looks like, and what it will mean to you. How your behavior will change, and how Brink's will be transformed, over time, into a company that, 150 years from now, may be significantly different from the Brink's of today.

#### **[WHAT WE WILL DO]**

- We will develop new products and solutions and implement them faster than ever before. We will be more responsive than ever to our customers, and we will keep our promises to them.
- We will reevaluate existing markets and carefully and deliberately analyze potential new markets. We will train Business Partners to do their job better than our competitors. We will focus on safety.
- And we will make sure we are always ready to respond to the challenges of an increasingly complex global economy.
- No company can stay the same forever and hope to survive. Ongoing incremental improvement is essential for Brink's to grow, evolve and keep moving in the right direction. For Brink's, continual improvement will help make sure we always keep our edge.

#### **[WHAT WILL NOT CHANGE]**

- Organizational development is also about what does not change.

- It's about making sure we maintain the essential, core values that differentiates Brink's from every other company on the face of this Earth.
- The dignity and respect other companies may sometimes speak of, we live in every moment on the job. They are a part of every business decision. They drive everything we do.

### **[WE ARE THE ONES]**

- We are the ones who have to focus, all the time, on what we need to accomplish for Brink's, for the Business Partners around us, and for ourselves.
- We are the ones who need to become ever more comfortable with every new iteration in the way we work and in the ongoing evolution of Brink's. We have great products and services, an amazing brand, and talented, dedicated people.
- We are going somewhere, so join this journey.
- We are doing the right things right, in the right order, and we are doing them right now.

### **[Pause.]**

### **[PROMISES]**

- I look around this room and I see **promises**. Promises held in abeyance, promises kept, and promises yet to be made.
- **We make a promise to this life every day we are alive.** I'm asking **you** to keep that promise at **Brink's**.

- I cannot overstate the **responsibility** we have **right now** to this Company and to each other. We must take this job **seriously** and **personally**, because there are **many lives** that depend on the work we do.
- We are accountable to our budgets and to our quarterly projections. But it is **so very much more than that: We are accountable to ourselves.**
- **Every second** we have the ability to make the most fantastic promises to a life we could one day lead. **We should make, and keep, those promises together.**

[Pause.]

#### [KEEPING OUR WORD]

- It really comes down to keeping our **word**.
- We have to be true to our commitments, as difficult as that may sometimes be to do.
- We have to **do** what we **say** we will do, not because keeping our promises comes easy, or because it is expedient, or because someone is watching.
- We do it **because we said we would.**

[The *BECAUSE WE SAID WE WOULD* VIDEO plays here.]

#### [VIDEO RECAP]

- **That** is a **powerful message**. About **commitment**. About **trust**. About **integrity**.
- It's about **responsibility** to the things for **which**, and the people to **whom**, we are responsible.

- And I don't need to tell you we have **many** responsibilities here at Brink's.

[Pause.]

### [NOTHING LASTS FOREVER]

- We never know how long we have in this life to do the things we need to do to create a legacy that will last after we are gone.
- While we are here we have promises to keep. We have to keep those promises now, because in this life **everything changes**.
- **Nothing** lasts forever. Order tends toward disorder. And the monuments we so carefully construct eventually crumble into dust.

### [WHAT WE TELL OURSELVES]

- As human beings, we operate under the assumption that what we do will last.
- Ernest Becker, in his book, *The Denial of Death*, discussed what he called "the vital lie": man's refusal to accept his own mortality. We fail to confront this in many ways throughout our lifetime in the things we tell ourselves that we **imagine** will always be true.
- We tell ourselves we will always have our **health**, that we will always be as successful as we are on **this day**, that our lives will work out for the **best**.
- There are times when we consciously make decisions that lead us to success, while at other times we leave our **future** in the hands of **fate**.
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## [DESTINY]

- Today I ask: **Where are you** on the spectrum of destiny? Is your existence left fully in the hands of fate, or at every turn are you the **architect** of your destiny?
- The truth for **all of us**, I suspect, lies somewhere in between. The best we can hope for, much of the time, is to live our lives **honestly** and **consciously**, to be aware of **what we do, why we do it and how we do it.**
- Now, **more than ever**, both as individuals and as Brink's employees, we must live our lives **consciously.**

## [WINNERS CANNOT HELP BUT WIN]

- **Winners always win.** They win because they know **nothing else**, because to them defeat is a concept involving **failed logic. It does not make sense.**
- Winners **cannot imagine** an outcome **other** than to win. When they are set back it is a **surprise.** It makes them **angry**, and they vow it will **never happen again.**
- Winning is not a decision made in their **heads**. It is a forgone conclusion arrived at **in their hearts.**

[Pause.]

