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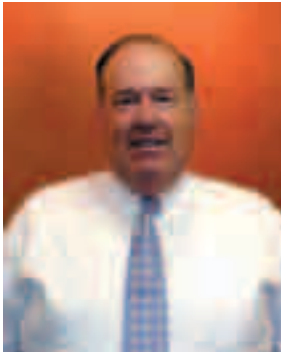
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**I HOPE YOU HAD** the opportunity to attend this year's Food Shippers of America annual conference at the Rosen Shingle Creek Resort in Orlando, FL. It was a good one!

There were excellent speakers, networking opportunities, great food and golf (Would you believe a \$10K hole in one?!) and informative panel discussions. We awarded the John J. Murphy Scholarship to an impressive young scholar by the name of Cassandra Lasher from William Carey University in Mississippi and awarded cash

assistance to two other worthy students.

We also gave cash awards to the American Logistics Aid Network and Second Harvest Food Bank of Orlando, FL, and Feeding America. This was all made possible by almost 900 attendees and more than 30 sponsors. For this, on behalf of our board of directors, I thank you all!

I began my career in the grocery industry 40 years ago this month. I have always been amazed by the generosity and helpfulness of the leaders in our industry. Nowhere is this more apparent than with the volunteers who make this conference and organization possible. As I explained to our members at this year's business meeting/breakfast, we have no full time employees at FSA; it all happens because we have committed and talented shippers, receivers, carriers and may other professionals who are willing to be a part of our organization.

We have already started the process of planning next year's conference, to be held at The JW Marriott Desert Ridge in Phoenix, AZ, on February 24-26, 2013. We are already hearing from sponsors who want to "do it again next year," and we know we can count on our team to produce another outstanding conference. We will be reviewing the surveys and comments to make it even it better.

We welcome your inquires, involvement and support.

Best regards,

Larry Cooper  
Vice President Distribution and Manufacturing, Harris Teeter  
President Food Shippers of America



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# Change Management and Continuous Improvement

**CONTINUAL CHANGE AND IMPROVEMENT** is a necessary process to ensure a business survives in a dynamic marketplace. All around us technology, manufacturing process change and adapting to consumer desires are constantly causing the traditional processes to be challenged. Continuous improvement is the process in which business is evaluated to implement change through a managed process.

Let's face it, the only thing that we are guaranteed in food shipping is change. For many of us, this is what drives us to get out of bed and to the office each morning. And it's what keeps us up at night. It is happening all around us and unless we are paying attention, we may not recognize the change or its significance. We are all reacting to change whether we realize it or not. Our desire should be to ensure that the way we react to change creates value to our organization and our partners. We want to seize the opportunities for continuous improvement that change offers. So the question becomes, how do we accomplish this? There have been hundreds of opinions advanced in books and articles to address this subject. This article is not intended to advance one theory over another; the intent is to encourage you to recognize the change that is happening in your industry and your organization and begin to question whether you are taking full advantage of the opportunity it presents.

As you begin to hone your change recognition receptors, you will find that there is much more change happening than you expected. Processing and analyzing the change may be overwhelming at first. In the fight or flight world that we live

in, the first reaction may be to go back to taking care of "the fire of the day." We tell ourselves that we will get back to change management and continuous improvement at a later time, but that time never comes. Fight the urge. This is going to require a change in your thought processes and a change in the way you approach everything that is thrown at you, but in the end it will be worth it. Once we begin to recognize the change and the opportunity it brings, the next step is to prioritize the importance of each opportunity by the return that better management of the change presents. We must ask ourselves, "Is the juice worth the squeeze?" Then tackle each opportunity in order of best chance of positive return to least.

To prioritize these opportunities for improvement, each of us first needs to understand our business. Ask yourself these questions:

- Does this change opportunity fit our business model?
- Does this really need to be changed?
- If it does, are we changing this enough?

As you consider these questions, you will realize that in order to effectively answer them, you first need to know if the change is measurable. Do you understand the change and the need for it? Lastly, is this change repeatable; is this an opportunity for continuous improvement? It all comes down to three simple things:

- What is the opportunity for me to manage this change and turn it into continuous improvement?
- Why am I considering this change for improvement and what and how much change is needed?
- How can I measure this change to ensure I understand at the end whether it achieves the positive result that is the ultimate goal?

Making small, steady improvements to your processes should not be dramatic. However, the value of constant evaluation is significant. It truly is one of the most important services we can provide our customers, and they will appreciate those efforts as they see their supply chain flowing more smoothly and with minimal disruptions. ■



# Change Management as a Core Competency of Your Business

“Change is the only constant” – Heraclitus, Greek Philosopher

**THE AGE-OLD SAYING STILL** resonates in most organizations today. New initiatives, innovative products, technology improvements, staying ahead of the competition – these factors continue to drive ongoing change in the way we work. But managing change to have a successful outcome is not always an easy task; in fact, change management is one of the most difficult challenges in the evolution of an organization. So how can companies approach change management as a core competency of their business model? John Kotter, Harvard Business School professor and world-renowned change management expert, outlines the “8-Step Change Model” in his book “Leading Change.”

➤ **Step 1: Create a sense of urgency to the business.**

There are easier ways to create a sense of urgency than scare tactics and applying pressure. Start open discussions with peers and provide informative and honest reasons to get people talking and thinking. This can lead to identifying potential risks and examining opportunities that exist. By positioning the change as a positive move for the company and the team, the urgency can build and feed on itself.

➤ **Step 2: Form a powerful coalition.**

Kotter suggests that for change to be successful, 75 percent of a company’s management needs to buy into the change. Strong leadership and visible support from the team is an important factor in continuing to build momentum around the need for change. To ensure the coalition is a powerful one, identify true leaders from different departments and different levels. A multi-faceted team is able to drive change to occur effectively and efficiently.

➤ **Step 3: Create vision for change.**

Similar to many business processes, clearly define and state your vision. What do we want to be, what does it look like, etc. While this helps communicate your cause, it will also help develop a strategy and provide guidelines to execute that vision. All members of the coalition should collaborate and be able to voice the vision, similar to an elevator pitch.

➤ **Step 4: Communicate that vision.**

From leadership to mid-management to the entire organization, the vision should be clearly communicated to the company. One meeting is not enough; the vision should be applied to make decisions and solve problems until

it becomes a behavioral part of strategic thinking. Most importantly, lead by example and demonstrate the value of the vision.

➤ **Step 5: Remove obstacles.**

With any new idea comes resistance. Eliminate the excuses by managing the structure for change. Help those who are resisting the change to see why it’s needed. In order to help the change move forward, continue to question, challenge and break traditional processes and methodologies in your organization.

➤ **Step 6: Create short-term wins.**

Success is the biggest motivator, so share your results with the team. Any small victories that highlight the change is working can further motivate the company to continue down the course of change. Furthermore, create incentives – either social or financial – that reward the change management adoption. By creating and meeting short-term goals, your organization will begin to see that change is achievable.

➤ **Step 7: Build on change success.**

The easiest way for a change project to fail is by confusing the long-term goal with the short-term victory. Continue to incrementally evolve with the change victories and keep looking for improvements. Patience is the key to long term success.

➤ **Step 8: Anchor the changes into the corporate culture.**

In order for the change project to be widely accepted, the change must be evident in the actions, language and behavior of the company. The change should become a core value and be inherent in daily tasks as well as future visions. Share the success story of the change project in the hiring and training process to instill these values with new team members.

