

# Bulletin



NAWLA - The Global Network of Channel Partners in the Lumber and Building Materials Industry

<b>NAWLA Buyers' School</b> December 10-13, 2007 Hyatt Regency Chicago on the Riverwalk • Chicago, IL	<b>NAWLA Traders Market®</b> November 15-17, 2007 Hilton Anatole Hotel • Dallas, TX	<b>NAWLA Wood Basics Course</b> September 10-13, 2007 Corvallis, Oregon
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Bulletin 7-07  
July 16, 2007

## NAWLA Buyers' School December 10-13, 2007 Hyatt Regency Chicago on the Riverwalk Chicago, IL

Join us on Chicago's Magnificent Mile for the NAWLA Buyers' School. Don't miss the program updates and recent enhancements to the School as designed by the NAWLA Education Committee. This 3 ½ - day School includes several expanded offerings: sessions on Inventory Management and Hedging Strategies for Office Wholesalers, a Transportation & Logistics Panel of industry experts (office wholesaler, stocking distributor, manufacturer, railroad company, and a logistics manager), numerous industry-specific case studies and an ethics program.

### This years top-notch programming and instructors:

John McKeller, D.B.A., C.P.M., President of McKeller Company, LLC, and assistant professor at the University of Wisconsin – Madison School of Business 2-days on supply chain management and organizational negotiations

### Concurrent Sessions: attendees choice

Jason Bader, The Distribution Team, Portland, Oregon session on Distribution and Inventory Management

- or -

Errol Baxter, Associate Director of Commodity Products, CME – Chicago Mercantile Exchange – session on hedging strategies for Office Wholesalers

Frank Bucaro, Frank C. Bucaro & Associates, Inc., Bartlett, Illinois – ½-day session on ethical leadership, the “ethics gap” and succeeding when others bend the rules

Representatives from Bertling Logistics and Burlington Northern Santa Fe have also been invited to participate as panelists.

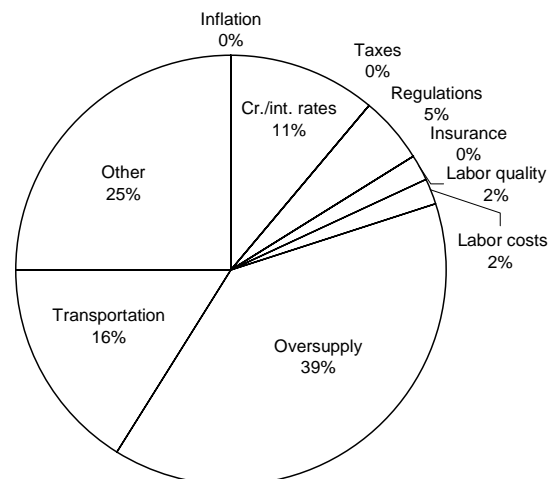
The School will close with the Graduation Luncheon on Thursday, December 13. Look for official registration materials in July/August. For further questions regarding the program, please contact NAWLA at (847) 870-7470.

## Quarterly Survey Shows Continued Concern Regarding Oversupply

As in the first quarter of 2007, oversupply was the top concern for NAWLA wholesalers in a second quarter member survey. A miscellaneous “other” category representing 25% of the vote followed a close second. Most respondents in the “other” category listed the economy, competition, industry consolidation and housing starts, as their biggest concerns.

NAWLA will continue to survey its members throughout 2007. Please take the time to complete these surveys and get them back to us in a timely fashion. We want to continue to report the most complete and accurate information that we can. If you have any questions regarding the survey, please contact Linda Rowe, Manager of Communications at 800.527.8258 or at [rowe@nawla.org](mailto:rowe@nawla.org).

### 2007 - 2nd Quarter Biggest Business Concerns Survey (Out of 44 Total Replies)



### Have You Checked Your Mail Lately?

The NAWLA Traders Market mailing was sent the week of June 25th. Included in the mailing are a 4-color brochure, registration forms and a sponsorship and advertising form. All of the materials are available on the NAWLA website at [www.nawlatradersmarket.com](http://www.nawlatradersmarket.com).