## [2009 CHANGED EVERYTHING]

- 2009 only made me **stronger**. What did it do for **you?**
- Change will never slow its pace to make sure we are keeping up.

- There will be **no more** afternoon-long lunches. The days where **one product** will be all a company needs to go on **forever?** The days where **the knowledge you leave college with** will serve you throughout your **career?** The days where you leave the university and have only **one** career? **Those days are gone. FOREVER!**
- There are **still** people in business who know this and think to themselves, “I just need to hold on a **little** longer. **Then** I can get out.”

#### **[WE ARE DIFFERENT]**

- **There is no one like that in this room.**
- In **this** room there are people with the **drive**, the **intellect**, the **staying power** and the **ability** to develop the solutions we need for a world that is changing at an ever-accelerating pace.
- The kind of people who, when things look dark, do not bury their face in their hands, but who **stand up** and **step forward, ready to claim their place in Brink’s history.**

#### **[CHALLENGE YOURSELVES]**

- **Today is about challenge.**
- I challenge everyone here to be **better** and **smarter** than the competition, and **so much more** than that. I challenge you to be better than **yourselves**, **better than you have ever been**.
- Everyone here received **fantastic** gifts to serve them throughout their lives. **We must use those gifts every day.**

- We must amaze **each other** and **amaze ourselves**.

[Pause.]

### [BRINK'S IS DIFFERENT]

- Brink's is different in so **many** ways. When we speak of the Brink's family, it's not just business-speak. It is a real philosophy that permeates **every level** of the Company. It is an **attitude**, an **outlook**, an all-too-rare set of **values** that makes us the **envy** of numerous companies.
- **We are ethical, honest, true and solid**. The scandals that have tarnished the reputations of other companies **will not stain Brink's**. **That is not the way we are made**.
- There are companies where less is required, hundreds of thousands of them scattered across North America. **But Brink's is not one of those companies**.
- At Brink's we are held to a high standard of character, and of accountability, and for everyone in this room the bar is **much higher**.
- Brink's employees across this continent are watching. When we move, they step in line behind us. Even now, they are **waiting for us to lead**.

### [LEAD ON ALL FRONTS]

- We must lead on all fronts, **all at the same time**.
- We must have the right strategies in place for our large **financial institution and commercial customers**, strategies that improve our **positions** with customers and keep the **competition** at bay.



- We must manage bad debt and ensure every dollar of shareholder money we spend is spent **wisely**.
- We must treat employees **at all times** with the **respect** and **dignity** they **deserve**.
- And we have to give them the **training** they need to make them better Brink's **employees** and better **people** — the training that improves their sense of self-worth and makes them want to stay and work and **give us their all**.

#### [IT IMPORTANCE]

- IT is so much more than maintaining the computers, software and systems we use every day.
- We must ensure IT is a **strong partner** in developing the **next** generation of products that will drive the revenue delta of Brink's in the **future**.
- IT is not a department that helps our other business units. It is a **business in itself**, and it will become increasingly more important to Brink's in the coming years.

#### [COMPLACENCY NEVER AN OPTION]

- We are in a business where complacency is **never** an option. We must continually be aware of the most **miniscule deficiencies** and a multitude of **very real dangers**.
- Coach and mentor your teams to **never** become complacent. Never give in to a false sense of security.

- Take care of problems before they become unmanageable. Fix the loose truck seat before it breaks; fix the small roof leak before the ceiling caves in; and fix your people and morale problems before they affect your productivity and your profitability.

#### [COMPLACENCY IS FOR THE WEAK]

- **Complacency and self-contentment are for the weak and the foolish.**
- They do not fit with a **winning mindset**, a **winning organization**.
- Complacency can cause us to **miss opportunities**.
- It may mean a Business Partner **doesn't come home at the end of the day**.

#### [INNOVATION IS CRUCIAL]

- Going forward, we must **spur innovation**.
- Fred Purches' Product Development and Innovation group is not a mere nod to the need to innovate. It is an important new direction and emphasis for this Company.
- We must develop the products we need to remain relevant and stay ahead of the competition, perhaps **even ahead of competitors we are not aware of**.
- During the next five years, what percentage of our revenue needs to come from products we haven't yet invented? We cannot be the sleeping giant outmaneuvered by a more nimble, flexible competitor.

