For WiNS, March Comes In Like a Lion...

by Roxanne Shepard, Leadership Council Chair

Of all the months of the year, March is, by far, the busiest for WiNS. This week, we hosted a booth at the Safety Expo, and will celebrate Women’s History Month and our eighth anniversary with events next week in Atlanta, Norfolk, and Roanoke. Talk about starting our year off with a ROAR!

Several WiNS committees are already making plans for future activities. Our Field ConnectionS committee is working on an event on the Pittsburgh Division, and members of the Leadership and Development team are putting the final touches on their 2012 workshops which will focus on several of the Norfolk Southern SPIRIT values. Be on the lookout for details in the WiNS newsletter and on the website. It’s not too late to get involved and help shape WiNS activities for the rest of the year. This is YOUR organization!

As we celebrate our eighth anniversary, it’s exciting for me to reflect upon our past and see how the organization has evolved. I’m honored to be the chair of this dynamic group whose offerings benefit both our members and NS. We are 1300+ members strong and growing each month – a wonderful testament to the work WiNS continues to do as we develop the organization.

Congratulations WiNS on eight successful years – here’s to many more!

Happy Eighth Anniversary WiNS!
Happy Eighth Year WiNS Members!

by Lisa Wilson

The month of March marks the WiNS network’s eighth anniversary. Sometimes when you look forward, it’s good to take a moment to look back to give you an appreciation for where you’re standing today. Most progress isn’t made without effort and commitment to a goal. As most of you probably know, WiNS got started because one woman had the courage and conviction to make a difference. Then she aligned others who also felt the need to effect a change in their company. The following is an excerpt from the network’s business case delivered to Norfolk Southern’s Chairman David Goode, who supported and sanctioned the creation of WiNS.

In July 2003, Senior VP Financial Planning Kathryn McQuade, VP Customer Service Debbie Butler and VP Information Technology Cindy Earhart held luncheons in Norfolk, Roanoke and Atlanta, with NS women in targeted management level positions for “two hours of candid discussion about the opportunities and challenges of being a woman manager at Norfolk Southern.” As a forum for sharing experiences and ideas about how to recruit and retain talented women in the NS workforce, the lunch sessions, in effect, acted as a gauge for evaluating the groups’ interest in a women’s network. However, despite their hard work, the participants reported three striking similarities across locations, demographics, positions, and experience as obstacles to NS women’s professional progress:

- The stereotyping and preconception of female employees’ abilities;
- The exclusion of female employees from informal networks of communication; and
- The lack of significant management experience being offered to NS women.

The participants believe that these obstacles contribute to an employee’s low commitment to the company, a lack of initiative; and for some, resistance to corporate innovation. All are costly both to the employee, to Norfolk Southern and to our customers.

And so it began in 2004 with the launch of WiNS. As you read this, ask yourself what WiNS’ founding sponsor asked herself, “What am I doing to help others be successful?”

In the quotes below, former Leadership Council Chairs share their perspectives of WiNS, what being a part of the network has meant to them, and why they wanted to take a leadership role.

Lynnanne Catron—“It is hard to believe that WiNS has been up and running for eight years now. What an accomplishment to all who have contributed their time and talent to the organization. It is rewarding for me to be able to say that I am a part of this organization. Before WiNS, I was a firm believer that hard work and performance were the keys to success, and I did not really accept the value that a successful network brings to the mix. I have now seen and experienced first-hand the powerful contribution a strong network makes to the success of those involved. I appreciate the founders of WiNS and their dedication to making WiNS a reality at NS.”

Lisa Wilson—“Flashback: 2003. People rode elevators together and never spoke or knew each other’s names. Others didn’t ‘fit the mold’ or have any real sense of belonging to the company, but ‘just worked here.’ Forming a women’s network would, at the very least, offer an opportunity to connect and learn about what each of us contributed. Those alliances are powerful. They break down barriers and make NS successful. I wanted to be a part of that, to volunteer to start a network and to lead the effort when I could. I knew women in our company had a lot to offer each other and the success of our company.”