Change management is not an easy or quick task, but taking the time and resources necessary to use change management processes can foster the ability to consistently improve service and reduce cost. From creating a sense of urgency to the business to anchoring the changes into the corporate culture, change management takes strong leadership and drive, but with the right model, it can become a core competency of your business. ■

# Rich Products Sees Continuous Improvements with Transportation Technology

## IMPLEMENTING CONTINUOUS IMPROVEMENT PROCESSES

enables change management to happen as a core competency of an organization and, within the supply chain, many industry leading organizations implement continuous improvement programs as a standard business process. The implementation of technology is often the catalyst for change management to occur. That is the case for Rich Products Corporation (Rich's), a leading supplier and solutions provider to food service, in-store bakery and retail marketplaces. Rich's implemented transportation management technology and has continued to improve its costs and well as its service.

This 60-year-old, family-owned company manufactures and markets an extensive variety of products, including toppings and icings, breads and rolls, finished desserts and cakes, pizza dough, sweet goods, beverages, Italian specialties, barbeque, seafood and appetizers. Rich's distribution network encompasses more than 60 locations, including 19 plants, 35 other production locations and five regional distribution centers. Rich's ships more than 60,000 loads a year (combination of full TL, consolidated TL and intermodal) and has an annual freight spend of \$100 million.

## Business Process and Problem Definition

Without transportation technology in place, a complex company like Rich's needs centralized control, scalability and visibility into processes to better manage and measure transportation execution management. Some network locations handle the daily transportation

planning and execution, while third party companies manage other locations. This has led to significant process and procedure inconsistencies. Furthermore, while carrier usage within lanes is defined periodically through corporate routing guides, the usage isn't controlled or measured. Additionally, corporate management performs procurement (contracts and carrier negotiation) and a third-party company handles freight payment. One of the company's requirements is to retain strategic control of carrier relationships. Rich's knew that carriers prefer a direct relationship to the shipper (not mediated by a broker or a third party). In an effort to gain greater control and reduce costs, the company's goal was to outsource the daily management of transportation and standardize processes.

Rich's defined a list of business imperatives for transportation management:

- Implement a single source of technology for management with a single database.
- Become a leader in carrier-friendly business practices.
- Provide visibility to issues (with a resulting increase in service levels).
- Monitor and reduce distribution costs and performance-to-plan.

## Technology Solution

Rich's selected LeanLogistics for the comprehensive offering, Managed Transportation Services, which combines business process outsourcing for transportation with the power of LeanLogistics On-Demand TMS®. SaaS (Software as a Solution) provides Rich's with access to the LeanLogistics

Transportation Network, which empowers companies to improve overall supply chain management in a collaborative environment.

Rich's leverages LeanLogistics Managed Transportation Services to manage daily operations:

- Obtaining additional carrier and capacity options
- Planning load consolidation and optimization, carrier selection as well as capacity commitments
- Automatically tendering freight to carriers and managing only the exceptions
- Reviewing unanticipated accessorial and payment anomalies through the automatic payment module, WebSettle®
- Monitoring carrier performance to plan and to contract

By implementing On-Demand TMS, LeanSource procurement technology and LeanDex transportation rate index, Rich's solves capacity issues with visibility into freight flows, identifies and tracks key customers to provide 'white-glove service' and outperforms the market, enabling the company to become a 'shipper-of-choice'. Currently, Rich's hosts four to five procurement events a year to secure top carriers while continuing to strengthen those relationships and reduce costs. Furthermore, by utilizing WebSettle, Rich's's transportation process is almost entirely paperless and easily tracks distribution costs with year-over-year savings.

## Value of Technology

Rich's views LeanLogistics Managed Transportation Services as the model



# Chiquita Leverages SaaS Technology in Fresh Express Acquisition

**IN TODAY'S DIGITAL MARKETPLACE,** technology can commonly be the enabler for change within an organization. In order to remain current and provide continuous improvements, successful technology implementations use the Kaizen approach, a Japanese term for a long-term approach to work that seeks 'improvement' or 'change for the better'.

When Chiquita, an American producer and distributor of bananas and other produce, acquired Fresh Express, the company needed to consolidate three disparate legacy systems into centralized transportation command and control. Sourcing of carriers at both strategic and tactical levels was time-consuming and inefficient. The company also wanted to maximize the use of the Chiquita-owned containers.

By leveraging the continuous improvement environment of SaaS Technology, Chiquita decided to re-implement the entire company under one corporate structure on one technology platform with multiple users. Furthermore, because of the flexible nature of SaaS TMS, Chiquita implemented four business divisions onto one SaaS TMS environment, supporting centralized planning and decentralized execution. The technology automates the RFP process and directly links strategic procurement with tactical execution. Chiquita Express now automates routing guides for both the company and its customers, increasing efficiency.

With a single corporate implementation, the SaaS TMS platform provides visibility of all shipments for the entire Chiquita corporation and its trading partners. They also moved to a single integration point for the entire company, simplifying inter-system communications. Asset utilization

of the Chiquita-owned containers increased through planning and managing container backhauls in the banana and commercial businesses. SaaS technology also provides cooperative opportunities between Chiquita and other members of the SaaS network for increased asset utilization.

Furthermore, Chiquita achieves cost reductions in the Fresh Select business by utilizing the network to obtain capacity. The Fresh Express division utilizes a forecasting system employing a two-stage commitment with their carriers. The carriers commit to the shipment before the specific inventory is ordered, because quantities are unknown. When the inventory is allocated, a refinement of the shipment is sent to the carrier, providing specific details. The flexible environment of SaaS technology provides Chiquita with tools to manage this short lead time process.

Chiquita gained significant operational efficiencies by bringing all divisions onto a single transportation management platform and implementing common ways-of-working throughout all divisions. SaaS technology continues to improve the way Chiquita does business by enabling collaboration on a single platform, which provides all partners with increased visibility into the transportation process. This also provides Chiquita with centralized control, better service offerings and year-over-year savings.

By implementing transportation technology, Chiquita is able to keep a finger on the pulse of the industry and continue to improve without further investment on upgrades. Furthermore, the scalability of an SaaS solution provides Chiquita with a platform that will continue to grow and change with their business needs. ■

of the future for transportation solutions, replacing both traditional 3PLs and software solutions. LeanLogistics manages this company's transportation with SaaS technology, providing better coordination and control at a lower cost. With Managed Transportation Services, Rich's virtually extends the transportation team and applies additional expertise while freeing up internal resources to focus on core service functions.

The benefits that Rich's receives from LeanLogistics' solutions are more than just rates, said the company's director of transportation. Rich's is now able to complete rate bids and then take that data to make smarter network decisions, drive utilization of trucks and optimize multi-stop loads; they can drive savings over several different areas of transportation. ■



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# Economic Update

by **Bob Costello**

Chief Economist & Vice President  
American Trucking Associations

**W**e've entered 2012 with an economic forecast better than some might have thought, and the risk of a recession is falling. With that said, housing remains a problem, headwinds remain for household consumption and the presidential election will hurt economic activity, not help it. In the end, assuming that the euro and European economies don't collapse, expect 2012 to look a lot like 2011.

**A SIGNIFICANT GENERATOR OF** freight is factory output.

Manufacturing activity is predicted to continue at a good pace this year as businesses replace equipment and machinery and the U.S. dollar stays relatively weak. In 2011, total factory output rose 4.5 percent thanks to a surge in durable goods production (*i.e.*, products with a useable life of at least three years) of 8.1 percent. During the recession, many businesses reduced and/or delayed upgrading equipment. Now, older equipment is either costing more to maintain or it is no longer as productive as new equipment, which is why cap ex spending is robust.

