

FRIENDS SHARE THEIR MEMORIES OF EDGAR DEAN

VOL. 3, NO. 15



SPECIAL EDITION



DECEMBER 1987

In my opinion, Edgar has been both a great General and a great coach.

General Dean has the tenacity and high expectations of Patton and the ability to plan of Eisenhower. He has the craftiness of Rommel and the ability to "size up the enemy" of MacArthur. These very same personality traits are evident in great coaches like Vince Lombardi, "Bear" Bryant, Casey Stengel and Red Aurebach. In the "heat of the battle" Edgar is much like those "greats" mentioned above.

He has the tenacity to keep trying to hit a fore-hand shot although it never works. He has the high expectation that his partner will pick up the slack. He has the ability to plan ahead and chose John Chubb as his partner. He has the craftiness to develop "handicaps" to his benefit and if John would ever forget some opponent's weakness, Edgar would be quick to remind him.

Seriously, Edgar has been an excellent "coach" for all of us. During his years at Berlin-Gorham he has championed an effort to make this a more competitive operation as well as make it a better place in which to work.

One key belief that Edgar leaves - and I can only speak for myself, but I believe it's true for us all; there is a better way and if we want it, we need to go get it. We need to develop our **Vision**, set an action plan and persist in our effort to achieve it.

I kid about his tennis, but Edgar is a "winner" at play as well as at work.

Ross Beattie

The first thought that comes to mind in reflecting about Edgar is the warmth of his smile and the firmness of his grip as he welcomed me as a member of his staff. In the few months we have worked together he has presented himself as a role model befitting any James River employee at any level of the organization—respected in the company and the industry both for his knowledge and how he has applied it; loved by his family and his community for his caring support; challenging to his subordinates to not accept mediocrity from themselves or their organizations and guided my principles, values and beliefs that clearly were not just "the company's" but his own. As with some others I have met before, you Edgar, have left your mark on me. I thank you for that and hope that I in turn can pass it on to others.

Bill Sleeper

Back 15 years ago, I can remember Edgar coming into the Burgess Office like a lion and everyone going out like dead sheep. Now he comes in like a lion and he goes out like a king. Now, that's some transition!

Dave Tomlinson

Tribute to E. T. Dean

The Absorbent Products Division would like to express our sincere appreciation to Edgar Dean for his constant support and assistance. There were times when different Corporate owners questioned the value of being in the towel and tissue business and Edgar provided critical support for maintaining APD as an ongoing business. He always encouraged the Berlin/Gorham Group to provide many of the necessary resources to maintain this towel and tissue business. We are grateful to Edgar for allowing the APD operations to participate as a part of the successful Communication Papers Business at this location.

Best wishes to you and Mary on a long and enjoyable retirement. Continue to support us by using Nibroc products whenever the opportunity arises.

All APD Operations Personnel

Edgar Dean Memories

The house in Gorham where in the winter it was colder inside than outside.

Seeing Edgar for the first time in tennis clothes, together with his letter I figure. His favorite shot was a power "dink" over the net bouncing about 2 inches. It was always amazing that when Edgar and I played Howard Ginter and Ross Beattie, we always won! We lost a lot of time because Howard kept retrieving Edgar's serve that landed out in the street.

My other memory was when in serious negotiations with the union on the subject of meal allowance, Edgar and I had to determine whether a frappe was a drink or a meal. Some of the Dairy Bar frappes could be eaten with a knife and fork.

There are many fond memories too numerous to mention but all of them rewarding times with someone I consider not only a business associate but also a true friend.

Bob Sherry

Working for Edgar has been a great experience. Trying to teach him new tricks has been a struggle and I still do not know who has won! In all seriousness, I have enjoyed working with him these past three and a half years and will indeed miss him, as I think some of the teaching is starting to take hold!

Edgar has always been receptive to any questions that I might have had during my learning curve and always available to discuss any problems, etc. that would come up during business hours. He always has time for people.

He not only has been an excellent boss, but a good friend. I wish him and Mary all the best, and a long and happy retirement.