“Today: 2012. When I look at what WiNS has accomplished, I am

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thrilled to see it. Employees who never stepped up, who didn’t lead or serve, or reach out to others are doing that through WiNS. Members have learned more about the business and how to contribute to it. That, in part, makes WiNS a true success: NS is employing a full person.”

Leanne Marilley—“Watching the transformation from WiNS in its infancy to now is truly a remarkable screenplay, and I am very proud and privileged to have been a part of this journey. Being involved in WiNS provided an opportunity to share ideas, experiences and even obstacles with those outside our daily working areas. Many of the associations and friends I made during my time on the WiNS leadership council remain among my closest co-workers today.”

Diane Voss—“Our company is large and many of us become very specialized in what we do. Over the course of my career, I have witnessed the tremendous value of reaching beyond the confines of a specific job or department and developing professional relationships and contacts with a diverse network. The many different types of activities supported by WiNS, such as attending a diverse offering of events, collaborating with others on a committee or seeking a leadership role, all provide great development opportunities. I am very appreciative of the vision and dedication of the founders of WiNS, as well as NS’ commitment to support this organization. I encourage others to take advantage of all that WiNS has to offer.”

Sara Throckmorton—“My involvement with WiNS provided me the opportunity to learn and grow in ways that I could not have imagined. Taking on leadership roles that WiNS offered gave me greater confidence in my own abilities and reinforced my belief that networking can be a powerful tool. I am proud to be part of an organization that provides learning and leadership opportunities to anyone willing to step up and take them.”

Nikki Burris—“I am very proud to be a member of an organization that has brought so many learning opportunities to NS. The one initiative that stands out the most to me is bringing a Toastmasters club to Norfolk, Atlanta, and Roanoke. I have personally been able to see this initiative help employees overcome their fears of public speaking.”

Lisa Holloman—“Look at where WiNS is today! Being in the unique position of having worked directly with two of the founding members of WiNS, I find the success of the organization to be personally satisfying on many fronts. Watching the idea grow and become the successful organization envisioned brings a sense of pride that I was involved from the beginning. I have personally developed invaluable bonds and relationships through networking that will continue throughout my NS career.”

Deb Thomas—“WiNS is a wonderful opportunity. It is not only an initiative where those that may feel disadvantaged can thrive, but it is an initiative where those who have managed to aspire can sponsor and mentor others. Everyone has the opportunity to lead, learn, and share. The success of the WiNS organization is proof that our mission, “to give NS a competitive advantage by fostering professional development and leadership,” has been a worthwhile vision. It is the unflinching focus of our dedicated members and leadership that has allowed for sustainable change and ensures ongoing success. It is exciting to think of where we will be in eight more years. I will be watching. Will you?”
**WiNS Booth at 2012 Safety Expo a Great Success!**

*by Erica Ray*

Norfolk Southern’s Safety Expo was held on March 13, 2012, from 4-6:30 p.m. The theme this year was “Safety is Our Heritage, Service is Our Future.” The Safety Expo had 62 displays, and the **WiNS** booth was located near the entrance of the expo hall, and housed two skee-ball machines. The giveaway prizes were **WiNS** bags, a mini computer mouse, and a key finder. Depending on the score, a participant had a chance to win all three. The **WiNS** members who worked hard designing, planning, and working our booth were: Lisa Holloman, Stephen Klinger, Cheryl Mulligan, David Norwood, Valerie Pope, Sebrina Poythress, Erica Ray, Debra Taylor, and Shundra Thomas. A special thank you to Stephen Klinger for working diligently to help in selecting vendors, picking up supplies on his off day, and helping to break down the booth after the expo. The mood was merry as attendees were introduced to different departments and groups within Norfolk Southern, in addition to vendors through information available at the booths.

![Stephen Klinger welcomes visitors to the WiNS booth.](image1)

![Expo Team Members (L-R): Valerie Pope, Shundra Thomas, Debra Taylor, Sebrina Poythress, Erica Ray, and Lisa Holloman.](image2)

![The skee-ball machines were fun for Thoroughbreds of all ages.](image3)
Fostering a Team Environment: Delivering the Basics
by Kimberly Thompson

Holly Green, contributor to Forbes magazine, denotes a few great tips to successfully foster a team environment in her article, “Why Aren’t Leaders Delivering the Basics?”

