

## COMPANY VALUES:

- Safety
- Integrity
- Team
- Excellence

# Tiger News

NEWSLETTER



PART 2



## A Message from Dennis Altnow, CEO



### ✦ May the SHINE be with you! ✦

Greetings Tiger Family! Here's a quick review of our last Special Edition (Part 1):

**Vision Statement** - A new statement was introduced!

*The passion of our team is to SHINE in a way that exceeds expectations.* ✦

What is **SHINE**?

*In short, SHINE distinguishes the Tiger Team from other companies. There are 12 Attributes of SHINE. Each attribute is an essential part that keeps Tiger Lines shining bright. By portraying the 12 attributes of SHINE our actions will speak volumes. When we SHINE we are like a city's lights on a hill, beckoning others (employees, customers, company or vendors) to join us for opportunities and solutions.* ✦

**Review of Attributes #1 and #2:**

1. Win<sup>4</sup> (Employees, Customers, Company, Vendors)

Shine occurs when every effort is made for all four parties to become winners in every activity, relationship and transaction at Tiger Lines. ✦

2. Perpetuate, Preserve Legacy & Facilitate Succession ✦

Shine occurs when a high-performing and high potential team ensures the customers continue to be served, and job-knowledge is shared across an abundance of team members in order to avoid any disruptions. The first attribute of Win<sup>4</sup> depends upon a highly performing team that continues to perform their duties with accuracy and consistency. The management team has spent a lot of time on succession planning to ensure Tiger Lines continues to thrive in order to ensure customers are properly served and to provide continued opportunities for employment and advancement.

**Attributes #3 and #4 are described on Page 2:** ✦

3. Humble, Hungry, and People Smart

4. Development of People and Processes (Kaizen/ LEAN)

**The following attributes will be in upcoming versions of the Special Edition:** ✦

5. Servant Leadership

6. Adaptable and Resilient

7. Provide Clarity and Transparency

8. Committed, Tenacious, and Consistent

9. Competent and Innovative

10. Inject Fun into Work

11. Protect and Steward

12. Trust, Unity, and Team

## ✦ Humble, Hungry, and People Smart ✦



**Jim Musgrave,**  
Co-President/  
Chief Financial  
Officer (CFO)

To fully accomplish SHINE, it takes a team. This team is comprised of many different individual people with many unique strengths and many different personality types. We need different people with different talents to find customers, negotiate rates, buy trucks, buy fuel, drive trucks, repair trucks, invoice customers, pay bills, pay employees and collect money! Each of these jobs requires a different personality type in order to be successful. However, at the core of each of us with our unique strengths and personalities, we desire three

common attributes for each of us to possess. Those attributes are to be humble, to be hungry and to be people smart.

To be humble means to lack excessive ego or concerns about status. Humble people point out the contribution of others and are slow to seek attention for themselves. They share credit and define success as a team and not individually. Truly humble people do not see themselves as greater than they are, but neither do they discount their talents and contributions.

Being hungry is always looking for more. More things to do, more responsibility to take on, faster and better ways to do the same things. Hungry people are self-motivated and

diligent. People smart is being aware of the impact of words and actions on other people. They ask good questions and really listen to what others are saying.

As we build the definition, it is easy to see why we need all three attributes to balance out the person. A hungry person that is not humble is very difficult to be around because they are too aggressive. A humble person that is not very hungry can be frustrating to be around, especially if you depend upon them.

Unique people with unique strengths and personality types that are humble, hungry and people smart form a team that is able to accomplish SHINE!

## ✦ Development of People and Processes (Kaizen/LEAN) ✦



**Bob Hughes,**  
Co-President/  
Chief Operating  
Officer (COO)

The fourth attribute in SHINE is the development of people, improvement and documentation of processes and an operating environment of constant improvement, which is also known as Kaizen or Lean. At the core of this program is holding regular one-on-one meetings. We began using this system and are trying different ways to implement these meetings throughout the entire organization. Another example of people development is our driver finishing school. The training team develops drivers that are new to the industry as well as experienced

drivers and gives them all the time and training needed to help them reach their personal best. Also, a few years back the decision was made to develop an HR Department. This department is led by Emil Canlas who brings a lot of experience and energy and keeps pushing us forward in the people development areas.

The other part of the fourth attribute is constant improvement, known as Kaizen or Lean. Most of the management team have read, "2 Second Lean" by Paul A. Akers. Ken Delvaux was an early adopter and introduced Lean to the shop team and they started putting it to work. There are signs of Lean taking hold in the shop and yard like the numbering of the movement of equipment and

reorganizing the yard and having a "Triage" or defective equipment row to reduce the time mechanics spend looking for the equipment they are assigned to repair. Another example would be creating process maps. We have designed process maps for things we do like seasonal hiring. There are steps involved in hiring a commercial driver and this process involves numerous team members, especially during the seasonal push. Having a clear map that identifies each person's responsibility eliminates confusion and double doing thereby making the process "Lean". Is everything perfect now? No, but by embracing these attributes we are on a path to SHINE!