(Capital equipment is a durable good.) Certainly, the former is true with many older Class 8 tractors, which is why replacement demand is so high. This year, expect production to slow slightly to 3.5 percent

overall, but still be a positive to overall economic activity. After the election cycle, and thus increased certainty, manufacturing could accelerate again in 2013.

Household spending is strongly correlated to the job market. The good news is that total employment in 2011 was 1.6 million above 2010, the first annual increase since 2007 and the largest gain since 2006. Expect annual employment to increase between 1.8 million and 2.2 million over the next two years, which is about normal in a good year; however, with employment falling about 8 million from 2008 and through 2010, it will be years before we return to pre-recession levels.

With these trends in employment, expect household spending to increase at a moderate pace over the next couple of years. Specifically, real (*i.e.*, inflation adjusted) personal consumption should increase approximately 2.1 percent in 2012, about the same as real gross domestic product (GDP).

Turning to trucking, more of the same is expected in 2012. In other words, demand should continue to grow,

supply/demand will remain relatively balanced and margin pressures will continue to increase. In terms of demand, for-hire truck tonnage increased 5.9 percent in 2011, the largest annual increase since 1998 and slightly above 2010's 5.7 percent gain. Truck tonnage returned to pre-recession levels in late 2011. While tonnage may not grow as fast in 2012 as it did in 2011, expect it to increase during the year.

Another trend predicted to continue this year is the relative balance between trucking supply and demand. After oversupply during the recession due to drastically falling freight volumes, the combination of rising tonnage and falling fleet size brought supply and demand closer to balance in late 2010, which continued last year. There is nothing on the horizon that suggests a significant amount of supply will enter the industry anytime soon. In fact, there are more trends limiting supply than increasing it, like government regulations and driver shortage. To be sure, some capacity was added in the truckload market during 2011, but it was matched by gains in demand. Motor carriers will remain in a strong equipment replacement cycle in 2012 as older tractors become less reliable and more costly.

While overall inflation in the economy is moderating, cost pressures continue to increase in the trucking industry. For example, according to *Transport Topics*, truck tire prices saw double-digit gains in percentage terms during the second half of 2011. Diesel prices remain high as well. In 2011, the trucking industry spent more than \$142.7 billion on diesel fuel, just shy of the all-time high in 2008. Additionally, equipment prices, like that for Class 8 tractors, remain much higher than prior to the two EPA-mandated engine requirements started in 2007. Obviously, fleets are dealing with the current driver shortage issues by raising pay and giving sign-on bonuses. In a nutshell, fleets will continue to be under margin pressures in 2012.

Overall, the economic outlook remains positive and the most likely path is to avoid a recession, which will be good for both motor carriers and food shippers. Truck freight demand is expected to grow, and any trucking capacity gains are expected to match this year's demand. Still, fleets will need to watch costs as inflation in trucking rises faster than the overall economy. ■

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# Intermodal Transportation:

## A Solution to Soaring Gas Prices?

by **Bob Rich III**

President, ROAR Logistics, Inc.

**WITH ESCALATING GAS PRICES**, stricter government highway safety regulations and increased demands to protect the environment, manufacturers are aggressively seeking the most efficient means for transporting products to market. Intermodal freight transportation continues to become more pivotal to the transportation industry as it offers streamlined costs and important efficiencies to benefit businesses and the general public.

Intermodal transportation is the process of integrating rail and truck services to move product to market efficiently. It utilizes the nation's rail network to transport cargo that would have otherwise moved via tractor trailer.

Intermodal capitalizes on the economies of scale created by hauling more freight with less power and human resources. In fact, one train pulled by two locomotives can haul the same amount of freight as 300 tractor trailers of products hauled by 300 drivers. The door-to-door transit time may be extended slightly, but the cost savings can be substantial over traditional truckload shipping. When these savings are coupled with the environmental and highway safety benefits, intermodal transportation is gaining significant momentum and is clearly a mode of transportation that manufacturers should be looking at very closely.

By integrating truck and train, intermodal allows shippers to capitalize on the transit efficiencies of trucks and the cost efficiencies of rail. When managed effectively, shippers may realize savings of 15-20 percent over highway transportation on a coast-to-coast shipment. Given the escalating conflicts in the Middle East, the price of oil could remain high for quite some time. This makes it imperative for shippers to look at all transportation modes for cost savings.

### Environmental Impact

One other reason intermodal freight transportation is becoming increasingly popular is the reduced impact it has on the environment. Trains emit only about 5.4 pounds of carbon dioxide per 100 ton-miles, compared with approximately 19.8 pounds for trucks. Companies that integrate the two modes of transportation – for instance, by going from truck to train to truck – leave a much smaller carbon footprint on the environment.

Another advantage of rail transportation is reliability, capacity and safety. Trains run on predetermined schedules. In contrast, the availability of trucks can vary considerably at different times of the year and in various parts of the country due to freight availability and regional fuel price volatility.



### Highway Safety

The Federal Motor Carrier Safety Administration's new Compliance, Safety, Accountability (CSA2010) regulations issued in December 2010 will further accelerate the trend toward rail and intermodal freight. Designed to enhance highway safety, CSA is an initiative to improve large truck and bus safety and ultimately reduce crashes, injuries and fatalities that are related to commercial motor vehicles. The new regulations stand to increase the operating costs of truck carriers by enforcing stricter safety ratings as well as stringent restrictions on driver hours. These additional costs are ultimately passed on to consumers and, as a result, make intermodal an even more attractive alternative to traditional highway transportation.

"We believe that intermodal freight will continue to grow into the foreseeable future because of its inherent advantages over the highway-only movement of freight and the increasing costs associated with pure over-the-road trucking," said Mike McClellan, vice president, Intermodal and Automotive Marketing, Norfolk Southern. ■



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# FSMA Means Updates for Trucking Industry

**T**he trucking industry is gearing up to invest in new technologies and tighten shipping procedures in order to meet the Obama Administration's new food safety regulations.



**IN DECEMBER OF 2010**, Congress passed the Food Safety Modernization Act (FSMA), which mandated improvements across the food safety system. For the transportation industry, these changes include a requirement that the Department of Health and Human Services (HHS) write regulations for the sanitary transportation of food to which truckers must adhere.

According to the new law, HHS must also “improve tracking and tracing of processed foods and fruits and vegetables that are raw agricultural commodities in the event of a foodborne illness outbreak.”

Traceback allows a company to issue a timely recall for any products suspected to be contaminated, and for investigators to figure out exactly where a contaminated product came from.

For truckers, improving traceability means using the latest technologies, such as global positioning systems, to keep a record of where every pallet of food is at any given moment, as well as where it came from and where it is distributed, reported *FleetOwner* in December 2011.

Such tracing technologies have now improved to the point where companies can keep track of not only where a product is, but also the temperature at which it is stored, among a wealth of other information.

“The technology is actually pretty good,” said Dr. John Ryan, president of Ryan Systems, who has spent more than 25 years developing high-tech quality control systems. “You can use sensors to get temperature readings at the pallet level and you can use GPS to track the load and cellular technology

to transmit the temperature data in real time. We can also use sensors to detect tampering or find explosives.”

Tracking food at this level of detail will also allow companies to cut down on wasted fresh product that can become spoiled in transit. Currently, about 5 to 7 percent of fresh produce is lost during transportation.

“Produce with the shortest shelf life should be delivered first and through the shortest route,” says Ryan, “in order to give that retailer the most shelf life possible. Technology makes that doable.”