1. **Develop a clear and compelling mission and vision.** Tell people, “This is why we exist. This is why (and how) we do what we do. This is the difference it makes in the world.”

2. **Walk the talk.** Treat people with respect and dignity. Define the organizational values and then follow through. Live the values! Even (and especially) when it’s hard to do.

3. **Act with integrity.** Consistently conduct yourself in an honest and trustworthy manner. Keep your word. Do the right thing for the organization. Work harder and be more transparent than ever before!

4. **Foster teamwork.** Demonstrate cooperation and trust with colleagues across organizational boundaries. Establish strong working relationships to deliver positive results. Share expertise, successes, and relevant information with others. Identify barriers to teamwork and work with others to overcome them.

5. **Listen.** Attend to and convey understanding of the comments and questions of others. Remain genuinely interested in what others have to say. Suspend your own assumptions and consider various beliefs. Let people have their say before you respond.

6. **Strive for results.** Hold yourself accountable for results and focus on instilling that same attitude and level of action in others. Act to realize ever-increasing levels of excellence. Take ownership for resolving difficult situations. Refrain from thinking it can’t be done, and focus on how to make it happen.

7. **Focus and prioritize.** Determine priorities and give your full attention to what is most important. Set trivial tasks aside. Know what to accomplish on your own and when to involve and delegate to others.

8. **Be self-aware.** Set high personal standards. Know your own strengths and development needs. Ask for ongoing feedback and coaching. Be willing to admit to and learn from mistakes.

9. **Motivate others positively.** Create a climate where people want to do their best. Let employees know how important they are to the business. Empower others by sharing ownership and visibility.

We’ve heard these basic ideas before, but it is good to be reminded of them - and I agree with Green; building strong relationships both inside and outside our company enables us all to grow as leaders.

Holly G. Green is author of the top-selling book, *More Than a Minute: How to be an Effective Leader and Manager in Today’s Changing World* and CEO and Managing Director of The Human Factor, Inc.

Innovation—The “I” Value
by Deb Thomas

The railroad industry is known for innovation. If you canvass our workforce, some will say we excel in innovation, yet others think we still have a lot of opportunity before we even hit an average rating. It may have a lot to do with what department you work in or what initiatives might be on the forefront in your areas of responsibility.

This year, I challenge you to work with your peers, supervisors, and managers to encourage them to foster an environment that welcomes an exchange of ideas. Interact with those that are on the front line and who are experts in what they do every day. Encourage others to think outside the box and offer up better ways of doing things that will bring real value to Norfolk Southern. The objective is not just to support the person or people offering up ideas, but also to champion the change that those ideas bring about.

Remember this, when it comes to this “I” value—“I” must do my part. “I” means every single one of us. We all must buy into it. We all must sell it. And, we all must support it. THINK BIG!
Meet a Member: Bloom Goes From World Traveler to Railroader
by Susan Golden

We would like to introduce Sarah Bloom, trainmaster, South Fork, Pa., who was randomly selected to be featured in this edition’s “Meet a Member” section.

Bloom has been with Norfolk Southern for three and a half years. Originally from Appleton, Wis., she grew up around the Wisconsin & Southern Railroad tracks so the railroad was something that was familiar to her. She chose to work for NS because of the great reputation the company has, as well as the job security.

Bloom is one of three trainmasters and two road foreman in charge of 350 employees. She explained that it is her job to ensure freight is moved and customers are serviced in a timely manner. This is accomplished by making sure that the train crews are safely complying with rules and regulations regarding freight movement. The best part of her job is fostering teamwork among employees to work together to accomplish those shared goals. Bloom said that building these relationships on the territory helps to collectively celebrate each success and learn from each other’s mistakes.

The most challenging part of Bloom’s job is dealing with fatalities and derailments. It is also her responsibility to diplomatically explain railroad operations to customers who do not always understand the dynamics of the railroad and the potential problems or delays that can occur.