As always, feel free to contact us at (800) 527-8258 with any questions regarding the 2007 NAWLA Traders Market.

## 2007 NAWLA Traders Market® Update

Come prepared to *kick-up-your-heels* one last time in the Lone Star state for the 2007 NAWLA Traders Market. Don't wait, as this will be your last chance to saddle-on-up at the Hilton Anatole in Dallas as the Traders Market moves to Chicago, Illinois for the next three years!

Please make hotel reservations now by calling the Hilton Anatole Hotel at (241) 761-7500. The rates are \$170/night for single occupancy and \$190/night for double occupancy. State that you are with NAWLA and the group code **NAW**. The cut-off date for reservations is **Friday, October 12, 2007**. Rates and room availability are on a first-come, first-served basis. You can also make online reservations by visiting [www.nawla.org/meetings/tradersmarket](http://www.nawla.org/meetings/tradersmarket). Click on the link for the Hilton.

*Your 10-gallon hat will be plump full of information after attending this years Educational Programming!*

Need to energize your Sales Force? Send them to a full day of business producing sales training on Thursday, November 15, with James Olsen, President of Reality Sales Training and author of [Selling Lumber, Sales Secrets of a Lumber Broker](#). Through discussion, role playing and hands-on practice, industrial suppliers, wholesale distributors, and office wholesalers will learn about prospecting, needs analysis, full disclosure selling, closing and more! *An additional fee is required for this program.*

On Friday, November 16, fellow associations, HPVA and WRCLA, will offer presentations on what is timely for their constituencies. You will not want to miss Friday's educational session, *North American Economic Outlook for 2007 – 2008* with Dr. Stanley F. Duobinis, President of Crystal Ball Economics. Brought back by popular demand from the NAWLA Executive Conference, Dr. Duobinis will present his economic overview and industry outlook for 2007 and beyond. As the former Director of Forecasting of the National Association of Homebuilders (NAHB), Dr. Duobinis specializes in the construction and housing industries.

His insightful analysis on job growth, financial conditions, consolidation, regional and national housing outlook and a host of other pertinent industry topics will give NAWLA member decision makers a firm footing on which to chart the course of their future success.

*NAWLA Traders Market Update cont.*

On Saturday, November 17, join us for the Magellan Club Breakfast & Program. The keynote speaker is John Wadsworth, Managing Director of Intermark Limited. Mr. Wadsworth, an Englishman, has invested most of his highly substantive career studying, researching and commenting on global timber trade including sawn wood, panel products and paper. As a much sought after consultant he has completed over 350 projects in 60 countries typically concerned with export markets, new investments, acquisitions and new product development. *An additional fee is required for this program.*

***Don't forget to book your hotel room  
for the  
2007 NAWLA Traders Market***

### The NAWLA Wood Basics Course September 10-13, 2007 Corvallis, Oregon

The NAWLA Wood Basics Course is an intensive, four-day training experience that is custom-tailored to the forest products industry. This course is a must-attend for employees and management with two weeks to two years of experience in all areas of their companies. Since its inception in 1981, over 1,300 lumber professionals have graduated from this course.

While receiving specialized training, students interact closely with one another throughout the course, developing close ties that will benefit them throughout their careers. Course topics include Forest Ecology, Engineered Products, Transportation, Grading, Structural Panels, Lumber Manufacturing, Dimension Lumber, Specialty Products, Environmental Issues and many more. This course also includes mill tours and a trip to a working instructional forest.

#### NAWLA Bulletin Sponsorship Opportunities

**Looking for some additional exposure?  
Consider sponsoring the NAWLA Bulletin. The  
Bulletin is an excellent way to increase both  
name and brand recognition. Sponsorship  
includes a banner on the top front page with your  
company information.**

**Please contact Susan Skorich at:  
[sskorich@nawla.org](mailto:sskorich@nawla.org) if you are interested.**

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## Please Welcome NAWLA's Newest Members!

