

## COMPANY VALUES:

- **S**afety
- **I**ntegrity
- **T**eam
- **E**xcellence

# Tiger News

NEWSLETTER

**SPECIAL EDITION**



PART 6

## A Message from Dennis Altnow, CEO



*Dennis Altnow and Don Altnow  
Co-founders of  
Tiger Lines, LLC*

This is the last of this series of special edition newsletters that have been explaining the attributes of SHINE. We are covering #11 which is Protect & Steward, and #12 which is Trust, Unity & Team.

**“Don’t be afraid to give your best to what seemingly are small jobs. Every time you conquer one, it makes you that much stronger. If you do the little jobs well, the big ones will tend to take care of themselves.” -- Dale Carnegie**

An understanding of our values of Safety, Integrity, Teamwork and Excellence, and the 12 attributes of SHINE, is very helpful to embrace as we each perform our responsibilities at work. It helps us understand the reasons why certain decisions are made, or certain actions are taken. These two final SHINE attributes are an effective way to wrap up this series of special editions.

As a reminder, here are the 12 Attributes of SHINE:

✦ **The 12 Attributes of SHINE:** ✦

1. Win<sup>4</sup> (Employees, Customers, Company, & Vendors)
2. Perpetuate, Preserve Legacy & Facilitate Succession
3. Humble, Hungry & People Smart
4. Development of People and Processes (Kaizen/LEAN)
5. Servant Leadership
6. Adaptable & Resilient
7. Provide Clarity & Transparency
8. Committed, Tenacious & Consistent
9. Competent & Innovative
10. Inject Fun into Work Environment
11. Protect & Steward
12. Trust, Unity & Team

**“On great teams - the kind where people trust each other, engage in open conflict, and then commit to decisions - team members have the courage and confidence to confront one another when they see something that isn’t serving the team.” -- Patrick Lencioni**



## Protect & Steward



Protecting and stewarding is ensuring something of value is not lost or taken from the company. It is easy to think of protecting against someone taking a physical asset from the company such as stealing fuel, but protecting and stewarding also includes aggressive maintenance of our equipment, legal and compliance

measures and the protection of our culture. Nearly everything of value needs protection and stewarding. Preventative maintenance needs to be done on vehicles, buildings need to be painted, contracts need to be signed to ensure all parties perform as agreed, and a culture needs to be intently developed and nurtured.

Similar to a family culture, there are outside and even sometimes inside forces working against the targeted results. We are investing the time to ensure everyone understands our values and SHINE, and can be active in the process of protecting and stewarding the things most valuable to the Tiger team.



## Trust, Unity, and Team



This is the final group of SHINE attributes, and it is most likely one of the most important. As we have matured as a company and grown to our current size, we are recognizing the importance of having a highly effective team. A team must work through a very specific process in order to become highly effective and to accomplish the targeted results. The first step is trust.

We know that a high level of trust in a team is the foundation to producing results! To gain a high level of trust, there is a need for team members to allow themselves to be vulnerable with each other. Vulnerability allows team members to get to know each other and creates an environment for giving and receiving feedback. Anybody that has been on a sports team or in the military understands clearly the importance of trusting others to perform their tasks.

The next step towards accomplishing results involves conflict. Although some people perceive conflict as a negative act, conflict is simply the process of constructively communicating differences, and working towards a resolution of the differences. A highly functioning team

must be able to have constructive conflict, and without first having trust, teams cannot be effective at conflict. Teams that tackle conflicts have vivid and active discussions, and are open minded to consider alternative solutions they had perhaps not previously considered.

Once trust is established and conflict has produced a planned approach, the next step is commitment. A highly performing team does not always agree on the best approach, but they do commit to the decisions that have been made. Recently the CEO of Netflix disagreed with his creative team about a new production, but he rallied behind their efforts and committed the resources to help make them successful. Solidarity within a team does not mean that everyone agrees on every aspect, but everyone commits to the decisions that have been made and does not attempt to undermine the team.

Once everyone has committed to an action, there is accountability for individual actions or lack of actions. Everyone knows people that will make a commitment in the presence of people, but then have no intentions of upholding their part of

the responsibilities. Accountability keeps people working towards accomplishing the results that are being strived to attain. Although this is a characteristic that is often thought about to be applied to an individual, the team does have a responsibility as a whole. It all comes down to taking responsibility for our behavior and attitude!

The highly effective team is highly effective because it can produce results consistently. Results can only be produced consistently by a team that climbs through these steps of Trust, Conflict, Commitment and Accountability. Focus and determination by individuals and the team are necessary to achieve results. A focused team enjoys consistent success and works in harmony, while minimizing behavior that works against the efforts of the team.

This wraps up our first series of unpacking SHINE. We hope by understanding SHINE, you are better able to understand what drives all of the decisions and actions at Tiger Lines. You are greatly appreciated and we welcome further conversations about SHINE!