## [THE JOB AHEAD]

- I wish I could say the economy will someday be like it was before 2009, but I do not believe that to be true.
- We are certainly not the **only** company where executives responsible for the destiny of an organization employing thousands of people have had **serious conversations** about last year. But those are **other** companies, and this is **Brink's**. **Right now, I need to know what you're made of, what you're capable of.**
- We must do things we have never done, and make **innovation, persistence** and **success** something we do not measure every year, or every quarter, **but in every moment we are alive**—not just for Brink's, but for **yourselves**.
- For those who are **willing**, and who have the **commitment**, there is **great opportunity** — opportunity to be remembered as someone who made a **difference**, who helped define a new path for a Company that, in an uncertain world, is more relevant than **ever**.

[Pause.]

## [THIS YEAR]

- This year **we will amaze ourselves and each other**.
- We have the potential to create a Company that will be studied and written about for **years to come**.
- **We will succeed, and we will do it together**. Both as a **Company** and as **individuals** I believe **our best days are ahead of us**.

- Now I'd like to **show** you something.

[The *YOU NEVER RUN ALONE* VIDEO plays here. It will end and the photos of the meeting participants come up on the screen, along with 3 minutes of the music from the video. During that time, members of the ESC will distribute the baton boxes. There will be 16 Table Leaders, one for each table, so distribution should go quickly. While that is taking place, Barbara Miles and Beth Lyons will distribute baton boxes to the 16 Table Leaders. After everyone else has a box, and has returned to their seat, Barbara will walk to the front of the room and hand you a baton (not in box). Once you have your baton, the music should have ended—although the photos will continue to rotate out.

You can put down the baton on the lectern or hold onto it and gesture with it while you resume your speech.]

#### [OUR LEGACY]

- All of you have been given a box. Please put it aside for just a few moments.
- In Brink's offices around the world you will find black and white photographs of the Brink's that **used** to be. Armored cars, determined Brink's employees. These photographs are a record of **where we have been**.
- They are the **Brink's legacy**, along with many of the **beliefs** and **values** we hold dear today. Someday, **years from now**, the employees of the Brink's that is **yet to be** will look at **our** pictures.

- **We have a responsibility greater than any individual in this room: to ensure our legacy is a proud one.**

#### **[WE ARE STEWARDS]**

- All of us are here on this earth for a **short time**, and for **part** of that time we are **here. At Brink's. In the United States. In this room**.
- We are stewards of this Company, and with that stewardship comes great responsibility. As any good steward must, we must **protect** this Company during the time we are here.
- Someday we will **all** leave Brink's. When we do we will pass on our responsibilities and our legacy to those who come after us. And we must **leave** Brink's a **better, stronger Company** that it was when we **arrived**.
- Passing these responsibilities on requires a great deal of **deliberation**, followed by decisive **action**.

#### **[BRINK'S THROUGH THE YEARS]**

- **For more than 150 years Brink's Business Partners have guarded the destiny of this Company.** Through the turn of the previous century, through the first World War, the Roaring Twenties, the Wall Street Crash of 1929 and the resulting tumult of the Great Depression, through World War Two, the Cold War and the Civil Rights Movement, Vietnam and the 1980s recession, on to today.
- Brink's has **weathered the storms** and emerged **strong** and **competitive**. It will do so **again and again** in the years to come.

- **It will do so because of us and people like us, because of the people in this room** and the people who will one day **be** in a room very much like this one, because of people **who have not yet been born**.

**[OPEN THE BOX]**

Please take the box that was given to you a few minutes ago and put it in front of you. If you have not yet opened it, please untie the ribbon and open it **now**.

**[Pause here to make sure everyone has opened the boxes and there is no more noise.]**

**[THE BATON]**

- This baton is a symbol of the responsibility we **all have** as **stewards** of this Company.
- The day will come when we will **pass this baton on** to those who will come **after** us. For **some** of us, those who have been with Brink's for many years, or who are preparing to enter the next phase of their lives, we may pass our baton **soon**. For others, it may be **many years from now**.
- **But today we hold the baton**. Today **we** must run as **fast** and as **hard** as we can. Your baton is marked with your name. That baton is **yours** and it, and the responsibilities that go **with** it, are **no one else's to carry**.

**[THE BATON]**

- **Right now I want you to pick up your baton, to hold it in your hand.**

- I **know** you are with me on this journey, and that you are all ready for the responsibility for the future of this Company.
- I want you to **stand right now** and stay standing for a few moments. **Don't be embarrassed. Don't worry about standing out.**
- Right now, **we all stand together.**

[Pause and survey everyone standing, looking around the room from one side to the other, making direct eye contact whenever possible and nodding your head, silently acknowledging everyone.]