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### **Pattar Cedar Products (M)**

10170 Grace Road  
Surrey BC V3V 3V6  
Contact: Puneet Pattar  
Phone: (604) 588-0833  
Fax: (604) 572-4358  
Website: [www.pattargroup.com](http://www.pattargroup.com)

Recruited by: *Dean Harrington, Watkins Sawmill, Mike Pidlisecky, Woodtone and Bill Barnett Marathon Forest Products*

**Pattar Cedar Products** is a manufacturer of cedar shakes and shingles.

### **Visscher Lumber, Inc. (M)**

6545 Lickman Road  
Chilliwack BC V2R 4A9  
Contact: Jeff Shields  
Phone: (604) 858-3375  
Fax: (604) 858-5783  
Website: [www.visscherlumber.com](http://www.visscherlumber.com)

Recruited by: *John Rogers, Fraser Pacific and Kevin Young, Woodtone*

**Visscher Lumber, Inc.** is a manufacturer of premium wood products specializing in Western Red Cedar and Lodgepole Pine. Exterior sidings, decking and operates a reman facility.

### **Stallinger Timber Industries (M)**

Weissenkirchner Strasse. 7  
Frankenmarkt Austria 4890  
Contact: Gregor Sommer  
Phone: 43-7684-6611-28  
Fax: 43-7684-6611-34  
Website: [www.stallinger.com](http://www.stallinger.com)

Recruited by: *Tim Cornwell, Bluelinx and Carl Lamb, Snavelly Forest Products*

**Stallinger Timber Industries** operates sawmills in Austria and Switzerland. They export dimension lumber to the U.S. market.

### **Long Hoh Enterprises Canada Ltd.**

1225 Clarke Road  
Qualicum Beach BC V9K 1W3  
Contact: Jeff Chen  
Phone: (250) 752-7573  
Fax: (250) 752-6548  
Website: [www.longhoh.ca](http://www.longhoh.ca)

Recruited by: *Cees Van Santen, Central Island Cedar Products and Peter Keyes, International Forest Products Canada*

**Long Hoh Enterprises** is a manufacturer of specialty timbers and lumber products.

### **InterDyn-Artis (SA)**

8100 Tower Point Drive  
Charlotte NC 28227  
Contact: Judy Vander Linden  
Phone: (704) 846-6750  
Fax: (704) 846-8107  
Website: [www.interdyn.com](http://www.interdyn.com)

Recruited by: *Jack Burnard, Forest Grove Lumber*  
**InterDyn-Artis** is a global partner for Microsoft Business Solutions with over 500 certified professionals in locations around the world. They are dedicated to sales, consulting, service and support of all Microsoft Business Solutions including Microsoft Dynamics GP, Dynamics AX and Dynamics CRM.

### **Triple Son Wholesale Timbers, Inc.**

14502 Highway 3235  
Cut Off LA 70345  
Contact: Paul Dufrene III  
Phone: (985) 637-1189  
Fax: (985) 325-7285  
Website: [www.tripleson.com](http://www.tripleson.com)

Recruited by: *David Porter, North Pacific and Steve Wood, Klumb Lumber*

**Triple Son Wholesale Timbers** distributes timbers, beams, deck boards, poles and hardwood lumber. They also manufacture stakes and timbers with an onsite reman plant to the U.S. Southern region.

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## Industry News

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*Toni Borski* has joined **American Lumber** as a sales associate.

**American Lumber** is thrilled to welcome home *Dane Brochtrup*, operations manager for its Bryan/College Station reman facility, who recently returned home from a two-year deployment overseas.

**Capital Lumber** welcomes *Chris Opie* as assistant sales manager for its Salt Lake City division.

*Suzanne Gosselin* of **BCE Business Solutions** has been appointed as an Account Manager for **SCOOPSOFT™**.

