



At the  
Georgia Institute  
of Technology  
Atlanta, Georgia

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Cosponsored by:



A Paper Industry  
Professional Development Course



# MANAGEMENT DEVELOPMENT FOR ENHANCED PERFORMANCE

*"The training was great – given this was the first time a course of this nature had been developed and delivered. My personal valuable take away, was the peer-to-peer interactions – even with added cost above and beyond Internet based training – human interactions are so important. Taking theoretical training and turning it into fact-based conversation among the group is where we gained the most value."*

Larry Newell, General Manager,  
Liberty Paper Inc., Becker, MN  
former attendee

*"The class was a great networking opportunity as well as a great learning environment. The academic portions were very polished and understandable and the industry instructors provided great insight into capital management and decision processes. The guest dinner speakers gave us a lot to think about and provided for great discussions/debates. As a vendor, I was glad I attended from two perspectives – how I operate in my own company and how my customers make decisions that will help when developing selling strategies."*

Steve Sena, Business Development Manager, Pulp, Paper, and Printing, Industry Solutions,  
Honeywell, Cincinnati, OH  
former attendee

*"The pulp and paper industry's producers and suppliers alike have a significant need for continuing education in advanced management training in order to enhance our collective management skills required to help return this vital industry sector to prominence. I applaud CPBIS and their partnerships with PIMA and Georgia Tech for delivering this long awaited and much needed opportunity to our industry."*

Frank Schmeler, Chairman and CEO,  
Albany International

*"Today more than ever, the paper industry needs to assure that our leaders have the skill sets and management tools to meet the challenges of our industry and to be successful. PIMA is extremely pleased to partner with CPBIS for delivery of effective education courses designed specifically to arm our leaders with the tools that will lead to better results."*

Harry Seamans,  
Past President of PIMA



## Learning objectives

- Learn about current and future competitive challenges that will affect your industry and how you can effectively deal with them.
- Become proficient in using analytical tools to evaluate finance and accounting data to make trade-offs among alternate courses of action.
- Discover approaches to managing a diverse group of individuals and creating a more cohesive, high-performance team.
- Challenge your current thinking and approaches on how to deal with and manage change successfully.
- Achieve waste and cost reduction by using innovative approaches to manage, control, and improve various business processes.
- Understand the critical traits of effective leadership and recognize what you need to do to become an effective leader and motivator of people.
- Achieve strategic outcomes at the negotiation tables with contractors and suppliers and close deals that create more value for all involved.
- Use effective approaches and processes to select, motivate, involve, and energize the work force.
- Use proven tools and methods to understand your customers better and to increase customer satisfaction and loyalty to enhance profitability.
- Learn what must be done to improve capital effectiveness and ensure that projects perform as expected.
- Enhance your overall management skills, thereby making you more valuable to your organization.

## Who should attend

This course is designed to provide a meaningful growth opportunity for managers and leaders at all levels and in all functions from:

- Mill and/or plant managers in both the manufacturing and supplier sectors of the pulp and paper industry. Managers, superintendents and supervisors responsible for operations in production, human resources, maintenance, technical, purchasing, finance, and other administrative services.

## Faculty

- Taught by faculty of Georgia Institute of Technology and experienced practitioners from the Pulp and Paper and Supplier Industries, using a variety of teaching methods including lectures, class discussions, case studies, and individual/group interactive exercises.
- Guest speakers will share their experiences in areas such as technology transfer; organization learning; operations, financial and supply chain management; and developing business tactics and strategy.



## PROGRAM OUTLINE

### **The Art of Leadership**

Today's most successful companies are those in which managers at all levels know how to get the most out of themselves and their people. They know how to use and adapt their managerial style for maximum effectiveness, and more importantly, they know how to manage and handle the impact of frequent organizational changes on individuals and groups. This module will discuss how to be an effective leader, and how to effectively manage change.



### **Effectively Managing Change**

Managers are often admonished to "change or perish." This is particularly true in the pulp and paper industry given the mergers, acquisitions, and consolidation activities in the industry. Unfortunately, many organizations have changed a great deal and still suffered or perished. This session will examine the impact of change frequency and severity on individuals in the organization, their attitude toward the change, as well as their ability to embrace it. The role of managers in planning and implementing change will be emphasized, and the role of different change management practices will be addressed.

### **Creating Successful Bargaining and Negotiations Outcomes**

Managers are engaged in daily bargaining and negotiations for resources, delivery schedules, budgets, and performance expectations. This module will take a methodical and insightful look at the components and techniques of successful bargaining and negotiations. This module is designed to help participants develop a clear and concise thought process required to plan, conduct, control, and succeed at bargaining and negotiations at all levels.

### **Effectively Managing High Performance Teams**

The ability to work effectively in teams is critical to improving organizational performance. Effective teamwork is critical to tap into and leverage team members' knowledge, resourcefulness, and creativity, all crucial elements in enhancing performance. This session will examine the strategic use of teams, the technical and interpersonal factors that can facilitate (or hinder) team performance, the management of team interaction processes, and organizational mechanisms that serve to support and encourage teamwork.

