



2024 RAIL & MARITIME SUMMIT

Five Lessons for Creating a Better Tomorrow

July 10, 2024





1. Take care of our people, so they can take care of our customers.

Belonging – the #1 predictor of team performance, more predictive than intelligence, skill or leadership is belonging. Do your team members feel like they belong?

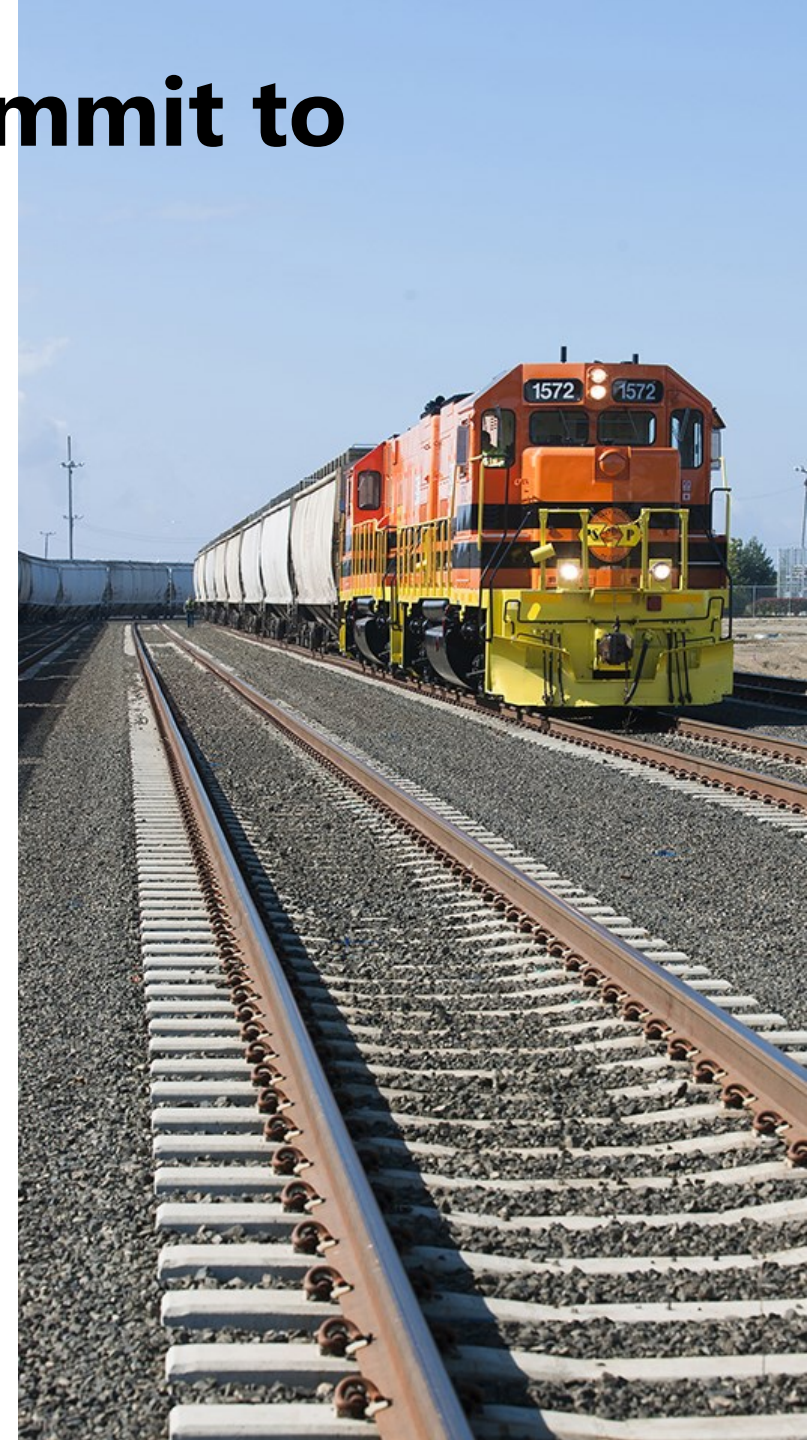
Bonds – the best teams operate with radical vulnerability, true compassion for their teammates. Are there strong bonds within your teams?

Believing – each member of the team believes more in the goals of the team than self-pursuits. What does your team believe in?