Check out the NAWLA website at [www.nawla.org](http://www.nawla.org)  
for direct links to:

**New Trade Leads**

**CINTRAFOR** (The Center for International Trade in Forest Products) Summer 2007 Newsletter  
[www.cintrafor.org/OUTREACH\\_TAB/  
outreach\\_newsletter.htm](http://www.cintrafor.org/OUTREACH_TAB/outreach_newsletter.htm)

**Impact - May/June 2007 Special Edition - A Report from the American Wood Council of the American Forest & Paper Association**

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## Don't Forget To Mark Your Calendars For These Upcoming Industry Events

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July 19-21, 2007

**Western Red Cedar Lumber Association**  
Grand Okanagan Resort - Kelowna, BC  
(604) 891-1231 [www.wrcla.org](http://www.wrcla.org)  
WRCLA Annual Cedar Conference

July 22-24, 2007

**Appalachian Hardwood Manufacturers, Inc.**  
The Greenbrier - White Sulphur Springs, WV  
(336) 885-8315 [www.appalachianwood.org](http://www.appalachianwood.org)  
Summer Family Conference

July 26-28, 2007

**Southeastern Lumber Manufacturers Association**  
Lansdowne Resort - Leesburg, VA  
(404) 361-1445 [www.slma.org](http://www.slma.org)  
Annual Conference

July 26-29, 2007

**NOFMA - The Wood Flooring Manufacturers Association**  
Amelia Island Plantation - Amelia Island, FL  
(901) 526-5016 [www.nofma.org](http://www.nofma.org)  
Mid-Year Meeting

July 27-28, 2007

**Missouri Forest Products Association**  
Lake Ozark, MO  
(573) 634-3252 [www.moforest.org](http://www.moforest.org)  
Annual Meeting

August 4-7, 2007

**Window & Door Manufacturers Association**  
Cambridge, MD  
(847) 299-5200 [www.wdma.com](http://www.wdma.com)  
Summer Meeting

August 8-11, 2007

**Temperate Forest Foundation - Saranac Lake, NY**  
(503) 579-6762 [www.forestinfo.com](http://www.forestinfo.com)  
Northeastern Teachers Tour

September 5-10, 2007

**Hoo-Hoo International**  
Hervey Bay - Queensland, Australia  
(870) 353-4997 [www.hoo-hoo.org](http://www.hoo-hoo.org)  
International Convention

September 10-13, 2007

**North American Wholesale Lumber Association (NAWLA)**  
Salbasseon Suites - Corvallis, OR  
(800) 527-8258 [www.nawla.org](http://www.nawla.org)  
NAWLA Wood Basics Course

September 11-15, 2007

**Wood Moulding & Millwork Producers Association**  
Fairmont Lake Louise - Lake Louise, AB  
(530) 661-9591 [www.wmmpa.com](http://www.wmmpa.com)  
Summer Business Meeting

September 12-15, 2007

**National Hardwood Lumber Association**  
Washington Hilton - Washington, DC  
(901) 377-1818 [www.nhla.com](http://www.nhla.com)  
Annual Convention

September 22-24, 2007

**International Wood Markets Group**  
Shangri-La Hotel - Qingdao, China  
(604) 801-5996 [www.woodmarkets.com](http://www.woodmarkets.com)  
China International Wood Products Summit

September 29-October 2, 2007

**Southern Forest Products Association**  
Francis Marion Hotel - Charleston, SC  
(504) 443-4464 [www.sfpa.org](http://www.sfpa.org)  
Annual Meeting

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### Quote of the month

*"To give real service you must add something  
which cannot be bought or measured with money,  
and that is sincerity and integrity" -*

*Douglas Adams*

### Keep The News Coming!

Contact us at:

NAWLA

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Website Address: [www.nawla.org](http://www.nawla.org)

Editorial ideas, quotes, and news stories go to  
[lrowe@nawla.org](mailto:lrowe@nawla.org)



# First-Time Managers: Who Really Has What It Takes?

By: Patrick Sweeney - Caliper Management, Inc.

## Common Pitfalls for First-Time Managers:

- Throwing their weight around too quickly.
- Not knowing how to listen to others.
- Being a “buddy” rather than a boss.
- Letting friendships get in the way of managing performance.
- Not knowing how to delegate assignments.
- Saving the most interesting work for themselves.
- Not knowing when to let someone go.
- Not keeping the team or boss informed.
- Concentrating on problems, not opportunities.
- Not working with other managers.
- Being defensive to criticism.
- Judging workers, not behavior.

