



November 6, 2009

This week in continuing to focus on Coach Wooden's "Pyramid of Success" I'll introduce Building Block #16 – Ambition. For review, the previous Building Blocks were:

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|---------------------------------|---------------------------|
| 1. Industriousness and Planning | 9. Intentness |
| 2. Enthusiasm | 10. Condition |
| 3. Friendship | 11. Speed |
| 4. Cooperation | 12. Team Spirit |
| 5. Loyalty | 13. Poise |
| 6. Self-control | 14. Confidence |
| 7. Alertness | 15. Competitive Greatness |
| 8. Initiative | |

No one ever achieves a serious goal without a sincere intention and commitment to do so. Ambition is the feeling or desire to achieve a noble goal. A noble goal is one focused away from ourselves and on achievements that benefit others. Coach Wooden believes that we are more likely to be successful when ambition is focused on noble and worthy purposes because we are better able to rally others to the cause. A noble ambition should never cause us to sacrifice our integrity or diminish our efforts.

Winning is nothing more than the by-product of achieving lesser goals of measurable, year-over-year improvements. As leaders we must first focus on finding the best players and helping them to become the best they can become. Second, we must focus on improving the team and leading them to achieve their best. In Coach Wooden's view, achieving your best is the most important outcome and winning a championship as a result is icing on the cake. Earning recognition for success is a challenge in itself as we run the risk of believing that we are the reason for success. Maintaining the proper perspective and reality of the contribution and worth of everyone involved takes strength of character.

Great leaders focus on their People and strive to develop each member to become their best through a process of continuous, measurable improvement. Leaders who have a noble purpose, who focus on others, who maintain humility and have a realistic understanding of the contributions of others are usually the best leaders. They are able to gain the trust and esteem of their People who are then more devoted to doing their best as an individual and a team.

In the end, the best leaders are selfless in their ambitions and derive their self-esteem and satisfaction from the success of others.

Thank you for your loyalty and dedication everyday in serving our Customers, People, Communities and Company. The contribution of each of you as a team is the primary reason for our leadership in the rail industry.

A handwritten signature in black ink, appearing to read "Wooden".