

Dear Doug,

I just wanted to take a moment to thank you for your assistance in bringing our vision of creating a high performance organization at our Dundee Plant closer to reality in such a short period of time.

From our first session with you in early 2005, when you met with our management team to help us clearly identify and understand the obstacles to achieve our vision it was clear your professionalism skill and motivational ability would be a major asset in our quest to become a high performance organization.

The training proposal you developed and implemented as a result of a one day of meetings with our management team is proving to be very effective in changing our plant culture. Prior to 2005, blaming others and finger pointing when things went wrong was the norm. Today most employees hourly and salary take ownership and are accountable for what they personally can do to improve the daily operation of the plant.

Your presentation of the training material "Creating an Ownership Culture through Effective Leadership" has been extremely effective. Through the use of your "Take the Helm" theme you have effectively persuaded and convinced the majority of our employees they personally hold the key to their own success or failure in their personal life as well as their work life.

In conclusion, the approach you developed to assist us in creating an ownership/accountability culture has been well received and extremely effective. Additionally, your personal commitment and enthusiasm to properly implement the culture change initiative at our Dundee Plant has been inspirational to all of us.

Cordially,



Pat lott
Human Resource Manager
Holcim (US) Inc., Dundee Plant