Esther Legace

Working with Edgar

I have come to know Edgar increasingly well through our 16-month association in Communication Papers. I have observed Edgar's strong values regarding his work and the people around him. I have watched him enthusiastically engage with others about a new idea or potential approach to an opportunity. I have seen Edgar's influence through other's respect for his experience and leadership; keeping a group practically grounded when the group gets too far out into "esoteric never never land" or creates some "buzz word extravaganza" around something that when stripped down, is fairly basic.

I have come to respect a man, who for the many changes he has observed throughout his work life, continues to be energized and energizes others around him toward doing the right things — and doing them well.

Dan Girvan

.....

1988 will be a time when the Communication Papers Business of James River will be dealing with change, both internally and externally. We will manage our external changes with new strategies, capital expenditures and better teamwork. Managing the internal changes will be more difficult, especially the loss of Edgar Dean to the relaxed world of high finance and real estate. Over the years, participating with Edgar in strategy, operating plan and quarterly review sessions has been watching the "master at work." Never has anyone "achieved so much by saying so little."

Edgar leaves us with a great legacy — tend the store, watch the dollars and take good care of your people. I'll miss his sage advice, thoughtful business meeting audits and personal support. Hoping he will come back often — the extra pack of cigarettes will always be in my drawer for the #1 bumper.

Best wishes to a great guy for a long, healthy and fruitful retirement!

John Griffith

.....

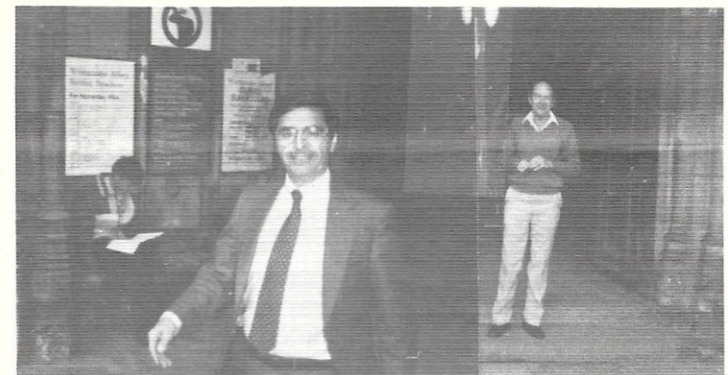
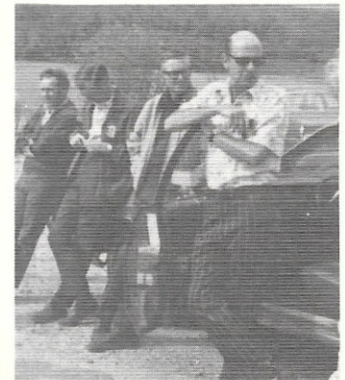
Dear Edgar,

A recent letter from Ernie Leopold reminded me of your imminent retirement. While I am beginning to envy those of my business friends who are looking forward to being able to do the things they've wanted so long to do, I want you to know that we will sorely miss you from API's Pulp Producers' Executive Board.

Perhaps we can look forward to your path crossing ours occasionally in the future, with the opportunity of maintaining the friendly acquaintance with you and Mary that we have so thoroughly enjoyed over the last several years.

Ronald J. Slinn

.....



Edgar,

I just wanted to add my message to the others that you will receive.

I worked for you and with you for a number of years and enjoyed them all, except possibly profit plan, drafts, re-drafts, and re-re-drafts.

I hope you will enjoy your retirement as much as I do, and wish you and Mary many years of health and happiness.

Carol House

.....

I have known Edgar for over 17 years. During this time, there have been a lot of "ups" and "downs" but mostly "ups". The Berlin/Gorham mills are a better place now as a result of his involvement and leadership over the years. He has been instrumental in improving the mills viability and competitive position through his vision and leadership.

Best wishes for a happy retirement!

Ron Baillargeon

.....

Working on the top floor of the Main Office with Edgar means working in circumstances that change almost every day. On some days, the changes come by the hour — they come from within the operations, from "the outside world", from San Francisco, and from Corporate.

And the pace is fast most of the time, and very fast some of the time.