A set of “Guidelines for Sanitary Transportation of Food” was issued in 2005. The Department of Health and Human Services has yet to publish its protocol for food transportation as mandated by FSMA. ■



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# TIA Stands Ready to Eliminate Vicarious and Negligent Hiring

by **Robert A. Voltmann, President & CEO**  
Transportation Intermediaries Association

**AS THE FEDERAL MOTOR** Carrier Safety Administration (FMCSA) prepares to begin the rulemaking process on their Safety Fitness Determination (SFD), the Transportation Intermediaries Association is ready to go to battle for its members and eliminate vicarious and negligent hiring liabilities created by courts interpreting the current FMCSA system. We have heard from our members of the adverse effects that these misguided court rulings and aggressive personal injury attorneys have had on their businesses. In response to their concerns and comments, TIA outlines a plan of action to eliminate this problem, while improving the overall safety of the industry by working with the FMCSA.

TIA supports FMCSA and its mission to improve motor carrier safety on the nation's roadways. It appreciates the economic strength our nation gains from entrepreneurial truck drivers and the motor carrier industry. TIA will work productively with industry participants and FMCSA to ensure that FMCSA publishes safety ratings and/or safety fitness determinations for motor carriers that are accurate and fair and do not discriminate based on carrier

size or type. When the SFD rulemaking process begins, we will carefully work with the industry and offer comments that will seek to ensure quality data is utilized and fair and impartial processes are followed and to evaluate carriers by FMCSA.

TIA will work with FMCSA to make CSA the best possible tool for the agency to use to determine which carriers are unsafe. Additionally, TIA will work with FMCSA to create a rating system through which all carriers are rated either "Safe to Use" (green light) or "Unsafe to Use" (red light).

Furthermore, TIA will seek to eliminate the vicarious and negligent hiring liabilities created by courts interpreting the current FMCSA system. We will do so by way of educating our members, the industry and the general public about the facts regarding checking carriers for compliance through our Motor Carrier Selection Framework; by educating FMCSA about the nature and consequences of the words and phrases it uses; and by exploring Congressional action to prohibit state negligent hiring laws from being used to second guess a shipper's or broker's use of federally authorized motor carriers.



TIA will work with the FMCSA to ensure that carrier safety ratings are made public on a daily basis to capture every Safety Rating change. Currently, safety ratings are sent out to the public via FTP once every five to eight weeks. Even the day that file goes out, Safety Ratings of carriers are changing, and continue to change without notice for the next five to eight weeks. Our members critically rely on this information and need to have the most current information available. Our members move large volumes of freight each day; they don't have the resources to look up each individual carrier on the FMCSA website. If this change is made, it will be an immediate, vast improvement in safety. ■

# 2012 Education and Entertainment at FSA Conference

**MORE THAN 250 GOLFERS** helped the Food Shippers of America kick off its 57th conference in February. Mark Greenseth, America's Service Line, won \$10,000 for his hole in one on #17. Jim Pittman and Scott McClellan, Rogers Premier Unloading Services, and Brian Pate, MBM, won the tournament by shooting a birdie on hole #1 to break a tie. Laura Heisterkamp of Union Pacific and Kallie Jackson of CN Rail won the Women's Longest Drive. Mike Smith of JBS Carriers and Derek Ackford of CN Rail won the Men's Longest Drive.

Thanks to all of our sponsors for their support. We sold out all pin placement, hole in one and beverage cart sponsorships. Ross Cook, FSA golf chair, is already reporting strong support for next year's conference as well.

Modern Broadway entertained the group after dinner Monday night with selected music and dance from the Broadway musicals "Jersey Boys," "Dream Girls," "Wicked," and "Mamma Mia." The powerhouse performance brought a wide range of musical styles together for a memorable evening.

### Session 1: Overcommitted, Overwhelmed and Over it!

Juliet Funt, daughter of Allen Funt of Candid Camera fame, did not disappoint with her lighthearted explanation of how to relieve the stresses of modern day life. Mixing humor with the busy reality that we all face daily, she explained how adding a little "white space" to our day can help



us relieve stress. She even shared a few hilarious Candid Camera clips to help illustrate her points.

### Session 2: How Can You Help?

John (Jock) Menzies explained how (ALAN) The American Logistics Aid Network offers help during man-made or natural disasters by providing logistics support to the many disaster

relief organizations. He also shared how we as logistics professionals can help assist (ALAN) by adding them to our "Logistics Bunker" as we consider donation activity in a time of crisis.

### Session 3: Future Trends

Leading consumer analyst Phil Lempert took us into the mind of the consumer. Be on the lookout, he said, for an

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increase in the food truck industry as well as more local sourcing and a focus on sustainability. He explained that beef and poultry prices will rise through at least 2017 and that we should be prepared for consumers to start replacing some of those purchases with grains and vegetables as a result. One surprise was that 41 percent of all cooked meals at home are now prepared by males.

**Session 4: The End of Cheap Oil: Are You Ready?**

Chuck Taylor, president, founder and head coach of Awake! Consulting, explained in vivid detail how and why the world’s demand for oil is outpacing its capacity now, and will to an even greater degree in the near future. There should be no reason why we as consumers and industry professionals are not working to prepare for a future that is less dependent on “cheap oil” in our homes and in our supply chains, he said.

**Session 6: Food Safety and Security**

John Albrecht from Transport Security, Inc/ENFORCER, moderated the timely and informative “Changes and Expectations Panel on Food Safety

and Security.” Panelists included Judy Fadden, global security manager from General Mills, U.S. Operations, Tom Pirnie, president Grand Island Express, Ken Golec, retired special agent U.S. Department of Agriculture and Pete Peters, corporate security manager of ConAgra Foods. Each panelist addressed a specific category of food safety and security that left the audience motivated to learn more.

**Session 7: An Entertaining View of the Industry**

Mike Sansolo, contributing editor and weekly columnist for Morningnewsbeat.com, gave us an entertaining overview of the current food industry, using examples such as “Wicked” (looking at an old story in a new way); Brad Keselowski, Daytona 500 racer (Just when we thought we’d seen everything, the world throws something new at us.); and the movie “Warhorse” (Are we using the new technologies to do things incrementally better, or are we using technology to build machine guns instead of faster horses?) Near his closing he shared the words of Captain “Sully” Sullenberger. When Captain Sully was 300 feet off the ground, he turned to his crew and asked the



**John J. Murphy Scholarship**

Foodshipper’s of America was proud to award Cassaundra Lasher from Hattiesburg, MS, the John J. Murphy Scholarship. Lasher is the daughter of Scott Lasher, production supervisor from member company Land O’Lakes Purina Feed in Nashville, TN.

question “Got any ideas?” He then challenged us to ask that question in our own companies.

**Session 8: The War on Trucking and What it Means for Shippers**

Michael Regan, president, TranzAct Technologies, moderated an informative session with industry experts Dan England, chairman of The American Trucking Associations, Kevin Knight, chairman and CEO of Knight Transportation, and Joe Lombardo, group manager, Transportation Nestle USA. They shared proof that the “war on trucking” does exist and discussed the need for shippers and trucking companies to unite in the battle to fight the onslaught of regulations that are negatively impacting both parties and, ultimately, the consumer.

