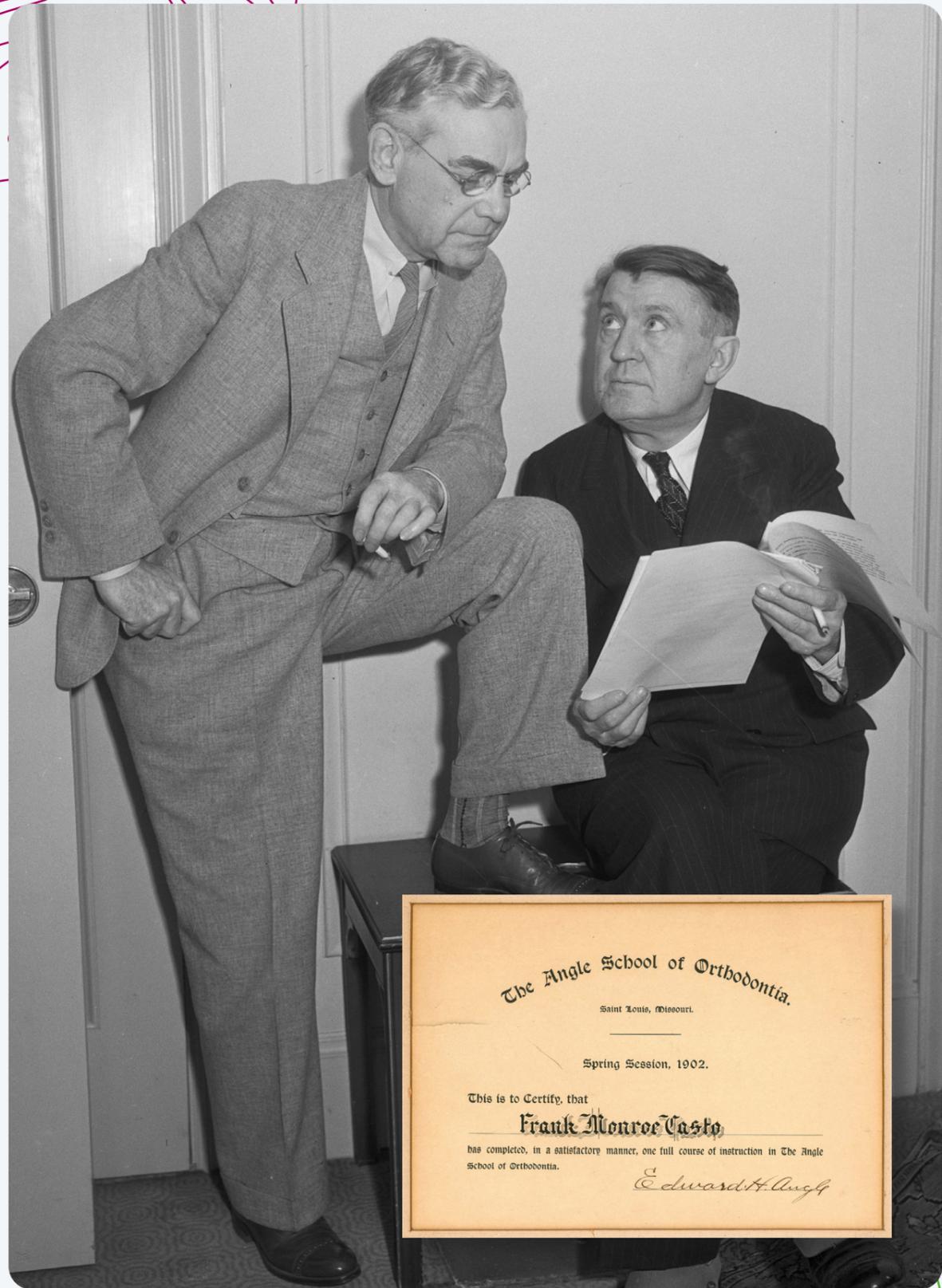




Leadership Playbook

Lead with Clarity. Build with Care.
Leave Something Better Behind.

Mission & Philosophy



Orthodontics runs deep in the Wright family —

five generations deep. It started with our great-great-grandfather, an orthodontist whose commitment to precision and patient care set the standard for those who followed. That legacy carried through the decades, eventually inspiring James Wright to take orthodontics in a bold new direction.