That's the nature of the Corporate world. In the midst of all that, Edgar has often urged us to "have fun" — to take our work seriously, but to not be too serious about ourselves — to stand back and maintain our perspective.

That guideline brings some much-needed balance to the pressures of the workplace, and probably helps explain why Edgar has been able to work the schedule he has, for so many years, and still be able to see the lighter side of things. And that sense of balance is important in a man who is responsible for 2800 employees in Berlin-Gorham, Groveton, and Marathon.

J. N. Rozek

.....

A word about Edgar that I could call humor
Is hoping that Bringman will walk through the door.
"I'm desperate," came the call from that lady called Hunky.
ANYTHING she said — but not too funky.

My futile attempt at being funny
Is like looking at Edgar and calling him Honey.
But maybe somewhere back in time
I can find something of a funny line.

Two score minus two tells the years
That Edgar thinks I'm still wet behind the ears.
When I took my seat across the table at the T & C
He said, "WHY DO YOU WANT TO SEE ME?!"

The ups and downs of pulp market cycles
Is similar to Wall Street Bears & Bulls
One day your high — the next quite low
It's hard to know if you can make any dough.

The last three years ol' Ed's been just right
As the pulp market went from the depths to the heights.
Talk about knowing when to get out
The times are looking for another rout.

So Edgar and Mary will leave the scene
But the imprint on Berlin is surely a Dean
And we wish them Godspeed as off they go
While we're left behind to finish the show.

Bruce Wagner

.....

Working for Edgar for 13 years indirectly and in a direct reporting situation for the past year has certainly been an experience and an education. I would like to wish Edgar and Mary a long and happy retirement.

M. C. Tasso

.....

Edgar believes in everyone staying busy. If you are not busy he will find something for you to do.

One project that really stands out in my mind was the nice little motel on the beautiful beach of Destin, FL that he bought for me.

I thought this was a dream come true, playing innkeeper to all the nice people coming to this resort motel. This dream was shortlived when we really took over and I found that the well, septic tanks, plumbing and wiring were all in dire need of repair — to say nothing of the constant painting due to the salt air.

There were numerous other unexpected occurrences which made the job anything but glamorous, but with Edgar's sense of humor and encouragement, it turned out to be a pretty good place.

Now, we are working on our house in New Castle and if you can put up with the constant whistling, cigar smoke and long hours, he is a pretty fun guy to work with.

Mary Dean

.....

Edgar Dean has made his mark with James River and the Berlin/Gorham community as a person who makes good things happen.

Outstanding people can usually be described in similar terms but I would like to list a few of Edgar's qualities that have left a lasting impression with me.

Edgar's uncanny ability to remember people, their names, what they do, their spouse's name and oftentimes some details relating to family. Truly a commendable trait!

Edgar is a proven conventional style manager, that is, where boss-employee relationship is pretty well defined. Knowing this to be true — it has been a fascinating process to observe Edgar's struggle with the E.I.E. process.

Edgar is a highly motivated, energetic person who becomes critical and impatient when he perceives a lack of enthusiasm or participation among his direct reports.

In conclusion, I have appreciated Edgar's advice and guidance, but most especially the trust and freedom to make decisions within my area of responsibility and accountability.

Karl Scott

.....

Edgar, on behalf of Communication Papers, I want to thank you for your strong contribution to our efforts in working toward a multi-mill, national organization — the leader in our industry. Although your personal timetable for retirement was already set when we announced our consolidation in May, you enthusiastically accepted the challenge to lead the Northeast Group to improved productivity, employee motivation and team spirit. In these six months your leadership has been invaluable as you facilitated both the transfer of business papers grades to Berlin and Groveton, and the integration of our new organization.

We will miss you, Edgar, both for your contributions to the business, as well as for your keen sense of humor which brightened many a dreary meeting. Very best wishes in your future endeavors!

Ernie Leopold

.....

I have a million memories about Edgar Dean — fortunately, they're not all bad.

