



Managing & Leading Change

A Workshop for the Forest and Wood Products Industries

October 15th-16th, 2007
Princeton, WV



*The Sloan Foundation Forest Industries Center and the USDA Forest Service Wood Education and Resource Center are pleased to present **Managing and Leading Change**. In today's global market, managers and business owners in the forest and wood products industries have more opportunities than ever to drive growth. However, overseas competition, the privatization of land, a changing customer base, a changing labor market, and technological innovations present many challenges to companies in the forest and wood products industries. To manage these changes effectively and take advantage of the opportunities in the global marketplace, business leaders and managers must make significant changes to traditional ways of doing business. Leading experts in the field of change management will be present to discuss topics such as the keys to success in leading and managing organizational change, developing the strategic agility needed to respond to external change, and how to create an entrepreneurial culture that encourages innovation throughout your organization.*

Who Should Attend

Leaders and managers in the forest industries, from primary producers to secondary manufacturers, who want to learn how to proactively respond to external change and manage and lead organizational change to compete more effectively in an increasingly global market.

Workshop Objectives

- To examine today's organizational and environmental pressures for change.
Discussion will focus on issues such as the privatization of land, changes in the labor force, globalization, and traditional customer bases and how these changes impact companies in the forest industries.
- To explore what changes are necessary to compete in the global economy.
Discussion will focus on the roles of strategic agility, innovation management, and the consumer in coping with the unknown future forces of change and why traditional business models are no longer adequate.
- To learn how to respond to changes entrepreneurially.
Discussion will focus on managing proactively versus reactively and how to develop the strategic agility needed to respond to your customers' needs.
- To discuss strategies for effectively leading and managing organizational change.
Participants will learn how to motivate change, create a vision for change, develop political support for change, manage the transitions of change, and sustain the momentum for change.
- To work with other leaders in the industry to develop strategic management solutions to common challenges associated with change and explore opportunities to create value.
Participants will have the opportunity to work together in small groups with other members of the industry to address the management challenges associated with changes facing their organizations.

Guest Speakers

Rick Lovorn - Stanley Furniture, Martinsville, Virginia

Rick Lovorn has a multitude of industry experiences with change management and continuous improvement initiatives. Currently, he is directing continuous improvement efforts at Stanley Furniture to change their domestic production processes to be able to compete globally.

Bob Seeley, Management Consultant, Charlotte, NC

Bob Seeley lead Ferguson Enterprises as their Manager of Corporate Training from 1999-2007. The goal of the training department was to align the training programs to the mission of the organization, with all programs focused on the strategic business drivers. Seeley was able to foresee the need for leadership development in such areas as customer relations, emotional intelligence, social capital, leadership, followership, change management and business acumen. In 2007, he left Ferguson Enterprises to start his own consulting business. He continues to do work with author Jeffrey Gitomer, who shares Bob's passion for customers. He understands change management and the importance of being the boundary spanner. He continues to identify trends in business and industry and is one of those unique individuals who can communicate the vision clearly to enable the mission to be executed smoothly.

Earl Kline, PhD – Professor of Wood Science, Virginia Tech

Earl Kline works and teaches in the area of manufacturing systems engineering related to wood products manufacturing businesses and is Co-Director of the Sloan Foundation Forest Industries Center at Virginia Tech. His research and development focus is utilizing “Continuous Improvement” and “Lean Manufacturing” concepts to improve the productivity and competitiveness of wood products related businesses.

Dan Cumbo – Manufacturing Systems, Virginia Tech

Dan Cumbo recently joined Hardwood Market Report as Editor of *HMR Executive*, a new publication to be launched in September 2007. Dan brings a unique blend of real world experience and education to this position having worked in both academia and industry. He has extensive research experience and has managed industrial processes in the secondary hardwood manufacturing industry. Before joining the Hardwood Market Report, Dan served as Director of Engineering for Visador Company, as a research faculty member and instructor with the Department of Wood Science and Forest Products at Virginia Tech, and as an operations analyst and continuous improvement director for Coffman Stairs. In industry, Dan was responsible for setting a corporate wide agenda for continuous improvement, training executive and mid-level management, and leading process improvement events on the production floor. Dan is currently nearing completion of a Doctor of Philosophy degree in the Grado Department of Industrial and Systems Engineering at Virginia Tech. During his academic tenure, he was awarded a perfect score rating by the University for teaching undergraduate students and he was invited by several industry associations to conduct workshops and speak on the topic of “world class” manufacturing systems in the wood products industry.

David Brinberg, PhD – Goodykoontz Professor of Marketing, Virginia Tech

Founding Director of the Sloan Foundation Forest Industries Center at Virginia Tech and Robert O. Goodykoontz Professor in the Department of Marketing and Professor of Psychology, Dr. Brinberg received his Ph.D. from the University of Illinois and has held faculty appointments at the University of Maryland, Baruch College, and SUNY-Albany. Dr. Brinberg has published work on research methodology, individual and group decision making, social marketing, and forest industries in journals such as the *Journal of Consumer Research*, *Journal of Marketing*, *Journal of Personality and Social Psychology*, *Journal of Applied Social Psychology*, *Journal of Public Policy and Marketing* and the *Forest Products Journal*.