In 1984, from the basement of his father's orthodontic clinic, Jim founded ODL — Orthodont Laboratory — with a simple philosophy: offer a quality product at a fair price. What began as a small, family-driven operation has grown into a nationally recognized dental laboratory built on craftsmanship, innovation, and trust.

Today, ODL is led by three brothers representing the fifth generation in orthodontics, carrying forward a heritage of excellence while pushing the boundaries of what's possible. With one foot firmly planted in the tried-and-true traditions of orthodontic manufacturing and the other charging ahead with cutting-edge digital technologies, we deliver a collaborative and forward-thinking experience to our doctors.

Our mission is simple: to create orthodontic solutions and products that inspire a lifetime of confidence. That confidence is built through precision, reliability, and craftsmanship that speak for themselves. Every case that leaves our lab represents more than technical excellence — it's the product of shared commitment, aligned effort, and the uncompromising standards of extraordinary people.



Core Values

At ODL, our strength is in unity — unity around a purpose, a philosophy, and the values that guide every decision we make. These principles are defined by our core values, woven into the fabric of all we do — from hiring to recognition. These are:



Lead with Humility, Fail with Grace

Act with a gracious spirit, whether it's a win or loss. Put our reputation first.



Strive to Hustle

Don't compromise on quality or attention to detail. Do what it takes to deliver on time.



Leave Something Better Behind

Honor our legacy by innovating and doing the right thing — not the easy thing.



Look for the 1% Win

Make small daily improvements. Every win, no matter the size, is worth recognition.



Respect Every Connection

Build relationships that are humble, respectful, and mindful of ODL's roots.