**Session 9: Economic Update**

American Trucking Associations Chief Economist and Vice President Bob Costello offered extensive data and a positive view of the macro economic situation. While there is much cause for worry about the current economy, he said, trends are pointing to a slow recovery barring negative external factors such as a collapse of the Euro or a disruption of oil supply from the Middle East. He also shared that increases in truck capacity have at least been matched by demand, which points to tighter capacity in the coming months. ■



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Sincerely,

**Ron Lefcourt**  
President  
Alliance Shippers, Inc.

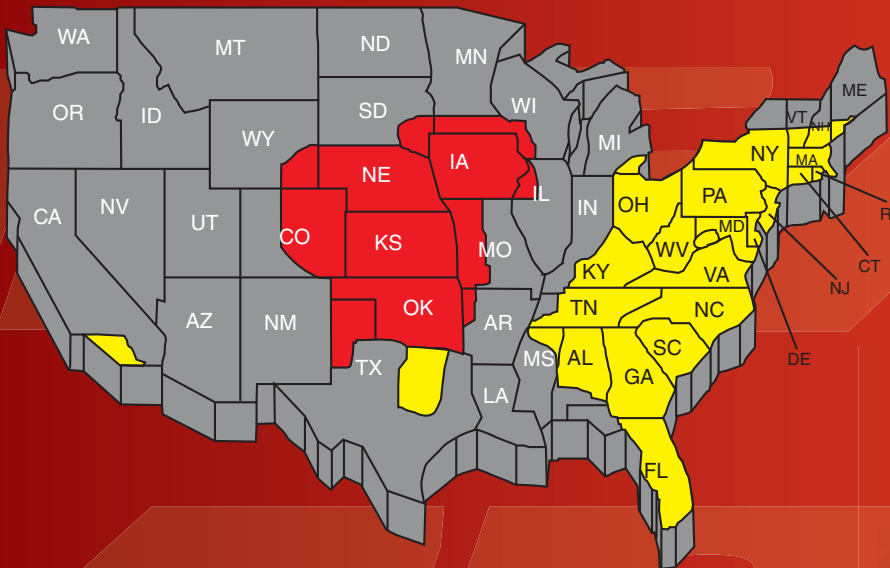
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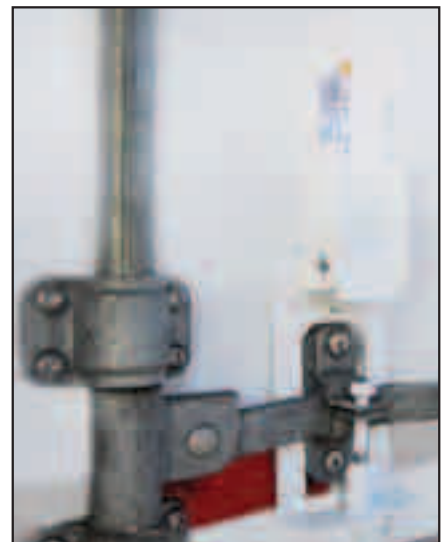
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# Ahead of the Curve

Leadership competencies required to sustain change

by Joanne L. Smikle

**B**usinesses large and small are being forced to transform themselves to meet the demands of a sluggish economy, dwindling customer bases and rapidly changing technology. While some dig their heels in and refuse to acknowledge the need to change their business models, marketing or staffing approaches, smart business owners know that it is far better to be proactive. Getting ahead of the curve assumes that you can face your fear of the unknown and begin thinking about strategies for strategically positioning your company for success. This article identifies the three leadership competencies required to create sustainable change in an enterprise of almost any size.



## Underlying Assumptions

Before presenting the competencies, it is important to address the underlying assumptions. These guiding tenets provide even the smallest enterprise with necessary direction. They articulate purpose and enable the organization to stay focused.

The first assumption is that your organization is already driven by a compelling mission or vision.

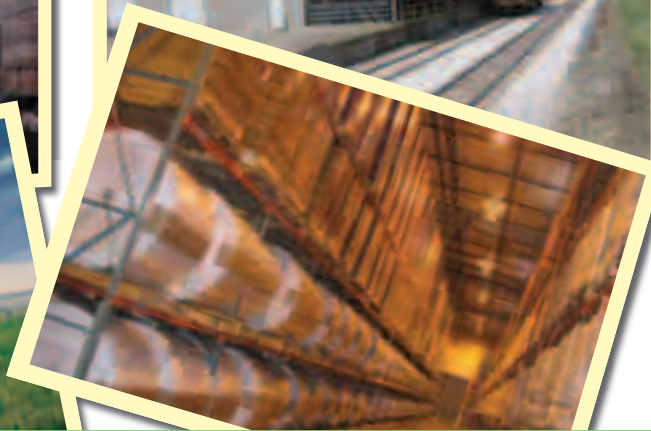
The second is that you are already operating with a clear strategy that is both understood and articulated throughout the organization. Strategic intent is vital to success. While many business owners lament the failing economy as the reason for their difficulties, there are, in fact, other factors that contribute to difficulty and demise. Lack of strategy is a very big contributor to the failure of many enterprises.



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Owners without the anchor that strategy provides are susceptible to fads and trends that waste money, time and energy. They chase the latest and greatest technology tool, hoping it will catapult them to success. In fact, a compelling strategy that is well-executed and regularly evaluated will ensure the ability to withstand the inevitable storms business owners face.

The third and final underlying assumption is that you have already

built strong communication channels in your organization — not just top-down communication, but real dialogue that allows you to hear from employees at all levels. This communication also includes gathering insights and information from stakeholders outside of the organization, like customers and vendors. Part of your communication model should include formal and informal methods for hearing from a wide range of people who impact your business.

Creating sustainable change requires that leaders be comfortable with conflict. Disagreements are inherent in any effort to alter the status quo. They are certainly to be expected when launching large-scale change that impacts an entire organization or even just one department. Leaders who are able to transform organizations are keenly aware of the fact that people have different interests, positions and agendas that have to be honored and incorporated, so long as they fit with the guiding mission and vision. Contentious conversations will occur. Instead of squelching the conflict, allow it to emerge and use it to learn about people and their positions.

#### Required Competencies

In order to successfully bridge the gap between what exists today for your company and the vast possibilities for its future, you must hone your ability to lead, inspire and collaborate. The three competencies presented here are important in helping you build these important abilities. They must be developed in leaders throughout the organization.

*Comfort with Risk* – Moving an organization into the realm of progress and possibilities requires a willingness to forgo that which may seem safe in favor of more risky behavior. These are not capricious risks; rather, they are calculated gambles that can move an organization ahead of the competition.

A calculated risk may include dropping long-held lines of business to free the resources required to pursue a unique innovation that has the potential to transform your business. Another calculated risk may include making significant investments in sales training even when sales are less than robust and conventional wisdom would suggest that you wait until you are flush again to invest in the people who generate revenue.

Gambling on people has the potential to pay off with larger orders, new customers and expansion into new territories.



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**Many change efforts fizzle after periods of unsuccessful implementation. Avoid that ... experience by first examining your roles and responsibilities ...**

Whatever the risk you are considering, weigh the potential outcomes — not just in the short term, but also in the long term. Does this risk have the possibility of rewarding you and the company in spades?

When you become comfortable with risk, you are better able to lead people to more innovative behavior. They begin to see that the status quo will not do and they may be more willing to be inventive. Your comfort with risk can spawn a shift to a culture that values imagination, creativity and curiosity.

*Learning Orientation* – Change that lasts is supported by systematic, comprehensive learning for all levels of management and staff. Savvy leaders know that they cannot possibly have all the answers required to create sustainable corporate success in today’s business environment. They are able to shelve their egos and invite learning. They understand that an investment in ongoing training, education and development is also an investment in finding solutions that will stick.