You've seen team members work hard and get results. You've watched individuals go above and beyond what's expected. You've recognized their potential for continued growth. So, naturally, when an opening occurs for a management position, you reward their dedication with a promotion.

But if they have no previous leadership experience, how do you know these first-time managers will have what it takes?

While there are many books, articles and seminars on what makes an effective manager, studies show that most people in managerial positions had little or no management experience or training before taking on their current roles. In addition, according to the Bureau of Labor statistics, 50 to 55 percent of workers who moved up to supervisory, managerial or executive positions came from other roles inside the same firm.

“In many organizations, there's no transition plan,” said Eileen Krantz, Caliper's Vice President of Organizational Development. “One day a person can go from being on the team to being in charge of the team. And without a planned approach, this changeover has several strikes against it.”

As organizations are becoming leaner and flatter, moving into a leadership role is no longer a gradual process. Supervising others is a new responsibility—and a major challenge. A company's productivity and ability to retain committed employees depends largely upon the skill of its managers. Yet, when individuals are promoted to management for the first time, it can be extremely overwhelming.

## To Promote or Not to Promote?

Employees who may have been outstanding individual contributors do not always become top managers. Moreover, a person's current job duties could be entirely different from his or her new management responsibilities. Therefore, the very same skills that make someone appear to be an attractive candidate for advancement become less important once they are promoted and must then manage others.

As John Hancock's Field Sales Office in Atlanta increased its staff size from eight to 22 Internal Wholesalers, the organization decided to create two new management positions. The clear need was to provide Internal Sales Director Amy Addison with the support she needed to oversee this growing team and also free her up so that she could focus on more strategic issues. Her approach in selecting her two managers was well thought-out. Rather than choosing her top salespeople, Addison looked at those individuals who showed the most management potential.

“In the past, I think a lot of us have taken our best performers and put them into management,” she reflected. First of all, my top performers didn't want to go into management, but in doing the reviews and some of the career conversations, there were two individuals who absolutely contained the needed skill set to lead others. They showed excellent potential and leadership ability, and I ended up choosing them.”

## Being Too Tough Vs. Being Not Tough Enough

Even after finding the right people to fill management positions, a company can still run into problems if employees are not given a clear description of what the new job entails. As first-time managers often have misperceptions of what it means to be a manager, they may struggle to reconcile their initial expectations with a manager's real responsibilities. And the most common mistakes of new managers tend to fall into two categories – *being too tough or not tough enough*.

Managers who are “too tough” in their approach to supervising others rely on their authority to get things done. Ask these new managers what their roles involve and they may start off by focusing on themselves, rather than their staff. That's a warning sign. Or they might essentially convey the message that being a manager means being “the boss.”

“Some people might feel because they're in the position, they've been anointed manager,” said Krantz. “They might say, ‘I'm going to tell people what to do, and if they just do it the way I've always done it, they're going to be fine.’ But it doesn't always work out that way.”

*There's more...*

When Addison chose an Internal Wholesaler for one of the new management positions, she thought his optimistic attitude would motivate the rest of the team. However, once in the position, the new manager set a different tone.

"I thought this manager was going to be connect with his team in a very real way," said Addison. "However, he ended up coming across as very heavy handed, even saying to team members, 'You guys have got to step it up or else you all might be looking for jobs.' I'm not sure where that management style came from."

On the other hand, there are managers who are "not tough enough" because they simply may not feel comfortable taking charge in the way that they are now expected to.

"When someone moves from peer to manager, the rules change," explains John Carlson, President and CEO of Bridgton Hospital. "They are no longer buddy-buddy. They are in a position where they have to hold people responsible. And sometimes, they either don't know how to do that or don't want to do that."

### **First-Time Manager Solutions**

So what can an organization do to make sure people are set up to succeed?

**First, make sure you pick people who are competent and have what it takes to do the job.** But how can you do that quickly and simply? By administering a validated personality assessment you can determine if candidates have the attributes necessary for success. Are they able to assert themselves? Rebound from difficulty? Think on their feet? Research has shown that the personality dynamics of successful managers differ from those of successful individual contributors, and for that matter, from those of successful leaders as well. Understanding these differences can be critical in planning a career path for individuals within your organization.

