



SIMPLOT PHOSPHATES LLC

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Dear Rapport Leadership International:

Back in July of 1998, one of our employees attended Leadership Breakthrough One on his own. On his return, he talked to management about the power of the class he had been through. That started the movement at Simplot Phosphates. Of the current 142 employees, 79 have attended a Leadership Breakthrough One, Leadership Breakthrough Two, and/or Power Communication. Of our onsite supervisors, 23 of 25 have attended a Rapport class. We currently have 30 Master Graduates. We have also had Rapport come to our site and conduct an Executive Strategy Session for all management.

Prior to Rapport training, we had five groups (2 Operations, 2 Maintenance, and Administrative) that all had their own agendas and ideas on how to be successful. Communication and cooperation among the groups, before Rapport training, was tough at best. That began to change as more and more employees attended the classes.

Since Rapport training, we still have five groups, and they now understand that they, by themselves, do not make the operation run. It takes everyone working together and pulling the same direction for the entire operation to be successful. Communication has improved greatly. Weekly meetings that get operations and maintenance supervisors together to discuss and plan upcoming needs as well as discuss issues are being held. These meetings help each group understand what's important to the other. Cooperation thus improves when understanding improves. Now, it's not unusual for operations personnel to work for maintenance during plant downtime as well as maintenance employees (who are qualified) operating production equipment. The Admin group is more supportive of the other groups. It's this kind of cooperation that will keep Simplot Phosphates as the low cost producer of phosphate fertilizers in the country.

We continue to offer the opportunity to attend Rapport training to current employees as well as new hires because we feel the training is worthwhile.

Sincerely,

Eric Schillie
General Manager
Simplot Phosphates