[WE WILL SUCCEED]

- **We will succeed.**
- Not because of the **operating capital** of this Company, in which we are fortunate. Not because of our **products**, which are the **standard** for the industry. Not because of our **offices** and our **branches**, which serve us well. Not because of our **trucks** or our **equipment**, which serve and protect us while we do business.
- We will succeed because **we are the people against whom other people are measured.**

[WE RISE STRONGER]

- When we stumble, and occasionally we will, we rise **stronger than before.**
- When we make mistakes, and we will, we **do not make that same mistake again.**

- Our **troubles** and our **talents**, our **missteps** and our **master strokes**, our **setbacks** and our **successes**.
- All of these are what we build upon. All are the fuel that drives us **ever onward**.

#### [OUR PACE MUST BE SWIFT]

- Our pace must be **swift**, our steps **certain**, and our **goals** — the numbers, strategies, and objectives that make this business work — must **always** be squarely in sight.
- Do not be afraid of dropping the baton. That doesn't disqualify a runner. What matters is how quickly you **pick it up again** and **run forward**, making up any time you have lost.
- **Let there be no doubt: The starting gun has sounded, and the race is on.**
- We will run **smart** and we will run **hard**, at **full speed**. We will focus on finishing the race **faster** and **smarter** than **everyone** else.

#### [THE RACE IS OURS]

- **The race is ours to run, and we must run as hard as we can.**
- Victory is to the **swift**, and as I look around this room I see the **fleet**, the **strong** and the **sharp of mind**.
- We can see a way **through** when others **cannot**. The road stretches ahead of us. There is no end in sight.
- There will be twists and turns, but we will handle them with **relentless determination**.

#### [THE RACE NEVER ENDS]



- Achieving success in business is a race that never ends. In 2009 the global business terrain changed dramatically. Now we must run **faster**, often **uphill**.
- The ideas we have generated and the level of performance that served us well in years past are **no longer enough**.
- The **next** generation of leaders is watching the example we set **today**. We must develop new strategies and revise our perspectives to meet the challenges of this new world, **this new race**.

**[WE WILL WIN AS A TEAM]**

- **We can do it, and we will do it as a team**. Together we are **stronger, faster and more agile**.
- **Look around you now, at everyone standing in this room. These** are the people you can **depend on**, the members of the team **that will not fail you**.
- The road is **uncertain**, and the race will be **long**, but **you will never run alone**.

**[Pause.]**

**Please be seated.**

**[IN CLOSING]**

- In closing, I want to **thank you** for listening to my remarks today.
- You all have heard company speeches before, filled with metaphors all meant to motivate. But then the meeting ends, and we all file out of the room, and in a few days, if we are not **very, very careful**, we could find ourselves doing much of what we were doing just a few days ago.

- **We cannot do that anymore.** The enthusiasm many of you feel today is but a shadow of what it will take to ensure Brink's thrives in the years to come.

#### [REINVENTING OURSELVES]

- **I believe everyone in this room is inspired by the challenges that lie ahead.**
- We will reinvent **ourselves** in the same way we reinvent our **processes**. And we will change ourselves with the same peculiar mix of **passion** and **detachment** we use when contemplating a Company realignment.
- **This is the time** for us to define a new philosophy for this Company. Your **talents** and your **spirit** are **key** to setting in motion a new way of doing business.
- **These are the days we will long remember**, and **now** is the time for **all of us** to do what we have not yet done, to find within ourselves that which we may sometimes doubt, **but which we know is there**.

#### [MORTALITY DOESN'T MATTER]

- When the great books of history are written, it is fair to say that most of us in this room, **myself included**, will likely not be remembered as the great historical figures of this century.
- **That does not matter**. In every moment we have the opportunity to outshine what we have done in the past, and every day we have the opportunity to do the **best work of our lives**.
- **I'm asking you to do that now and every day after today**.

#### [WHAT WILL YOUR LEGACY BE?]

- **On the last day of your life, what do you want to have accomplished?**
- **What is the legacy you will leave behind?**
- **Today, right now, I ask you to begin to keep the promises to **yourselves** you might not have realized you were **capable** of **making**.**

**[GO FORTH]**

- Let us go **forth** from this room today. Let us go forth with a **renewed spirit** and with a **stronger faith** in all the things that, at our **core**, we **know** to be true.
- Let us hold our heads **higher**, and let our vision be **clear**.
- We have a **new opportunity** to be what we have not been before **this day**, before **this moment**.

**[WE CAN RELY ON EACH OTHER]**

- In this world few things are certain, **but this is certain: You can count on me**, and I know I can count on **you**.
- **Wherever you go, whatever you do, you do not go alone**. The Brink's family goes **with** you.
- **Now is our time**. The sun will not set on Brink's. **Not on our watch**.
- For all you have done, and for all you have **yet** to do, **thank you**.