This learning orientation extends to formal and informal knowledge gathering and sharing. Certainly, there is the role of formal training that introduces new concepts, teaches new skills and builds subject-matter expertise throughout the enterprise. But skilled change leaders know that there is also a need for informal learning. This happens when best practices are freely shared among peers, regardless of their positions on the organizational ladder. It happens when people are encouraged to mentor new employees in their areas of expertise. Informal learning also

happens when information about different departments’ processes are freely shared throughout the organization.

*Process Focus* – Transformations that last happen not because of the big bang of a brilliant idea; instead, they happen because a brilliant idea was welcomed into the organization and then given enough structure to survive and flourish. These transformations also stand the test of time because they

seldom, if ever, rely on just one brilliant idea. They rely on the convergence and coupling of several ideas that make sense for the enterprise.

The process that works for your business will be different from the process that works for the business next door. Wise leaders know that while there is a need for process to shape the change initiative, the process must be customized to meet the unique needs of the organization. The three



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elements that are essential in all change processes are as follows:

- Alignment with the mission, vision and core values of the organization.
- Collaborative practices that engage multiple stakeholders throughout the effort.
- Evaluation checkpoints that measure progress and allow room for recalibration.

The rest of your process will be customized according to what you intend to accomplish. If you are seeking change that leads to growth, your process will be different from an organization that is seeking change that leads to widespread innovation. There are various approaches to change; decide how to meld the best from different methodologies.

### Making the Commitment

Many change efforts fizzle after periods of unsuccessful implementation. Avoid that frustrating experience by first examining your roles and responsibilities as a leader seeking transformation. Whether you

want to overhaul your entire business model, or just bring select departments into the modern age, it represents change and can be undertaken successfully. You can enjoy this success by innovating in meaningful ways with sensible practices and processes. This means a clear focus on the mission, as well as the intended outcomes.

It also means that you are able to demonstrate discernment. Every idea is not worthy of the effort of implementation. Other efforts at implementation may wind up being mistakes. A discerning leader understands that a good run beats a bad stand, acknowledges the mistake and ceases the activity.

Leaders who are able to sustain change understand the fact that change is a process, not an event. They understand the difficulty and complexity of changing human behavior in ways that do not allow for reversion. These leaders also know that collaboration is key, so they involve

multiple stakeholders in the entire change process. Once these stakeholders are fully invested and own the change, the chances of reverting to old ways are greatly reduced.

Finally, these leaders make learning a priority for themselves and others involved in creating the new organization. Whether formal or informal, they integrate many methods of education, training and development in their process and plans.

Transformations cannot happen without solid leadership at all levels in the enterprise. Insightful leaders can inspire commitment and have the capacity to build lasting engagement. It is this commitment and engagement that will enable the change to be enduring. ■

.....  
Joanne L. Smikle provides consulting and leadership education to organizations across the country. She specializes in collaboration, leadership development and team building. She can be reached at (301) 596-3140. Visit [www.smiklespeaks.com](http://www.smiklespeaks.com).

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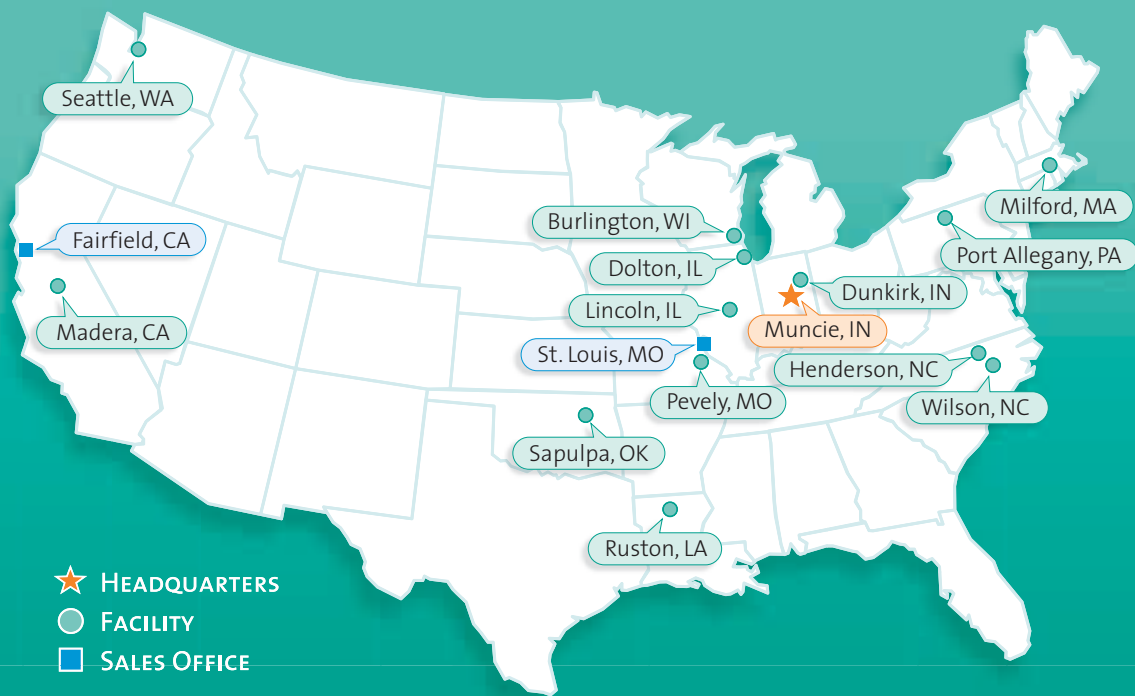
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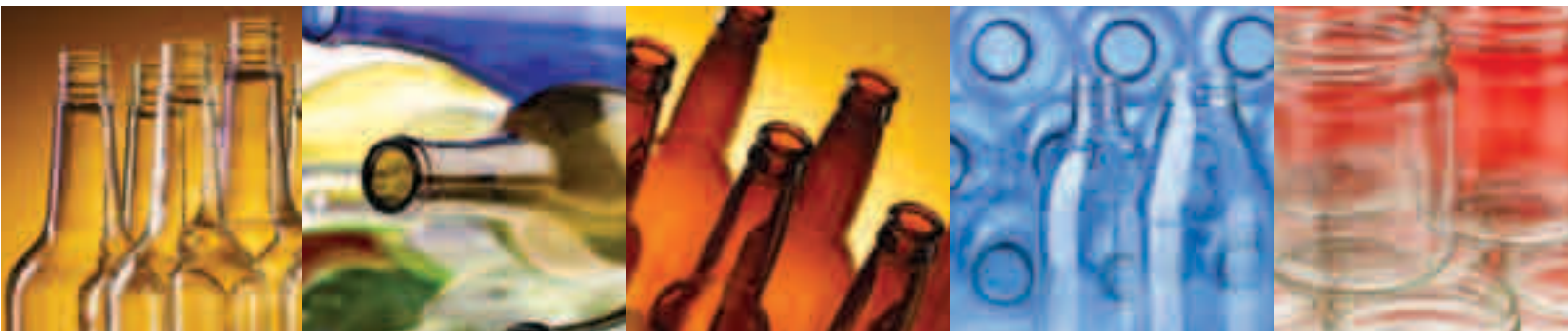
# COMPANY PROFILE

## About Verallia North America

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# Leadership for the Next Generation

by Aleta Norris

Over the summer, I had the privilege of working with two eager interns (hired by one of our clients). On the first day of their three-month job, the president of the company asked to meet with each of them individually. His conversation was informal, focused on learning about them and on telling them a few things about himself. The impact was significant. These two interns were amazed that the president would take time to talk to them. The exact words of one of them: “I felt important when I was talking to him.” If a first impression is a lasting impression, then they will remember for a long time how important they felt.