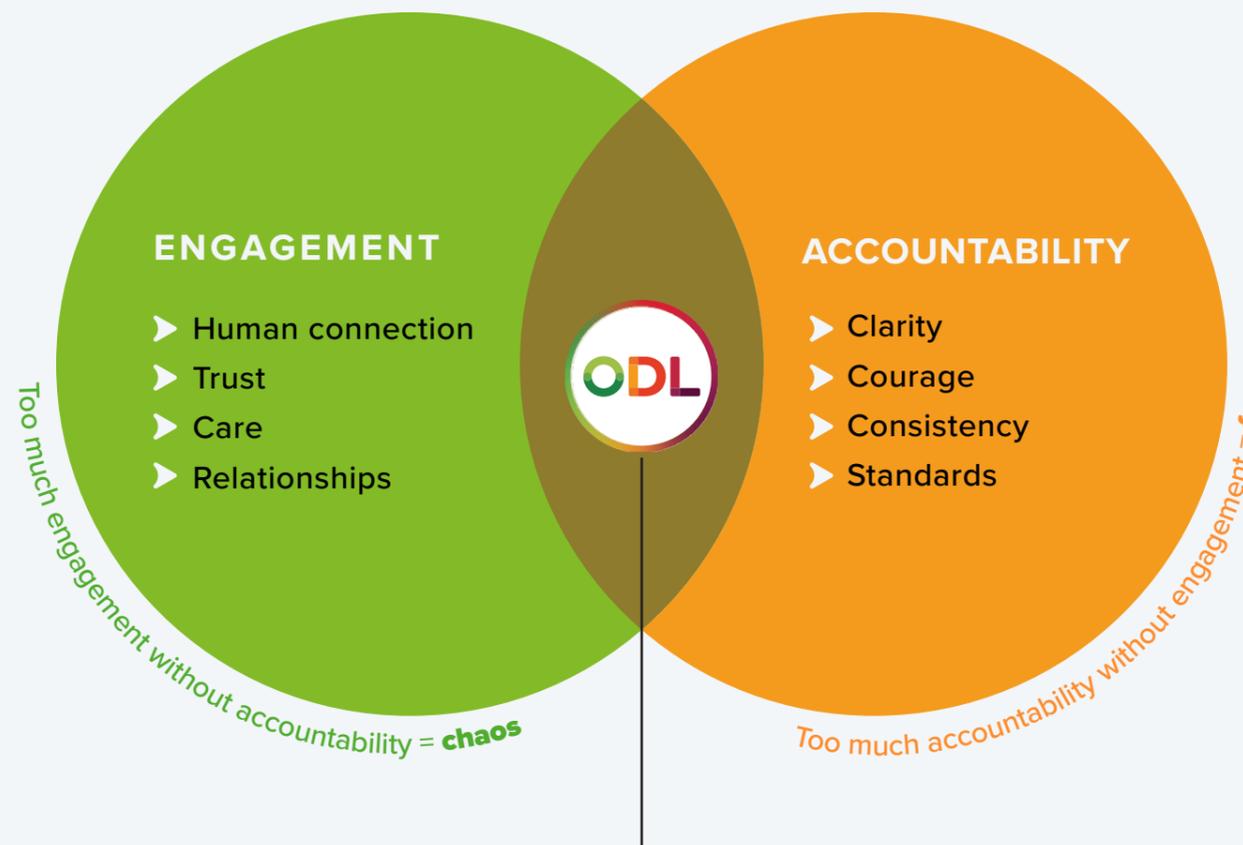


Leadership

At ODL, we lead people the same way we build our products: with precision, alignment, and care. As a fifth-generation, family-founded organization, our legacy is built not just on craftsmanship, but on people. Each leader here carries forward a tradition grounded in trust, accountability, and purpose in every action we take.

This playbook is designed to do two things: introduce you to who we are — our ethos, culture, and priorities — and equip you with the tools and habits that make great leadership at ODL possible. Think of this as your guide to leading the ODL way: clear, caring, and committed to excellence. This isn't a rulebook; it's a guide for leading with clarity, courage, and consistency. Because here, we believe that leaders set the tone — and when leaders lead well, everything else follows.

At ODL, **leadership isn't about authority or titles — it's about alignment: aligning people with purpose, behavior with values, and systems with trust.** Leadership at ODL is a craft. Our leaders are builders of trust, shapers of culture, and stewards of growth. In order to do this, our leaders are expected to balance two core responsibilities: **Engagement** & **Accountability**.



**LEADERSHIP
SWEET SPOT**

Where Care Meets Clarity





What Engagement Means at ODL

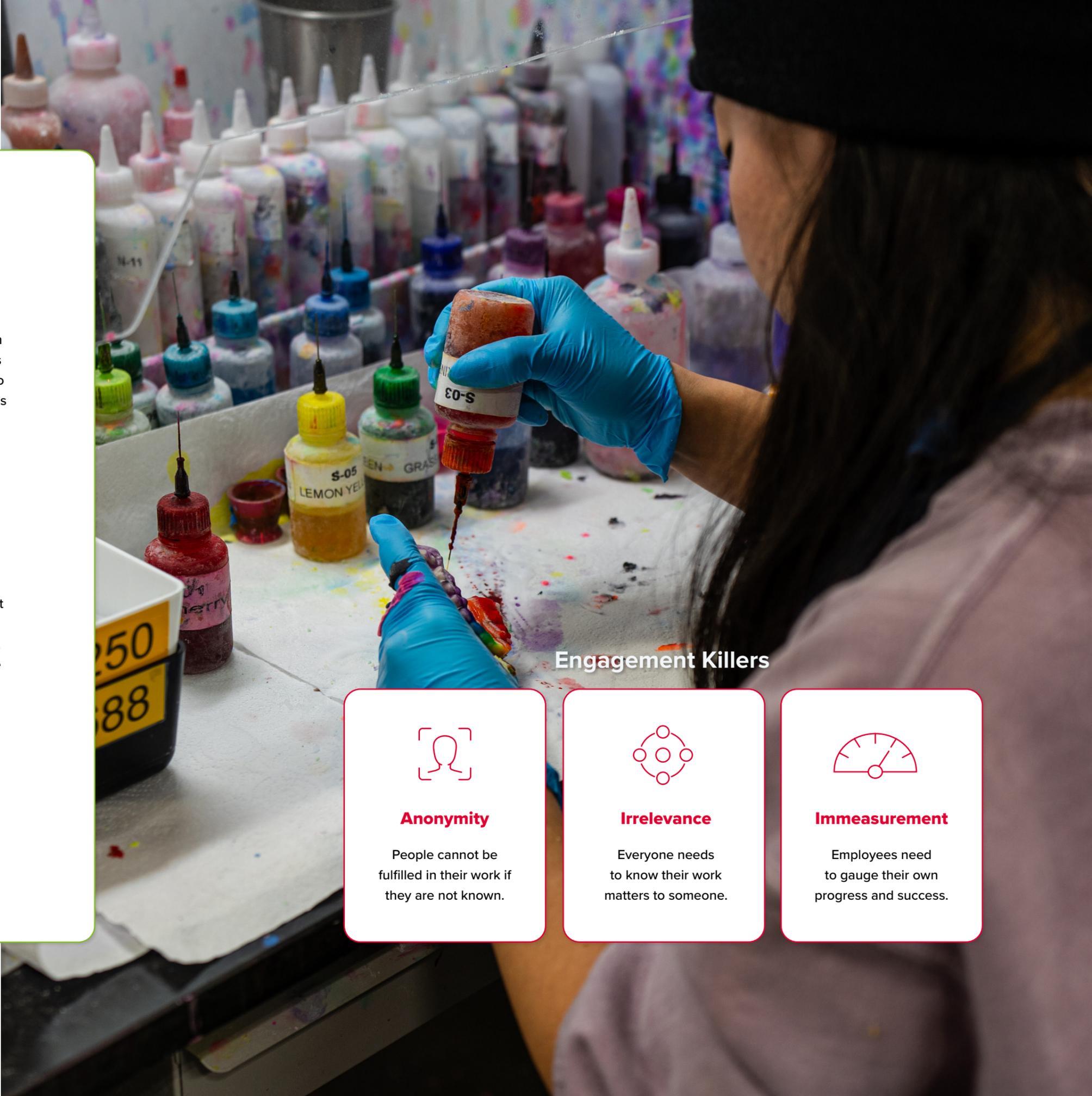
At ODL, engagement is not just about “job satisfaction” it’s whether people feel connected, valued, and committed — which drives them to consistently show up with energy, focus, and ownership. It shows up in how people talk about their work, support one another, and go the extra mile even when nobody’s watching. It looks like employees care about the business almost as if it’s their own — and their behavior proves it.