Another indicator of success is past performance. However, it is important to not just look at traditional measures of an individual's skills and abilities, but to also see things from the expanded viewpoint of team orientation and leadership qualities.

In the past, have they helped, coached or mentored other people? Spent time with co-workers who were having difficulty to help them improve? In short, have they contributed to the success of others? If the answer is no, beware of promoting someone who is unlikely to meet your expectations in a managerial role.

### **Second, clearly communicate your expectations for their new role.**

Will they be required to start up a new unit? Maintain and grow an already high-performing operation? Turn around a failing group?

You need to have clearly-defined criteria for success, in terms of both the right behaviors and the right results. Also, be sure to provide a definite "breakaway point" from the previous position, so the person can hit the ground running in his or her new role.

**Third, provide management orientation, training, and career development programs before raising even outstanding individual contributors to management level, to help them move more smoothly into their new positions.** Training can also be a way of reinforcing their buy-in to your company's goals, as well as enabling new managers to develop the competencies required for their expanded roles. Insights from an in-depth personality assessment can also help you tailor training programs to address specific areas for developmental improvement that may have been uncovered.

**And finally, make sure your culture rewards managers.** What are the behaviors needed for success in a management role at your company? How do you measure those behaviors? And do you reward those behaviors? If so, how? If not, why not? You need to make your expectations known and then reward strong performance, before a first-time manager—or any manager—can be successful.

By taking the steps required to set an employee up for success, your message will be clear. Companies that show their employees that their long-term development is a shared goal have a definite advantage in attracting the best applicants and keeping their top talent motivated, challenged and loyal.

*Learn more about "How to Help First-Time Managers Reach Their Potential" in a NAWLA webinar conducted by Caliper, NAWLA's endorsed management consulting firm, on Wednesday, August 23rd at 11:00 AM CST. This webinar will be conducted by Patrick Sweeney.*

*Patrick Sweeney is the Executive Vice President of Caliper, an international management consulting firm based in Princeton, NJ that consults with executives on hiring, employee development, team building and organizational performance. Throughout the past four decades, Caliper has assessed the potential of more than 2 million individuals for Johnson & Johnson, Avis, and some of the fastest-growing smaller companies around the world.*



# NAWLA Webinar



## “How to Help First-Time Managers Reach Their Potential”

Thursday, August 23, 11:00 AM CST • Cost: \$79 per site

How can you tell if someone who you’ve just promoted to a management position for the first time has what it takes? Will they be able to organize projects? Keep others motivated? Will they be overly demanding? Or not demanding enough?

In this webinar conducted by Caliper Corporation, NAWLA’s recommended and approved service provider of human resources consulting, you can learn more about the common pitfalls for first-time managers and how to set your newly promoted leaders up for success. Please join us on Thursday, August 23rd at 11:00 AM CST.

**Moderator:** Patrick Sweeney, Executive Vice President, Caliper  
**Executive Perspective:** Eileen Krantz, Vice President of Organizational Development, Caliper  
Amy Addison, Internal Sales Director, John Hancock  
John Carlson, President & CEO, Bridgton Hospital

A few days prior to the program, you will receive an e-mail that contains a phone number to call, a pin number and instructions to log onto the website to view the information as the seminar unfolds. When it is time to gather around the computer/speakerphone, dial in the phone number, log onto the website and enjoy this interactive Webinar. The Webinar will last approximately 45 minutes with 15 minutes at the end for questions.

### Here's How to Register

Fax your completed registration form to NAWLA at (847) 870-0201. The cost is only \$79 per site and you can have as many people at your site as you would like. No limit!

Complete the form below and return to NAWLA for the "How to Help First-Time Managers Reach Their Potential" Webinar, August 23, at 11:00 AM Central Standard Time.

Name \_\_\_\_\_ Company \_\_\_\_\_

Phone \_\_\_\_\_ E-mail Address \_\_\_\_\_

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