**FUNDAMENTALLY, WHEN PEOPLE COME** to work, they all need to know that they matter. It’s not just the Gen Y workforce. In our work with leaders, we encourage fairness and objectivity across all generations. In so many ways, we’re really all the same. Too many leaders continue to focus on the “demands” of Gen Y. Here is what we know about the other generations, as well:

- **Veterans** (over age 67) are able to retire, and yet we see them staying in their jobs longer if they know they bring value. One of our customers (a director of engineering) says to his veteran workforce, “Every additional year you give me is a gift.” This is influencing many of these veterans to stick around. This organization happens to have an 80 percent veteran workforce; they need for these people to know they matter.
- **Many Baby Boomers** (ages 48 – 67) will delay their retirement if they have challenging work and if they know they’re contributing. A 59-year-old leader we talked with at a conference recently said, “I was planning to retire in 2009. I was approached by my company in 2008 and told I was too valuable to lose. They asked if

I would be willing to run a new division. I jumped at the chance. So, now I'm not going anywhere any time soon!"

- **Gen Xers** (ages 37 – 47) want meaningful work, and they want feedback that their work matters. If they get these two things, there's a higher likelihood they won't be looking for greener pastures. This was the first generation to push for feedback.
- **Gen Yers** (ages 20 – 36) grew up feeling important. You know this, right? Some of you, look around at your kids! Trophies for showing up, everyone matters, we don't have to keep score, high parental involvement and attention and the protected recipients of the self-esteem revolution. So, young professionals are at risk of expecting this 'make me feel important' trend to continue. An article in the *Milwaukee Journal Sentinel* in early 2010 included a quote, "Barney may love you, but we don't think you're that special." Ouch! Just make sure YOU don't say it!

Neutralizing your thoughts that Gen Yers - your future workforce - are somehow unique in their need to feel important is a start. If Gen Yers want to be hired by organizations who will value their talents, opinions and contributions, why not make a conscious decision to be one of those organizations?

An executive recently shared with me, "If I have to do all of this coddling, I just won't hire anyone in their 20s." This is likely not a prudent strategy if you'd like to ensure bench strength in the future. Days later, another executive shared (interestingly enough, choosing the same word), "I know I have to coddle these people a bit. I'm happy to do that if that will help me keep them. My primary concern is retention." He gets it.

With this information as a backdrop, where do you go from here? Here are some ideas to provide purposeful

leadership for your future workforce, the kind of leadership that encourages loyalty:

**#1 - Stop it!** Stop thinking the worst of them. This is as good a place to start as any. Reframe your thinking about Generation Y. This is a large population of people. They will all plot on a bell curve for performance and productivity, just like every generation that preceded them. You'll find high performers, medium performers and low performers. Treat them as individual people and you'll find that you can move away from the stereotype that, somehow, they're all frustrating.

**#2 - Get them off to a great start.** They will respond well to a 90-day orientation process. When they show up on day one, be ready for them. Make them feel important. They're used to this level of acknowledgment, attention and structure.

**#3 - Define your expectations at a high level.** Don't underestimate the fact that young professionals want to be part of something great. Overall, too many leaders are unwilling to put a stake in the ground with a declaration: "I have high expectations of the people who work with me. I will hold you accountable. If I see you doing things well, I'm going to tell you. If I see that you're off track, you're going to hear from me, as well."

**#4 - Ask each Gen Y employee what he or she is looking for!** Do not lump your individual workers into a big pot and label them. Treat them as individuals. Know what is important to each. An engineering director called me a year or so ago and said, "I have just successfully recruited a fantastic young engineer. Now that I have him, I'd like to keep him. Do you have any ideas for me so that I can successfully retain him?" First of all, this is a great question, driven by a great mindset – "I'm lucky to have this guy." My advice was simple: Ask him!

**#5 - Respond to each Gen Y employee relative to what he or she is looking for.** This is a continuation of the "ask



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him” philosophy. Just ask, “What is important to you while you’re a member of our team?” It is conceivable that you will be able to give your Gen Y employees some of what they want, and they will have to give you some of what you (and the organization) want. Be very clear about what the middle ground is. This is perfectly fine. What’s not okay is to not ask.

**#6 - Teach context!** When your Gen Y employee asks to be considered for a director role, this is a teaching opportunity, not a criticizing opportunity. Or if your Gen Y employee is too casual, help them understand the proper protocol. Or if they text too much during meetings, sit down with them and help them understand. If you can envision beginning by meeting them where they are, even if you think it’s inappropriate, that’s a good start. You might say something like, “Matt, I understand that this is something that seems perfectly normal to you; I’d like to talk to you about what will be more appropriate.” We call this approach ‘affirm then redirect.’ This will work more favorably than a disapproving approach.

**#7 - Affirm them!** The bottom line is this: This generation was raised in a context of high attention and affirmation. They are not prepared to come into your organization and be ignored or de-valued.

**#8 - Share the big picture.** The phrase, ‘you don’t need to know that’ will ideally never be stated. Gen Yers want to be part of your ‘cause.’

Where do you stand relative to your future workforce? Seventy million young professionals can’t be wrong. My recommendation? Take this on as a strategic initiative in your organization today. ■

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**Aleta Norris** is a co-founding partner of Impact Consulting Group, LLC and Living As A Leader®, a national leadership training, coaching and consulting firm. You may contact her at anorris@livingasaleader.com. Also, visit www.livingasaleader.com.



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# Become a Better Leader: Commit to Continuous Learning

by Joelle K. Jay, Ph.D.

**I**n order to excel in your work, in your life or as a leader, you need to commit to continuous learning. Many leaders know this, but many more are missing the opportunities for powerful learning that could really help them move ahead to their goals.

**LEADERS ARE ENCOURAGED TO** learn on the job. The problem is that many of us don't. Either because we're too busy, we forget, we don't know what we need to learn, or we don't have the resources we think we need, we end up learning by *chance* or *command*. Neither one is very powerful.

*Learning by chance* means you take opportunities to learn whenever they show up, but you don't necessarily go looking for more. A conference brochure arrives; it seems interesting; you go. A friend recommends a book; it looks good; you read it. You take opportunities to learn as they come to you – in other words, when it's convenient.

*Learning by command* means you learn when someone else demands it. When your colleagues tell you that you need to learn to be more decisive or when your profession requires that you get an advanced certification, or when your boss sends you to a workshop to learn specific skills, you are learning by command.

There's nothing inherently wrong with these approaches to learning. Any learning that advances your expertise and builds your capacity may be worth your time.

Or it may not. And that's the problem. You have so much potential. There are so many opportunities to learn, and there is so much to be gained by learning that it simply doesn't make sense to relegate your learning to the whims of chance and command. You need to learn by choice.



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*Learning by choice* – carefully setting up your own learning opportunities based solely on what you need to get better results – is based on a number of assumptions.

**Learning is leadership.** Learning is an essential component of leadership. Some experts go so far as to say learning *is* leadership, a leader's constant quest for the improvement of the business, people and results. As a leader, what do you need to learn? What leadership skills, strategic practices or management techniques will help you be more effective? Look at your results and notice where there's room for improvement. What do you need to learn in order to improve those results? This is the kind of learning that supports powerful leadership.