Engagement isn’t created by pizza parties or prizes — it’s built through relationships, accountability, and trust.

Leaders create engagement by showing up consistently, listening actively, and helping people see how their work matters.

At ODL, we protect engagement through habits that fight its biggest enemies: **anonymity, irrelevance, and immeasurability**. We make sure every team member feels seen, knows why their work matters, and can measure their own success. Because when people can see their impact, they bring their best selves to work.

People thrive when they feel seen, know they matter, and can measure their impact.



Engagement Killers



Anonymity

People cannot be fulfilled in their work if they are not known.



Irrelevance

Everyone needs to know their work matters to someone.



Immeasurability

Employees need to gauge their own progress and success.



Habits We Use to Fight Engagement Killers

Build Trust and Vulnerability-based Relationships

Create consistent touch-points to develop personal, but appropriate relationships with each team member.

- Regular, scheduled 1-1 check-ins with each staff member.
- Quarterly conversations with each staff member.
- Includes manager and self-assessments on Value Scores (Core Value Alignment, Productivity, and GWC.)

Show How Daily Work Ties Directly to Our Mission and Customers

Demonstrate connections to their team or the business overall.

- Reinforce expectations and results in Daily Huddles, Team L10s, and 1-1s.
- Recognize achievements regularly — even small wins.
- Include quarterly Core Value Award nominations as part of ongoing recognition.

Reinforce and Encourage Growth and Development Opportunities

Demonstrate connections to their team or the business overall.

- Be transparent and honest on value score performance in all touchpoints.
- Reinforce, encourage, and provide opportunities for training and development within the Pay Matrix.
- Provide guidance and opportunity through training and development programs.
- Reinforce clarity and opportunity within the Quarterly Bonus Program.

Accountability

Alignment requires trust and quality relationships with leadership. This helps to facilitate engagement, but also builds a solid foundation for our leader's other, and harder job to take place — and that's holding team members accountable.

At ODL, leaders hold people accountable not to punish but to protect — the standards, the team, and the individual's own potential. Our philosophy on accountability is rooted in the core principle that **accountability is care in action**. It's how we ensure clarity, consistency, and performance while honoring trust and relationships — in relation to our mission, our customers, and one another. Although this can sometimes mean having uncomfortable conversations, we believe **discomfort avoided is only discomfort delayed, and delaying accountability is to withhold care and clarity that unlocks the potential to be and do our best**.

The Four Cs of Accountability

At ODL, we see Accountability as having 4 main components, which are expected to be modeled in individual behavior and in the habits of leaders each day.



Credibility

Trust is earned through care and reliability.

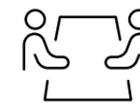
People only accept accountability from those they trust, respect, and who demonstrate fairness.



Clarity

Clear is kind; fuzzy is frustrating.

