

**Chad Cecil, Vice President, B.J. Cecil Trucking, Inc.**  
**Interviewed by Linda Tennant, President, Attainment, Inc.**



### **Creating a High Performance Team: Getting the Team On Board with Key Initiatives**

B.J. Cecil Trucking, Inc. is a third generation, family owned business with over 54 years serving the southwest. They transport liquid and dry bulk, hazardous and non-hazardous materials using end-dump, flatbed, pneumatic/tanker trailers. Chad Cecil, Vice President, is partnering with Attainment, Inc. to get his team on board with the trucking industry's Compliance, Safety, and Accountability (CSA) program implementation.

**Linda Tennant: What were your goals with this initiative?**

**Chad Cecil:** *I wanted the Executive Team to understand CSA, accept it and to have a structure for its implementation. They needed to change their thinking. They were in resistance, questioning the validity of CSA and whether or not it would have an impact. I wanted them to be thinking about how to integrate CSA into our business, not complaining about it.*

**Linda Tennant: What challenges were you facing that made you bring in Attainment, Inc.?**

**Chad Cecil:** *We did not have a unified team to implement the company direction. I wanted the Executive Team to be the champions rather than spearheading the program by myself. I wanted them to get excited, to see the benefits and to modify their behavior. There are a lot of positives to CSA; having data in one place is incredible.*



*The Executive Team Learned They Can Do What Seems Impossible By Working Together*

**Linda Tennant: What results were you looking for in working with Attainment, Inc.?**

**Chad Cecil:** *I wanted to gain the Executive Team's acceptance and understanding of CSA, develop a team approach to implementation and provide a process and structure with tracking and monitoring. Most of all, I wanted to help the team change their thinking.*

**Linda Tennant: To what degree were these results realized?**

**Chad Cecil:** *To a high degree. I am very impressed. After our initial group planning session, we have not had one issue with Executive Team resistance. Everyone is into the process. They are taking it seriously. They understand the importance. Now they have as much thirst as I do.*

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Initiatives, continued**

**Linda Tennant: How did you work with Attainment to get your team on board with CSA?**

**Chad Cecil:** *There were several conversations between me and Attainment, Inc. to make sure my issues were understood. Then Linda and Tery Tennant facilitated a half day structured group session with the Executive Team. During the session the team looked at their current thinking about CSA, clearly defined the goal, benefits, obstacles, solutions, set standards, action steps with target dates and a system of tracking and monitoring.*

**Linda Tennant: What has the team done since the initial group planning meeting?**

**Chad Cecil:** *During our weekly CSA implementation meeting we review where we stand, what we have done and the next steps. We now have a structured process for CSA challenges. We have developed an internal approval process prior to challenging. This went a long way to making employees aware of what we were doing. It also helped with driver communication.*

**Linda Tennant: Has this process helped your Executives come together more as a team?**

**Chad Cecil:** *Yes, tremendously. We accomplished in a half day what it would have taken three months (or forever) on our own. This was due to focusing on the goal as a group with a structured process.*

**Linda Tennant: How have your drivers responded?**

**Chad Cecil:** *We got their attention. They are now actively seeking information and want to learn more. They are going to dispatchers to see where they stand. It is still a difficult system for them to understand.*

**Linda Tennant: In addition to proactive steps you also worked with the team to identify which items to challenge. What have you learned from that?**

**Chad Cecil:** *We use the DataQ process to challenge certain citations. Our challenges are being taken seriously. They are investigating and responding much faster than with the old system. We make sure we only challenge when we believe it is justified. We are not going to defend a careless driver.*

**Linda Tennant: Is there anything that did not work well?**

**Chad Cecil:** *We did a good job of getting the Executive Team on board but they struggled with communicating the goal consistently to the rest of the group. They each put their own spin on it. We should have had a method to help them consistently convey the goal.*

**Linda Tennant: What have you learned about your Executive Team?**

**Chad Cecil:** *I saw group dynamics being developed. Personalities started surfacing and a check and balance system. They have begun to feed off each other for solutions and are working together. They have a hunger to learn.*

Implementing any new initiative takes a lot of work up front and typically it takes awhile to see positive results. There is a process you can use to help your team work together on any challenging issue or opportunity. It is simple and effective. Let us know if we may help.