**Learning is profit and competitive edge.** The soul of business is innovation; the soul of personal leadership is the innovation of the self. You can't have one without the other. If you want to have, run or be part of a business that succeeds in a time of change, you need to be willing to change, as well. Think about it. If another company is doing better than yours, what do you need to learn to be better able to compete? If you personally are stuck in a rut in your career, what do you need to learn to get a more competitive edge? Without asking these questions you will start to languish in mediocrity, and that's no place for a leader. Refuse to buy into the assumption that the economy, the market you're in or your products are creating your results.


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If you're not happy with what you've got, go out and learn what needs to change. You'll feel more in control, and you will learn to lead the way to a more powerful and profitable place.

**Learning is life.** In addition to learning for all of the practical and rational reasons that contribute to your effectiveness as a leader, there's one more: learning is part of the fun of life. When was the last time you picked up a new sport, game or hobby? We learn these things not because we have to, but because we want to. Your vision and goals will be infused with a new sense of exuberance when you commit to learning what you need to learn in order to achieve them. You will know that you can do anything you want to as long as you know how to learn.

Learning is an essential component of leadership, but not all learning experiences are equally powerful. Learning by choice means understanding exactly what you need to learn in order to achieve your vision.

Try this simple exercise to sharpen your approach to learning:

- Think about your vision or an important goal.
- Brainstorm. What do you need to learn in order to achieve this vision or goal?
- Choose one area in which to focus your learning, and choose the one that is likely to have the biggest impact.
- Ask yourself, "What's the most powerful way I can learn in this area to get the best and fastest results?"

This approach will steer you away from learning by chance and help you choose your learning, so it's more strategic and leads directly to your vision.

If you really want to lead well and live well, you must learn to *learn* well, too. ■

Joelle K. Jay, Ph.D. (<http://joellekjay.com/>) is an executive coach specializing in leadership development and the author of *The Inner Edge: The 10 Practices of Personal Leadership*. She can be reached at [Info@TheInnerEdge.com](mailto:Info@TheInnerEdge.com).

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# The Sinking of the Titanic

An Analogy of Failed Leadership

by Greg Smith

**Clear the lines of communication and make everyone feel they are rowing in the same direction for the same purpose. In a disaster, everyone is equal.**

**“WE HAVE STRUCK ICEBERG...** sinking fast... come to our assistance.” Those words pierced the airwaves on a cold evening in 1912. Before they tapped the last bit of Morse Code, they became the epitaph for the lives of the 1,200 people lost that night on the Titanic. The ship was doomed and slowly sliding into its watery grave. Why did the largest, most advanced ship of the century sink? Those of us who have studied the Titanic, or at least saw the movie, may know. It wasn't the iceberg that caused the disaster, but something else. Clear in my mind is the real reason that mighty ship went down — leadership had failed.

The Titanic rests on the bottom of the ocean, but we can resurrect the truth. The lessons we learn can have a positive impact on our ability to lead others.

**Leadership Is Always Responsible** — Leadership is more than a figurehead. Leadership is not simply a position, a job title or, in this case, being the captain of the ship. Leadership is not just about power, ego and pride; it is both science and art. Leadership needs to be engaged, involved, motivating, talking, checking, removing obstacles, training and looking over the horizon for new opportunities.

This was Captain E.J. Smith’s retirement trip. He was headed for the easy life. All he had to do was get to New York. No one is sure why he ignored seven iceberg warnings from his crew and other ships. Responsibility can’t be delegated. Leadership is responsible for everything the organization does or fails to do.

**Biggest Is Not Always the Best** — The larger an organization becomes, the greater its inflexibility. It can become more difficult and cumbersome to steer, to adapt and to change courses. It becomes a bureaucracy where rules, regulations, policies, procedures and “I need permission to make a decision” becomes the norm. Today’s business world must change course quickly. Once they saw the iceberg, it took too long for the ship to react and steer away.

**Rank Has Its Privileges?** — A good organization builds trust and a sense of equality among all the people who work there. Sometimes intentionally, sometimes not, organizations create a culture that makes people feel less valued because of their rank, status, education level or other forms of classification. This can be detrimental if you are in a business that must react to change and innovation. Ranking people limits potential. Whether it is simply reserved parking spaces, blue collar, white collar, temporary, part-time, those with cubicles, those with offices etc., the results are the same. Clear the lines of communication and make everyone feel they are rowing in the same direction for the same purpose. In a disaster, everyone is equal.

**The Truth Changes** — The Titanic was unsinkable. . . so they thought. So confident were they, life boats were available for only half the passengers. Dee Hock said, “The problem is never how to get new, innovative thoughts into your mind, but how to get the old ones out.”

**Technology Is Not a Substitute for True Leadership** — Someone said, “The danger is not that computers will replace us. The real danger is when we start acting like computers.” When technology fails, leadership must prevail. Captain E.J. Smith said years before the Titanic’s voyage, “I cannot imagine any condition which would cause a ship to flounder. Modern shipbuilding has gone beyond that.” Many businesses invest and put more reliance in technology than their people. If you don’t have good leadership, the best technology will not save you from a disaster.



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**Leadership Focuses on Training** — As the stern of the Titanic lifted out of the water, the crew and passengers struggled with the lifeboats. There were no drills, no rehearsals and the crew stood unfamiliar with their responsibilities. The boats were improperly loaded and only one tried to go back and recover survivors. Everyone must continuously learn new skills and upgrade their knowledge to stay competitive in the global marketplace.

**Leadership Looks Below the Surface** — The greatest dangers as well as the greatest opportunities lie below the surface or just beyond the horizon. The ocean was as smooth as glass, deceptively dangerous. The biggest part of the iceberg lay below. . . unseen. Like steel fangs, it ripped 300 feet of the Titanic’s hull. Those below, the crew and steerage, felt and saw the damage first. Like a gasping breath, the steam billowed above

as chaos reigned below. Those who know what’s wrong with your “ship” are those who are below, those who work on the front-line. Furthermore, they usually have the best ideas and remedies to your problems. Start looking toward those on the front-line for ideas and solutions. Do it before you hit the iceberg.

**Leadership Looks Beyond the Horizon** — The lifespan of a business is getting shorter. Only the most innovative will survive. Success often gets an organization in trouble. A good captain is on the lookout for changing trends, changing needs, storms and icebergs. Sam Walton identified the need and other retailers did not. Apple has overtaken Sony in their ability to create consumer demand and new devices. Mary Kay Ash saw it and others didn’t. Get the picture? Be out there and keep a steadfast lookout for the next change coming your way.

**Those who know what’s wrong with your “ship” are those who are below, those who work on the front line.**

**The Moral of the Story** — None of us were alive when the Titanic sank, but all of us lost something that night. Hopefully, you recognize the lessons learned and will chart your course toward the right direction. ■

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**Greg Smith’s** cutting-edge keynotes, consulting and training programs have helped businesses accelerate organizational performance, reduce turnover, increase sales, hire better people and deliver better customer service. As president and lead navigator of Chart Your Course International, he has implemented professional development programs for organizations globally. He has authored nine informative books including his latest, “Fired Up! Leading Your Organization to Achieve Exceptional Results.” He lives in Conyers, Ga. For more information call (770) 860-9464.



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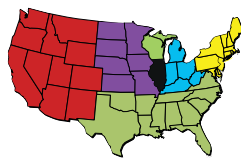
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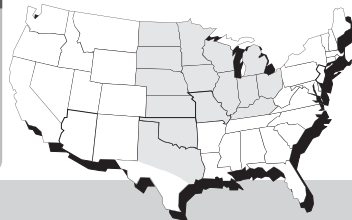
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