People cannot be accountable if they aren't 100% clear about what is being asked or expected of them.



Courage

Accountability requires discomfort tolerance.

Leaders must have the courage to initiate uncomfortable conversations early and directly out of care for their people, performance, and big picture.



Consistency

Accountability is a habit, not a one-off event.

Inconsistency on an individual basis or across individuals erodes trust and undermines credibility. Consistent accountability normalizes these conversations and breeds confidence and feelings of fairness.



Accountability is care in action.

Habits We Use to Facilitate Accountability

Build Credibility Through Engagement First

Show you know and care about your people.

- Build relationships and trust through commitment to regular check-ins.
- Stay informed on expectations, both behavior (handbook, values, etc.) and performance (job duties), and reinforce consistently and reliably with all.

Be Clear

Set expectations in detail: goals, roles, behaviors, timelines, measures.

- Use all the available resources and tools, handbooks, policies, value score components, and scheduled touch points.
- Use the AID Feedback Model when delivering feedback.

AID Feedback Model



Action

Describe the person's behavior or event in specific, objective terms.

"In the recent report, there were several formatting inconsistencies."



Impact

Explain the effect of that action on others (or the business).

"This created extra work for the team to correct the errors before submission."



Desired Outcome

State the changes or expectations moving forward.

"Next time, please use the formatting checklist before submitting your report."

Act timely and directly: Remind yourself, discomfort avoided is just discomfort delayed.

- Identify and address issues quickly.
- Reframe accountability as coaching.
- Use **Clarity + Care** to reduce fear.
- Escalate as needed, to get help or within formal disciplinary action or performance improvement plan delivery.
- Focus on behaviors, not personal traits to encourage receipt.

Maintain healthy and helpful habits.

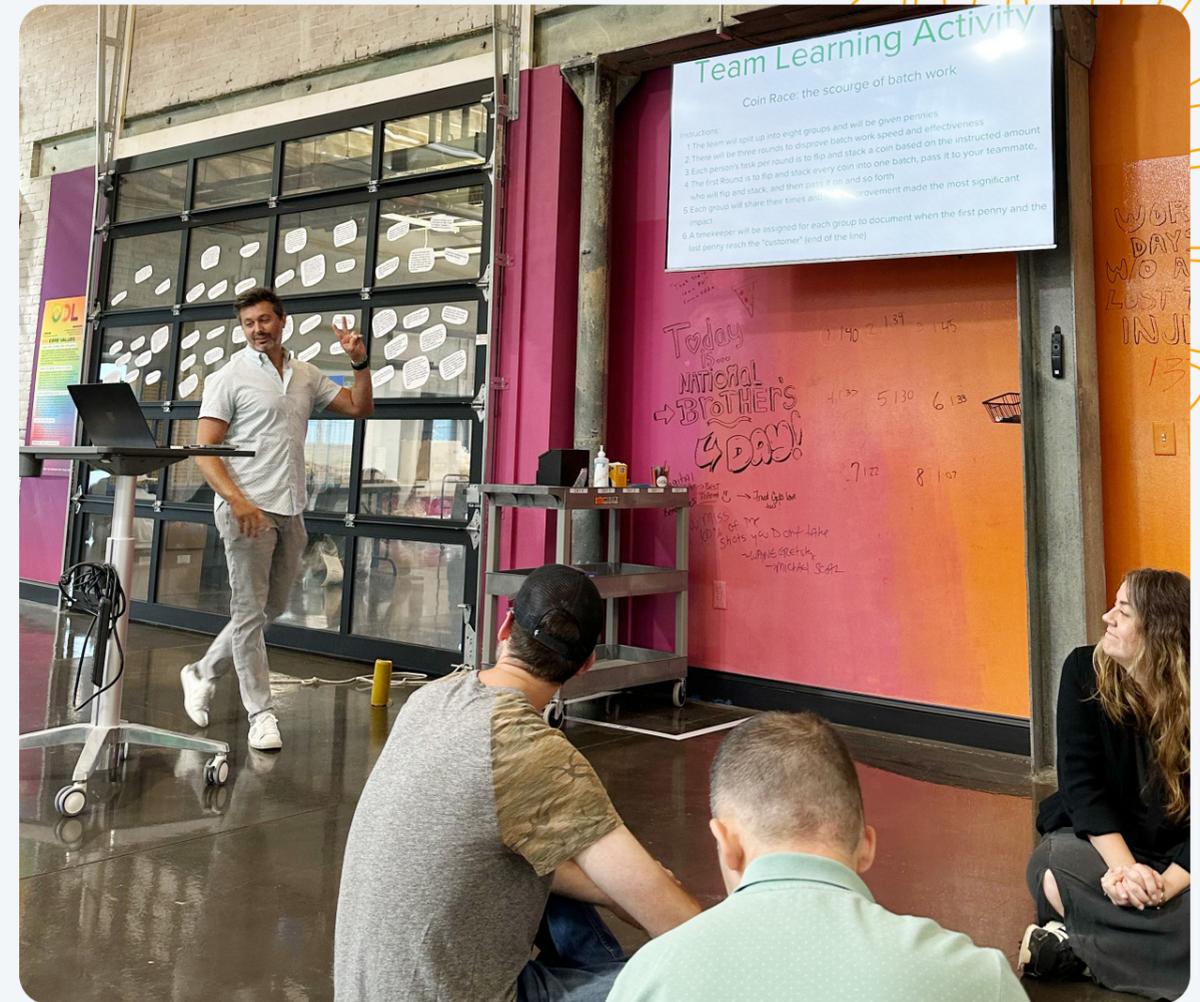
- Schedule and commit to touch points (1-1, etc.)
- Prioritize timely positive reinforcement as well as corrective feedback.