A member of WiNS since 2008, shortly after she began her career at NS, Bloom thinks that WiNS provides great opportunities for employees, especially women, to network and stay in contact. She believes that WiNS provides a good “springboard” to better oneself, especially with the professional development workshops. “When I talk to other people who aren’t members of WiNS,” says Bloom, “I tell them it is a very diverse and innovative group that focuses on employee development and strives to positively impact NS’ diverse culture.” She adds, “We are a group that collectively seeks knowledge and constantly tries to find better ways to achieve tasks in the hopes that we will improve not just ourselves, but also those around us.” Since she works in the field, Bloom appreciates that a number of WiNS functions and events are available via telephone.

Bloom hopes to use her experience as a trainmaster, along with the tools provided by WiNS, to advance her career at NS.

Other facts you may not know about Bloom: She had the opportunity to travel to 25 different countries, some of which were with a program called Semester at Sea where Bloom spent 100 days sailing around the world experiencing different cultures while taking college classes. In her spare time, she is a big Green Bay Packers fan, participates in a bowling league, and enjoys reading.

Welcome new WiNS members!

**Atlanta**
- Jason Brigdon
- Sharon Desouza
- Padma Dhulipala
- Yvonne Hilton
- Cynthia Hunter
- Cherrian Levy
- Elizabeth Mayo
- Virginia Moody

**Atlanta**
- Katie Mullins
- Judy Nash
- Ermine Padgett
- Barbara Pressley
- Yugonda Rash
- Valentina Ribac
- Wanda Scriven-Smith
- Katherine Shaurette

**Atlanta**
- Lucille Terrell
- Kelli Whitaker

**Chattanooga, Tenn.**
- David Dixon
- Tracy Sullivan

**Greenville, S.C.**
- Donald Taylor

**Linwood, N.C.**
- Ellisa Smith

**Norfolk, Va.**
- Christie Friedman

**Roanoke, Va.**
- Drew Barrineau
- Matthew Jones
- Tera Walls
Taking Leadership Advice to Heart: An Interview with Cindy Earhart
by Ros McLean

It’s instinctual for most people. When asked to sit down with a vice president of our company, it’s natural to feel a little anxious and to over prepare. I was cautious about conducting this interview, but I walked away from it feeling like I just had coffee with a friend. Cindy Earhart was inviting, personable, and made me feel at ease. It takes a special leader to give you that comfort.

Earhart’s career began after college in the St. Louis, Mo., accounting firm, Touche Ross. She joined Norfolk Southern in 1986, holding several positions within the Accounting Department, including assistant vice president accounting operations in Roanoke, Va. She then made a lateral move to the Information Technology Department, was later named vice president of the department, and relocated to Atlanta. Six years ago, Earhart became vice president human resources and still holds that position. Her office is located in Norfolk, Va.

When asked about a mentor in her career, she quickly responded, “Frank Case.” He informally mentored Earhart before becoming her supervisor, and later assigned her tasks that were out of her comfort zone that he thought would be useful in her growth and development. Earhart believes that it’s up to each individual to work on their own career development, but it is also their manager’s responsibility to encourage this growth.

Earhart serves NS by focusing her department’s efforts on the company’s most valuable asset, its people. She knows first-hand what the company looks for in future employees. While a candidate’s experience and skills are important, NS also values adaptability, the desire to learn, the ability to develop working relationships with others, and a focus on producing results for the company.

Character is also important to career success. According to Earhart, “it all hangs on your character.” She believes that leadership starts from within. She notes that, “Future leaders are people that look out for other people. They do what they say they will do.” It is very important to develop competence, be a good listener, ask questions, and form your opinions and thoughts. It is also critical to acknowledge that you cannot do your job alone – you must rely on others and develop a team approach to accomplish tasks at hand.

When Earhart has the opportunity to speak with new employees, she advises them to spend time learning whatever job they may be in. She counsels, “Become proficient at what you do, produce great results, and show that you have the ability to work with others to get the job done.” Employees should take ownership of their job and become a resource (the “go-to” person), not only within their department, but for others at NS. To move up in the organization, you must first do well in your current position.