### **Leveraging People Resources for Improved Performance**

Line and staff managers are taking more responsibility with respect to reviewing, developing, and motivating those who work for them and creating a flexible and adaptable workforce. This session



## PROGRAM OUTLINE CONTINUED

will discuss valuable people-related strategies that can be implemented to energize your work force and organizational performance. Topics that will be covered include strategies for employee selection and development, empowering people, reviewing and rewarding performance, feedback, and improving employee satisfaction.

### **Improving Capital Effectiveness:**

Capital effectiveness in the pulp and paper industry is a major issue as the industry is not recovering its cost of capital. This session will discuss steps that must be taken to improve capital effectiveness and identify issues that prevent projects from performing as expected. An important step is to spend more time in pre-project planning. Projects must be analyzed to insure that they meet the business objectives and produce the value shareholders demand. The Construction Industry Institute (CII) has developed several tools that when used by the project team can help define the success of pre-project planning. Application of these tools in the industry has shown significant improvements in capital effectiveness.

### **Strategic Decision Making Under Uncertainty**

This session will focus on strategic development in manufacturing, product and services environments. A process framework for framing opportunities, creating alternative strategies and making value enhancing strategic decisions within your business will be provided. Further, analytical methods and tools will be developed in order to help make strategic decisions in areas with limited information or high degrees of uncertainty.

### **Customer Relationship Management**

This session will provide managers with a framework and set of tools that will enable them to become better at managing customer relationships. Increased customer satisfaction and loyalty are critical in improving the profitability of the industry. This session will discuss what constitutes a Customer Relationship Management (CRM) initiative, how to take a holistic view of CRM, and how to coordinate customer interaction and information across multiple channels. The session will also discuss the role of technology in building strong customer relationships.



### **Guest Speakers During Evenings**

During two of the four evenings guest speakers who are successful in their profession will challenge the participants' perspectives about the Pulp and Paper industry. The actual topic will depend on the speakers but will range in the areas of technology transfer, managing organization learning, supply chain management, developing business strategy, and green manufacturing.





Printing courtesy of Buckman Laboratories



# Learn More.

*“Your career is directly dependent on your skill level. When your knowledge base declines, you become dispensable to your organization.”*

Jacquelyn-Danielle McNutt, Executive Director, CPBIS

## Management Development for Improved Performance June 2009

*Designed for pulp, paper and forest products industry professionals  
who want to develop their careers by improving their management skills.*

### Program Outline

#### THE ART OF LEADERSHIP

Learn how managers at all levels can get the most out of themselves and their people. Topics include the difference between managing and leading, the role of leadership in organizational success, adapting one's managerial style for maximum effectiveness, and managing the impact of organizational changes on individuals and groups.

#### EFFECTIVELY MANAGING CHANGE

Examine change management issues and best practices. Topics include the specifics of change, a framework for leading organizational change, leadership behaviors associated with successful change, individual reactions to change, sources of support for change efforts and change management practices.

#### NEGOTIATING STRATEGIC OUTCOMES

Learn how to achieve strategic outcomes with contractors and suppliers to create more value for all involved. Discover how to develop a concise thought process based on personal conflict management style, and learn proven techniques and strategies to plan, conduct, control and succeed with negotiations at all levels.

#### MANAGING HIGH PERFORMANCE TEAMS

Learn how to tap into the knowledge, resourcefulness and creativity of strategic team members. Learn how to improve team

performance, manage team interactions, lead innovation development, assist with implementation of organizational changes, and create improvements in processes and production.

#### LEVERAGING PEOPLE RESOURCES

Discuss strategic models of Human Resources (HR) and the role of the general manager as a human resources manager. Topics include the function HR can play in organizational performance, forces shaping human resources roles, strategies for employee selection, creating a flexible and adaptable workforce, and people-related strategies to energize a workforce.

#### CAPITAL EFFECTIVENESS

Evaluate capital project planning tools, technology, markets, economic models, and best practices. Learn how to assure that capital projects perform as expected while meeting business objectives and returning shareholder value.

#### STRATEGIC DECISION MAKING

Focus on a process framework for identifying opportunities, creating alternative strategies, and making value-enhancing strategic decisions when there is limited information and a high degree of uncertainty.

#### CUSTOMER RELATIONSHIP MANAGEMENT

Learn to use the tools and methodologies of customer relationship management. Topics include establishing a customer strategy, understanding customers, increasing customer satisfaction, using technology, and optimizing interaction across multiple channels.

## GUEST SPEAKERS

Successful business managers will speak during two of the four evenings. Subject matter will vary according to speaker and will include topics such as technology transfer, managing organizational learning, supply chain management, developing business strategies, and green manufacturing.

## INSTRUCTION

Instruction by the staff at the Georgia Institute of Technology and by experienced practitioners from the pulp and paper and supplier industries. Coursework will include lectures, class discussions, case studies, and interactive exercises.

Participants will be offered specific follow-up opportunities for reinforcement and ongoing development through the use of distance learning technologies.

## RECOMMENDATIONS

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