Wanda Smith, PhD – Associate Professor of Management, Virginia Tech

Prior to joining the faculty at VPI in 1995, Professor Smith held faculty positions at Syracuse University, the University of Oklahoma, and Fayetteville State University. Dr. Smith's research interests include group dynamics, management education, IT career persistence, performance feedback and corporate social responsibility. She has published articles in the *Business and Society*, *Journal of Applied Social Psychology*, *Journal of Management Education*, and *Psychological Reports*. Professor Smith is a professional consultant in addition to being a management scholar. She conducts performance feedback, diversity and international leadership training, as well as teambuilding and organizational change seminars in the public and private sectors. Previously a personnel specialist in the United States Army, Dr. Smith owned and operated several businesses prior to embarking on her academic career.

Jim Lang, PhD - Professor of Management & Strickler Professor of Entrepreneurial Studies, Virginia Tech

Dr. Lang is currently the Director of the Business Leadership Center at Virginia Tech. His research interests include managerial decision making, corporate merger, board of director interlocking, small business and entrepreneurship issues. His work has been published in the *Academy of Management Journal*, *Academy of Management Review*, *Administrative Science Quarterly*, *Journal of Marketing Research*, *Omega*, *Journal of Management*, *Journal of Small Business Management*, and others. Before joining the faculty at Virginia Tech, he taught at the University of Kentucky, where he was Director of Entrepreneurial Studies, Management Department Chair, and taught in that university's Summer Studies Program in Vienna, Austria

Agenda

Monday, October 15th, 2007

8:30 a.m. Registration and Breakfast

8:50 Welcome and Introduction

Steve Milauskas, Director, USDA Forest Service and the Wood Education Resource Center

Dr. David Brinberg, Director, Sloan Foundation Forest Industries Center at Virginia Tech, Robert O. Goodykoontz Professor of Marketing

9:00 Changes Currently Shaping the Future of the Forest and Wood Products Industries

Discussion will focus on the specific pressures for change facing leaders in the forest industries including the privatization of land, changing wood raw materials, changing labor force, globalization, and changing customer bases.

Earl Kline, PhD, Professor of Wood Science, Virginia Tech

9:45 The Strategic Management Response to the Challenge of Global Change

Discussion will focus on how to approach changes entrepreneurially, manage proactively versus reactively, and develop the strategic agility needed to respond to change.

Jim Lang, PhD, Professor of Management & Strickler Professor of Entrepreneurial Studies, Virginia Tech

10:45 Mid-Morning Break

11:00 Why Traditional Business Models Need to Change

Discussion will focus on why traditional business models are no longer adequate to meet the demands of a changing global market and the role of the customer in coping with the unknown future forces of change.

Earl Kline, PhD, Professor of Wood Science, Virginia Tech

12:00 Lunch

1:00 Organizational Change: Keys to Successful Implementation and Management

Topics will include strategies for leading and managing organizational change. Participants will learn how to effectively motivate change, develop employee support for change, manage resistance to change, sustain the momentum for change, and communicate change.

Wanda Smith, PhD, Associate Professor of Management, Virginia Tech

- 2:30** **Afternoon Break**
- 2:45** **Organizational Change: Keys to Successful Implementation and Management** (*continued*)
- 4:30** **Adjourn**
- 5:30** **Leave Holiday Inn Express for Dinner at Pipestem Resort** (transportation provided)

Tuesday, October 16th, 2007

- 8:30 a.m.** **Breakfast**
- 9:00** **Why Some Change Initiatives Fail & Others Succeed**
This interactive session will explore the most common reasons that even well-planned change initiatives can fail. Discussion will also focus on key components of successful change initiatives.
Earl Kline, PhD, Professor of Wood Science, Virginia Tech
- 10:00** **Mid-Morning Break**
- 10:15** **Company Visions: Making Them Happen**
This interactive session will include working with others in the industry to define your vision for change and explore what change initiatives will get you there. Participants will also work with other leaders in the industry to develop management solutions to common obstacles to change initiatives.
Group Facilitators: David Brinberg, Dan Cumbo, and Bob Seeley
- 12:00 p.m.** **Lunch**
- 1:00** **Toolbox for Change**
Topics will include the management tools available to effectively implement change initiatives. Discussion will also focus on creating a business model that is responsive to change.
Bob Seeley, Management Consultant, Charlotte, NC
- 2:00** **Profiles of Change I: Coffman Stairs**
As a recent Continuous Improvement Manager for a wood products manufacturer and now a PhD candidate in Industrial Engineering, Dan Cumbo will share his experience with change initiatives as a wood products manufacturing business manager.
Dan Cumbo, PhD candidate, Industrial and Systems Engineering, Virginia Tech
- 3:00** **Profiles of Change II: Stanley Furniture**

As Senior Vice President of Manufacturing with the Stanley Furniture Company, Rick Lovorn will share his vast industry experience with change management initiatives for wood products manufacturing businesses. Mr. Lovorn will speak about how an organization must embrace different opportunities for change and the management strategies needed to successfully implement these change initiatives.

Rick Lovorn, Senior Vice President of Manufacturing, Stanley Furniture Company

4:00

Workshop Evaluations & Adjourn