One initiative that Earhart would like to see WiNS focus on is outreach to NS field employees. The WiNS Leadership Council has made this one of their priorities for 2012. We hope that our efforts over the next year will make Earhart proud.

WiNS is looking for volunteers to promote our organization at Thoroughbred School welcome receptions.
If interested, please contact Roxanne Shepard for additional information.
March Madness – It’s All About Teamwork, Determination, and Passion

by Kim Woodard, Editor-in-Chief

About this time of the year, you may hear the term “March Madness” bandied about. For sports enthusiasts, particularly college basketball fans, “March Madness” has a very specific meaning. Each year, 68 NCAA Division I men’s basketball teams battle on the court in a single-elimination tournament to determine the best in the nation. Games can be unpredictable and thrilling with lower seeded teams rising to unexpected heights. One such team which surprised critics last year was my hometown team, the Virginia Commonwealth University (VCU) Rams. The Rams, led by Coach Shaka Smart, qualified as an at-large bid and went on to beat much higher seeded teams before ultimately losing by eight points to Butler University in the Final Four. This was the highest ranking in VCU’s history and brought a lot of attention to both the University’s basketball program and its energetic young coach.

Three words come to mind when I think about Smart and the VCU Rams: teamwork, determination, and passion. While the Rams have standouts on the team, they train and play as a unit. Every person matters. When players are not in the game, they are encouraging their team members. They are part of something bigger than themselves. When told that they would never beat a higher seeded team, the Rams trained that much harder to prove that they were worthy of the opportunity to try. Their passion for the game, combined with a strong leader who supported them, propelled the Rams upward.

Can you imagine where WINS would be if the founders of the organization became discouraged about the lack of opportunities for women at Norfolk Southern and resigned themselves that the situation could never be changed? If management had not embraced the concept of a women’s network and supported it wholeheartedly? Today, WINS is a strong, vibrant organization whose mission remains the same as it did in 2004 -- to empower our members through professional development and networking opportunities. Kudos to the WINS trailblazers whose determination led us to the organization we are today.

I encourage you to be like the VCU Rams. Know that what you do for NS matters and that you are a critical part of an amazing, diverse team. Be a cheerleader for your fellow team members. Strive for excellence. Prove the naysayers wrong through your performance. View setbacks as minor hurdles toward success. Now is your chance to shine! So, get into the game!

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The more that you read,
the more things you will know.
The more that you learn,
the more places you’ll go.

—Theodor Geisel, a.k.a. Dr. Seuss

WINS would like to express appreciation to all who contributed to the newsletter. Comments, questions, and/or content for future WINS newsletters can be submitted through the WINS mailbox at wins@nsCorp.com or directly to Kim Woodard, editor-in-chief of the WINS newsletter. Please limit newsletter content to no more than 400 words.
2012 WiNS Women’s History Month Celebrations:

March 19—Norfolk
Guest Speakers:
Deborah DiCroce, chief executive officer, Hampton Roads Community Foundation
Sula Kim, anchor/reporter, WVEC-TV Hampton Roads
Cheryle Mack, vice president, BB&T Bank
Sunny Sonner, executive vice president human resources, Dominion Enterprises

March 20—Roanoke
Guest Speakers:
Penelope Kyle, president, Radford University
Lorraine Lange, superintendent, Roanoke County Public Schools
Debbie Meade, president and publisher, The Roanoke Times

March 22—Atlanta
Guest Speakers:
Candace Byrd, acting chief of staff, City of Atlanta
Christine Eckoff, senior director of gift planning, Georgia State University
Kathy Waller, vice president and controller, The Coca-Cola Company

Upcoming dates to note:

3/16—WiNS Anniversary
3/17—St. Patrick’s Day
3/19—WHM Celebration (Norfolk)
3/20—Spring Begins
3/20—WHM Celebration (Roanoke)
3/22—WHM Celebration (Atlanta)
4/6—Good Friday (NS Observed Holiday)
4/8—Easter
5/12—National Train Day
5/13—Mother’s Day
5/28—Memorial Day (NS Observed Holiday)