*Timely feedback builds trust;
delayed feedback builds frustration.*

Engagement, Accountability, and Our Mission

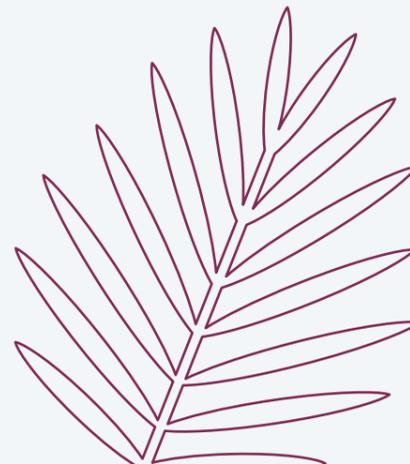
Ultimately, through activities which facilitate engagement and foster accountability, our leaders connect our peoples' performance, behavior, and value to the mission. At ODL we measure value by primarily looking at three main elements of performance:

- **Core Value Behavior Alignment.**
- **GWC Assessment:** Whether an employee "Gets it," "Wants it," or has the "Capacity to do it" in relation to their specific role.
- **Productivity Score:** An employee's data driven score regarding productivity in their role as compared to standards set.



An employee's cumulative performance in these various areas determines their "Value Score". These things are assessed in new hire assessments at 30, 60, then 90 days, and then quarterly in our Quarterly Conversations. Bonuses are then paid out quarterly to employees based on their individual value score and where it puts them within the value ranking within the whole population of their team.

Rewarding and reinforcing value is also reflected in our Skills-Based Pay Model, which allows our production employees to increase their base rate of pay (value they receive) in direct relation to the additional value they provide by obtaining additional skills which allow them to contribute more value to the business and our customers.

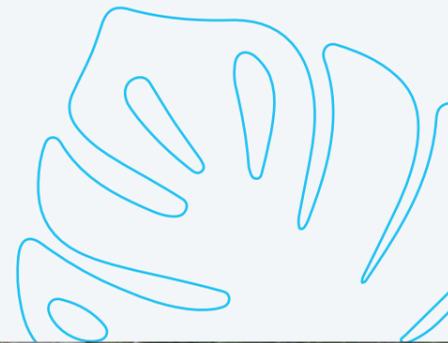


Alignment Tools For Leaders

The tools, processes, and systems we have developed at ODL are also designed to align behavior with goals, as well as protect the culture we attempt to curate with our values and mission. Leaders are expected to uphold compliance standards, champion fairness, and ensure all policies are applied consistently. Just like an orthodontic framework supports precision and strength, **our people-related systems provide the structure that keeps our culture healthy and our operations strong.**

Operational excellence protects both people and performance. Our processes ensure fairness, consistency, and compliance across every part of ODL.

Our systems don't slow us down. They keep us strong.



Hiring & Onboarding

When selecting new team members, we hire slowly and with purpose. We look for people who align with our values and train with intention. No hire is better than a bad hire, and decisions are made only when we're confident it's the right fit.

