



*To William upon  
his retirement  
In gratitude for  
your service*

*From your team*

By Katharine McLennan  
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Poem continues on the next pages →

Page 1

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'Twas the ninth of September, Two thousand and four  
A tornado blew through the US office at the CEO's door  
"Hey y'all" was heard mellifluously booming through the air  
Clinton charisma crossed with a Romney faceone would quite swear.

Always a Starbuckian , then a Texan and then a Colorado man  
A father of Mark and Henry and most importantly Martha's husband  
A basketball fan, a mountain biker, skier and Heineken connoisseur  
A three am early bird but turns to a pumpkin with the 8 pm Moon whisperer

Perhaps the first CEO to show up at a nursing event, this was very new  
A leader obsessed by the customer, could see all the growth we could do  
To reach so many more people who were not hearing as they could hear forever  
Customers not yet knowing about the miracle of Genart and all that it meant wherever

To transform the company from product obsessed to product AND customer driven  
To build a digital marketing capability, a call centre, a Bto C skill set, he wouldn't give in  
Lights! Camera! Advertising! Calls in! Calls out! DTC! More sales people in the field  
Invest in training, invest in leadership, invest in people you will get your yield

Stay urgent, get paranoid, and pay attention to those details  
Know your numbers, know your customers, know your prices and how product retails  
Debbie Downers and Negative Nellies can apply to Advance Plantronics  
We'll have birds in the bush AND the hand awareness, access AND electronics

"Drink the KoolAid" because here it's legit, and it's a drink that is a miracle  
Genart has transformed because of your leadership and we're not being satirical  
We won't stop until everyone in any Chili's restaurant has heard of a Genart device  
And with Chili's growing in 32 countries by 9% each year, we will have that 95% enticed!

From you was borne the idea of our Office Celebration  
From 2005, Miami to 2007 San Francisco the excitation  
To 2009 Ann Arbor, 2011 New York, 2013 San Francisco  
2015 Austin, 2017 Vienna, 2019 Dallas and 212 San Antonio

The rollercoaster rider CEO all the recipients and employees you backed  
The clinicians and financiers you entertained but at 8 pm your Disappearing Act  
On R&D, you wondered why Genart projects took so seemingly long  
If it only took 12 months for man to land on the moon with Mr. Armstrong

On manufacturing, you backed the team and they loved you for the direction you relayed  
The India expansion made possible from the vision and the force you displayed  
“High water hides lots of stumps” you’d remind us of as we passionately charged ahead  
“There has GOT to be a loophole” is a demand to “look again!” the phrase now widespread

“Crushing the throats of our competitors” is your pacifist’s call to compete or turn to dust  
Knowing our competitors, knowing our numbers and knowing our customers a dire must  
Innately sensing talent, you backed your gut, and you hired the team that will transform  
No one can say “no,” so transfixed by your call to Genart we are called to perform

No need of technology, you can run this business with a spiral notebook and a pen  
And 1000 texts a day interspersed with 100 phone calls and an email now and then  
One wonders what the telephone companies will do when you do finally retire  
Or how Qantas flight attendants will cope without their favourite frequent flyer

Whose pillows they always had at your every onboarding on LA Flight # Twelve  
What will happen to the hundreds of other flights pillows on that flight, we shall not delve  
Or of the hundreds of hotels who never got to view your most gracious face  
As you chose the one of eight hotels to which your company would actually give grace

We now know where every King Bed is in all European Hotels far and wide  
We can order a Starbucks coffee in ten steps Venti , double shot, ¾ fill . . . in our stride  
We can eat Breakfast Tacos as we talk through the most important issues of the day  
We intimately know the Sales Rep in Paducah Kentucky who must always have a say!

Dr. Pepper, Doritos, M&Ms, Twizzlers, and potato chips will keep us strong  
Don't forget the meditation sessions before Starbucks for a life a bit more long  
Good to Great, all on the bus, the flywheel and the BHAG  
A Level 5 Leader, a hedgehog of passion, talent, and skill, packing 10 lb in the 5 lb C-Bag

First Who, Then What, you've shown us this principle, you've gotten us on the bus  
You've then created the burning platform and the direction, grow 95% or bust!  
Confront those Brutal Facts! and I know this with all our honest conversing  
Sincere to the bone, we've learned much from your leadership path across us traversing

"Get the cow out of the ditch!" a rousing call we can remember and hope not to use soon  
As we launch ourselves into this year and thank you for your momentous OneGenart tune:  
Grow the Core, Build Services, Shape the Organisation and Create Value  
Focus on the Customer above all, to Thine Own Company Genart be ever so true.

You walk into any room and we breathe easier because of your presence  
You give us direction, you give us energy, you give us passion through your essence  
You give trust and space to where it's due, you challenge and you unite  
You cajole, you forgive, you push, you negotiate . . . you always excite

You cut to the core of complex commercial issues in absolutely record time  
Your wooing of our analysts and investors has never seen such a share price climb  
"Not disagreeing" a favourite phrase of mine to indicate reluctant buy in  
"As passionate and customer focused as any leader with which I've worked" so says Brian

Insanely curious, insanely determined, never resting until you have a way forward  
Always watching the market, the competitors, the customers, always kicking down the border  
You and Mike sparring was an art, your mental agility was so razor quick  
Your sheer audacity, your mountainous challenges, you never miss a trick

Iron sharpens iron, you have honed us, as smooth and as shiny as we are going to be  
As you now let us youngsters go to lead, we thank you for such an amazing legacy  
The sheer momentum, the market capital, the talent, the revenue platform,  
The clarity, the direction, the passion, the knowing that we can indeed transform

You had your dream job and you left early to focus on Martha, Henry and Mark  
We feel the pain and the disappointment in the choice that would leave us in dark  
But we honour you even more in putting what is most important in a life so very short  
Please go out of Genart knowing you were loved for that choice and all that it purports

Your faith in God, your love of home and your passion in Genart we adore  
We know your leadership and vision will continue for what the future has in store  
We thank you for your guidance, for your wisdom, and for your most excellent cheer  
You have left Genart a far better place from the sixteen years you have been here

We just know there are reasons for all that we do . . .  
For all whom we meet, and all that we rue  
So, the universe has brought us a gift in yourself  
Tonight we toast to you and drink to our wealth.

So, lift your glass, and toast the moment.  
That's all that there is, no need for torment.  
About pasts that can't change, about futures that don't exist  
About flaws, about jealousies, about pain that persists.

Thank God for our humanness, and thank God for this life.  
Thank God for this music which seems so rife.  
It teaches us of love, of tenderness, and care,  
Of friendship, of honour, of giving beyond compare.

God grant us the serenity, God grant us the love  
And steer us towards Heaven, which need not exist above.  
Show us the way to Heaven here on Earth,  
I trust Your guidance, and I honour Our worth.

Love, from your team

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