

Potlatch

A TRADITION OF QUALITY, SERVICE AND INNOVATION



Candesce®
TECH DIRECT



Cypress Bend Mill

Experiences and the use of Teamwork

- Background Information
 - Start-up in 1977
 - Successful Coated SBS Site
 - Respectful Labor/Management Relations
 - 22 Year Contract Extension
 - 8 Mill Managers
 - 3 International Union Transitions
 - Approximately 350 People

Major Issues

- Safety
- Quality
- Cost

Like you--- We've done what seemed to be impossible at times.

Two Major Keys to Site Success

- 1) An approach to teamwork that fits our site.
- 2) A systematic approach to make sure all the business aspects are properly addressed.

Characteristics of Effective Teams

- 1) Trust
- 2) Respect
- 3) Commitment to a Clear Purpose
- 4) Mutual Responsibility and Accountability

Source: The Effectiveness Institute, Inc.

Effective Teams

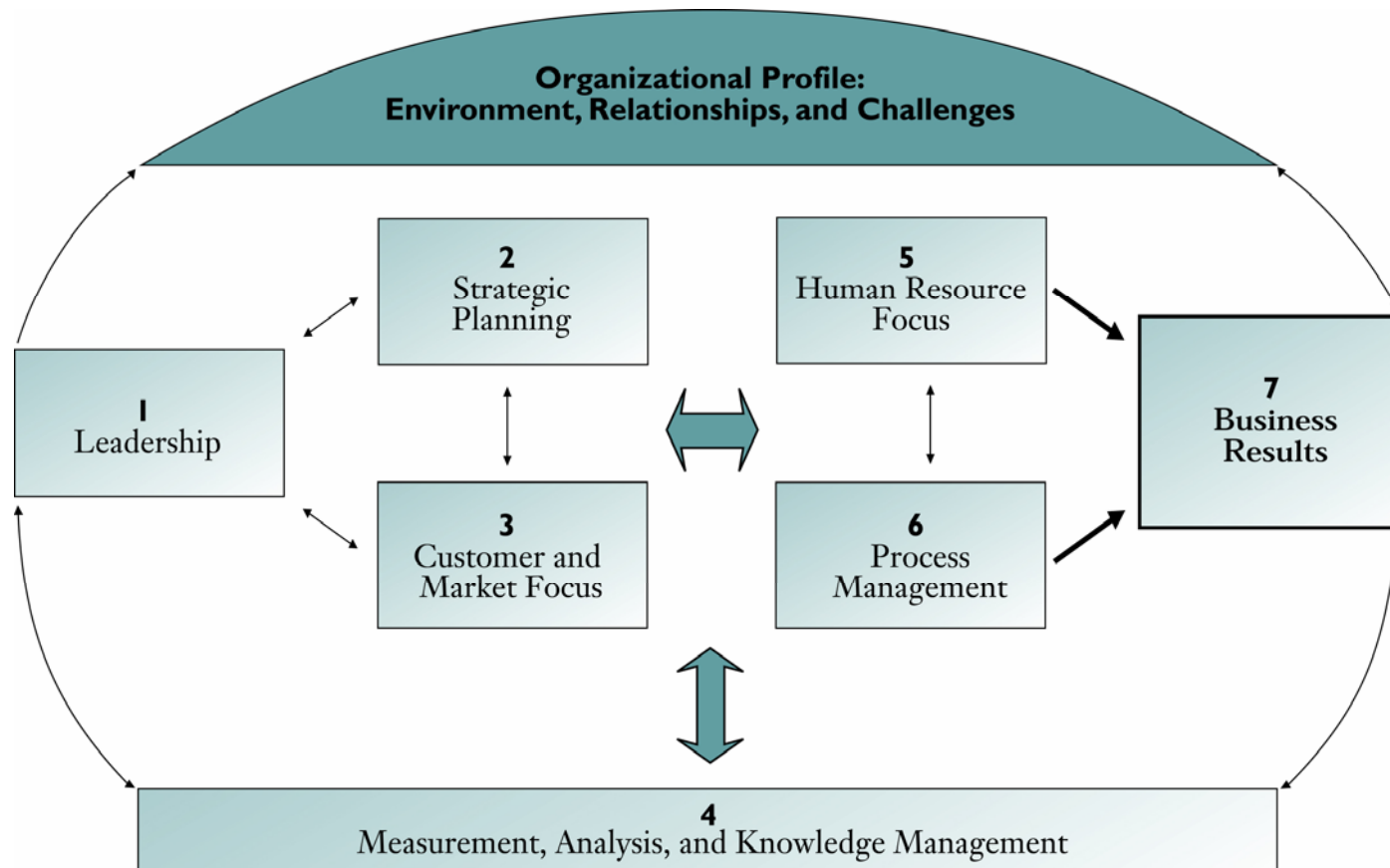
- Theory
 - 1) Trust
 - 2) Respect
 - 3) Commitment to a Clear Purpose
 - 4) Mutual Responsibility and Accountability
- Making it Work
 - 1) “Rely On”
 - 2) “Regard For”
 - 3) “Buy-in”
 - 4) “Acting on Defined Roles and Expectations”

Source: The Effectiveness Institute, Inc.

From the Mill Manager Perspective

- Building Teamwork involves finding and developing assignments that produce the desired business results while putting people in situations that require them to rely on others and see characteristics that cause them to develop high regard for others.
- Strong **TEAMS** allow you to spend your time focusing on processes that produce bigger results.

Process Improvement Model



Leader's Self Assessment

- **Business Results:** What are your results in key performance and improvement areas?
- **Leadership:** How do senior leaders in your organization guide and sustain performance, communicate, and encourage high performance?
- **Strategic Planning:** How does your organization develop strategic objectives and action plans and deploy the plans?

Leader's Self Assessment

- **Customer and Market Focus:** How does your organization determine requirements, expectations, and preferences for customers and markets?
- **Measurement, Analysis, and Knowledge Management:** How does your organization select, gather, manage, and improve data?
- **Human Resource Focus:** How do your systems for employee learning and motivation enable employees to develop and utilize their full potential in alignment with the organization's overall objectives, strategy, and action plans?

Leader's Self Assessment

- **Process Management:** What are the key aspects of your organization's process management, including key product, service, and business processes for creating customer and organizational value and key support processes?

Results that have continued to build Trust and Respect

- Our approach to safety.
- Significant improvements in quality and our customer base.
- Most productive year ever in 2004.
- Successful attrition of personnel.
- Major improvements in energy use.
- Governors' Award for Performance Excellence in 2004.