Tools:

- ✓ Interview Guide
- ✓ Onboarding Checklist
- ✓ New Hire Assessment — to be completed at 30, 60, and 90 days

Policies & Handbook Essentials

Leaders are expected to know and model ODL policies — including attendance, timekeeping, safety, and leave management. Fairness is built on consistency.

Tools:

- ✓ Handbook
- ✓ Attendance Policy and Enforcement
- ✓ Attendance Tracker
- ✓ Performance Tracker

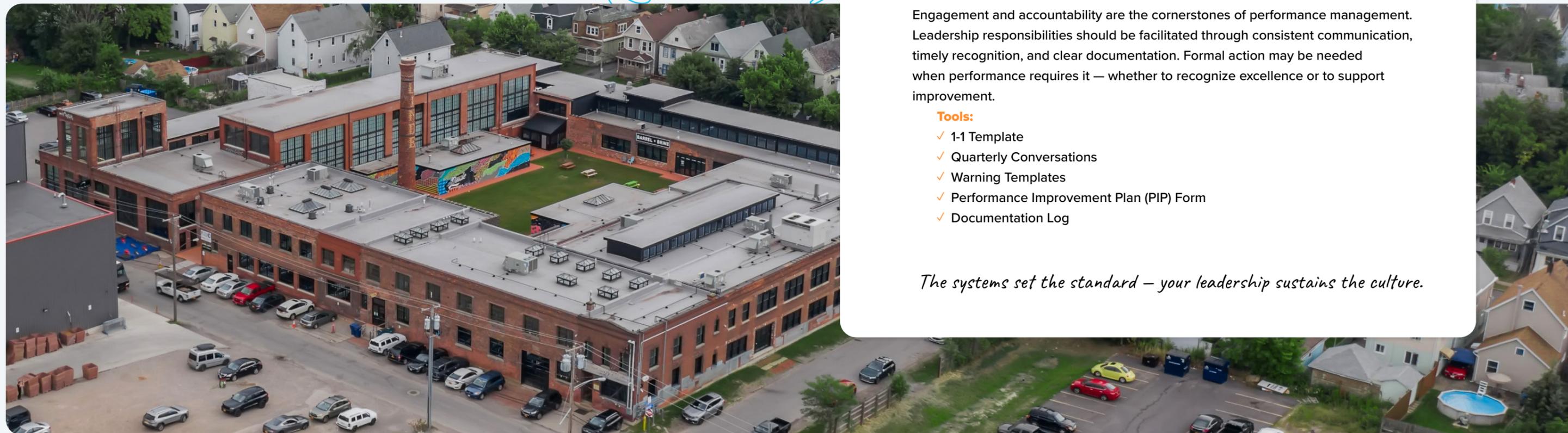
Performance Management

Engagement and accountability are the cornerstones of performance management. Leadership responsibilities should be facilitated through consistent communication, timely recognition, and clear documentation. Formal action may be needed when performance requires it — whether to recognize excellence or to support improvement.

Tools:

- ✓ 1-1 Template
- ✓ Quarterly Conversations
- ✓ Warning Templates
- ✓ Performance Improvement Plan (PIP) Form
- ✓ Documentation Log

The systems set the standard — your leadership sustains the culture.





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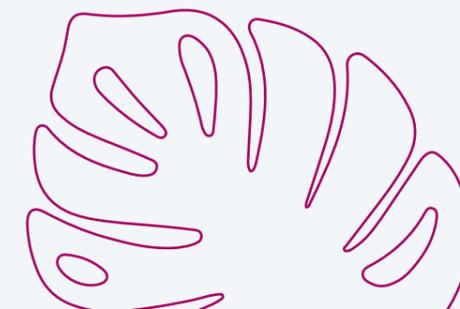
Who

We **A**r

At ODL, leadership isn't a position — it's a practice.

We lead with clarity, courage, and care, knowing that our people, not our products, define our legacy. The habits in this playbook are how we build trust, drive accountability, and protect the culture that makes ODL different. We hire slow, expect a lot, and coach hard because we believe in our people's potential to grow. When our leaders lead well, everything else follows.

This isn't an easy place to work — it's a place to become excellent. Every leader here has the opportunity and responsibility to live our core values and "Leave Something Better Behind". That's how we honor the generations before us, and that's how we build a future worth handing off.



Lead with Clarity. Build with Care.

Leave Something Better Behind.