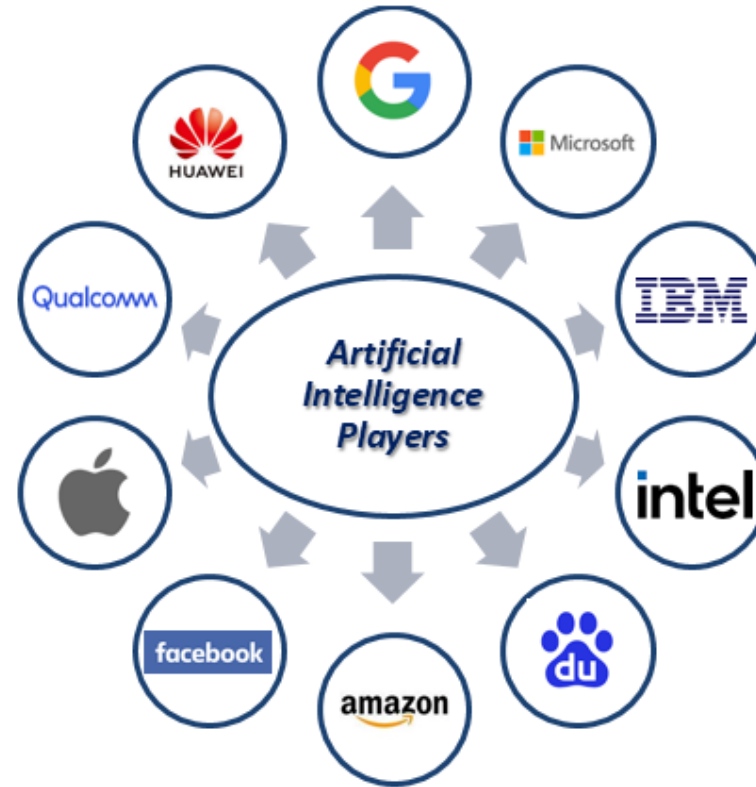
2. Understand our customers and commit to providing exceptional service.

What companies do you think of when you think of exceptional service?

- **Chick-fil-A:** Go the extra mile – “Whoever compels you to go one mile, go with him two.” Matthew 5:41
 - Chick-fil-A Daddy-Daughter date nights
 - Celebrating kindness videos
 - Staying close and doing the little things – Camp with customers at new store openings, learn customers stories and fold the toilet paper
- Is your team empowered to take care of customers?
- If you’re there when your customers need you the most, they’ll be there for you when they need you the least



3. Change is inevitable embrace it & lean forward.



"If the rate of change on the outside exceeds the rate of change on the inside, the end is near." – Jack Welch

4. We operate in an ecosystem that performs better when we work together.

Enhanced agility – An integrated supply chain ecosystem enables businesses to respond more quickly to customer needs by leveraging the collective resources and capabilities of the ecosystem, the result is more adaptive and nimble customer service.

Improved supply chain management – Collaboration across the ecosystem mitigates risk and service disruptions with proactive measures ensuring continuity and resilience across the supply chain.

Increased innovation – Supply chain ecosystems foster innovation by encouraging the exchange of ideas, technologies, and best practices among partners. This collaborative environment accelerates competitive advantage and helps to drive growth.

Greater efficiency – By working together, ecosystem partners can develop more integrate service offerings that leverage the strength and resources of each partner resulting improved asset utilization, reduced friction and improved service.

Ecosystems thrive where there's space and innovation more focused on completeness of value than fear of competition.

5. There is no success without succession.

Our job is to make it better than when we got here and to leave it in better hands when we leave.



When we pass the baton, we must make sure those that receive it are ready to receive it.



Remember its not the fastest runners that win the race, it's the runner that get the baton around the track the fastest.

Effectively passing the baton requires trust, alignment, synchronization and a commitment to the team's success not individual recognition.



1. We must be committed to keeping the main thing the main thing which is our people and your customers.
2. We must have the courage to change the things that need to change and the strength to maintain the principles that are timeless
3. Focus on the ecosystem, we must grow the pie, not just our slice
4. Our success is not just measured by today's success, but it's measured by the results of tomorrow, so our job is just much about succession as it is success.
5. Everything starts with **TRUST**