



September 4, 2009

This week in continuing to focus on Coach Wooden's "Pyramid of Success" I'll introduce Building Block #12 – Team Spirit. For review, the previous Building Blocks were:

1. Industriousness and Planning
2. Enthusiasm
3. Friendship
4. Cooperation
5. Loyalty
6. Self-control
7. Alertness
8. Initiative
9. Intentness
10. Condition
11. Speed

Coach Wooden describes the 1964 UCLA basketball team as the most balanced and talented team in his coaching career. Any one of the five starters could have been stars around which a whole team could be built. The most valuable and unique aspect of the team however, was the team spirit of the players. They were not concerned about individual stats and performance. All they were concerned about was what they accomplished as a team and this fueled their cooperation and enthusiasm to perform their respective roles and tasks. Each member of the team subordinated their individual interest to a genuine concern for the others. In other words, every player regardless of individual talent, was eager to sacrifice personal interests of glory for the welfare of the team.

Team spirit in this sense is the fuel that drives team work to a whole new level of team performance and achievement. Team spirit is more than just a willingness to subordinate oneself for the benefit of the group, team spirit is respect and dignity for others coupled with an enthusiastic and conscientious effort by each player to help others improve their performance. Eagerness is what distinguishes team spirit from all other team cultures.

Building a culture of team spirit is an often overlooked but extremely important aspect of long term success. A company, like an athletic team, elevates the performance of all participants when talent is coupled with enthusiasm and excitement among all participants for all tasks involved in accomplishment of team goals. Promoting and building this environment and culture is a major responsibility of our leaders and managers. We must be focused on this task with heightened concerns when individual performance and rewards lead individuals to denigrate their teammates rather than initiate efforts to improve the performance of others for the benefit of the team. The real value of the team comes when the contributions of an individual is magnified exponentially by the success of others. In other words, each of us succeeds when all members of the team are successful.

The team spirit aspect of management was very evident on my tour of the West Region this past week. John Brown, COO of the West Region and his key leaders Ray Sargent and Rob Thrall, continually emphasize and actively promoted the importance of team spirit to all we met on our trip. More importantly the message was evident in practice by the enthusiasm and performance of our People. Throughout all discussions with our People we heard and observed an

energetic and consistent focus on service, safety and efficiency. Likewise we witnessed and heard the same consistency when visiting with our Customers including Plum Creek on the MMT, Waste Management on the Condon Branch and the BNSF and Wildcat Minerals on the YSVR. It was easy to see why the West Region is a top performer when it comes to executing our Watco Foundation Principles of Improving Customer Satisfaction, Improving Safety and Profitability over the Long Term.

In the end, Team Spirit is two things:

- First, enthusiasm is a mentality and attitude.
- Second, it is our individual responsibility.

Each of us should do an honest assessment of our contribution to building the Watco Team Spirit. Are we just willing to participate because we have to or are we eager to perform every task with a driving desire to raise the team performance to a new level?

Thank you for all you do to make the Watco Team the best in the industry and hope you have a safe and great Labor Day weekend.

A handwritten signature in black ink, appearing to read "T. D. ...". The signature is written in a cursive style with a horizontal line above the first few letters.