I'm sure he'll remember when we were young, back in the early '70's. Somehow our Ski-doo's never got as banged up as we did. After a few winters of foolishness, we realized we had better quit while we were in good health. We took up "loo" for a while, but that lacked the thrills. So we began playing tennis and going over the notch to North Conway once a week all winter long. Thank goodness Edgar usually left the driving to one of the younger guys.

His driving was something else. One day I noticed I was going to church more often, and others who took regular trips with Edgar in his car, and who had never been in front of a church in years, had now joined, and never missed a Sunday. And the extra life insurance sure gave us a feeling of security for our families.

Once Edgar's boss asked me if I thought Edgar was too tough of a manager. I can remember my answer being something like "He's just a real nice guy, a James Stewart or Ronald Coleman-like." And, of course, I knew him as well or better than anyone else. After all I had worked for him for almost six weeks.

Edgar was always smarter than the rest of us who were trying to stop smoking. Knowing that if you had them, you smoked them, he stopped buying them. As usual, he helped us in accomplishing our goals, because in any meeting, we always ran out of smokes long before the meeting was over.

There are many other stories and incidents which are memorable and interesting, at least to me. However, in the space I am allotted, I have to say that Edgar Dean's dedication and loyalty to Brown, James River, and the city of Berlin cannot be surpassed by anyone. He will leave a mark in that part of the world that will be long remembered, and for which he can always be very proud.

I sincerely wish him and Mary the very best.

Howard Ginter

.....

I am sure we all share a sense of regret as a result of Edgar's retirement at the end of this year. As the senior James River representative "North of the Notch" he has left his positive mark on both the community and our operations. Under his leadership there has been a major increase in capital investment and a change in operating strategy. This has involved a refocusing of paper production with emphasis on communication paper markets coupled with continued commitment to strengthening our position in market pulp and floc.

His dedication to product quality and recognition of employees have set new levels of performance and expectations both within his business group and in the rest of James River. This influence will remain with us after his retirement and we will be a better company as a result of it.

I personally have enjoyed working with Edgar. It has been an opportunity to share work goals, ideas, strategies and achievements while establishing a new friendship. My best wishes to Edgar and Mary.

E. Lee Showalter

Edgar was one to always get 100% behind all of the various charity fund drives. He also had a certain manner for convincing others to do the same — especially those reporting directly to him. It seems that two of his favorite drives were the United Way and the Androscoggin Valley Hospital. I especially remember the Hospital Fund Drive, because Ed called all of us to a special meeting to "discuss" this. By the time the meeting was over, we had each made our pledge, and on leaving the meeting, we all agreed that none of us ever before realized how truly **generous** we were.

One of Edgar's proudest tasks was the annual re-write of the business strategy. A strategy is a five-year plan for the business, usually a volume 1/2" thick or more of single-space typed pages. Each separate business has its own separate strategy, so Edgar's usual method was to have each business manager do his own writing, then Ed would critique, "modify", and return it for the manager to do over. Strategy writing soon became the favorite pastime of all the managers. I say this because we all used to re-write them over and over and over again.

The bottom line, though, despite all the agony, Berlin/Gorham's planning efforts were very highly regarded at corporate headquarters. Frequently we received plaudits for this work — and we have to grudgingly admit that Edgar's "hard-to-satisfy" approach had a whole lot to do with it.

Edgar likes big, fast cars — sometimes they were a little too fast. Years ago, Ed and Mary lived on Main Street in Gorham, across the street from the park and near the Rte. 2 and Rte. 16 intersection. Ed and I were leaving for Portland one morning, and left his house heading east on Rte. 2. Ed was driving, and apparently had a bit of a heavy foot that morning. Before we reached the bridge, maybe one quarter mile from home, we were stopped and ticketed for speeding. The irony is that we managed to reach such a high rate of speed in such a short distance. Edgar declined to accept the ticket, however, until he got assurance from the officer that his radar was accurate and recently calibrated.

Randy Moores

.....

Edgar Dean's Retirement

I'm surprised Ed decided to retire now, as having worked closely with him over the past few years, I know he has the stamina of a man 20 years younger! Two years ago, in Helsinki, Ed asked me to go running to get the cobwebs out of our legs after a long plane ride. Much to my surprise, we ran 6 miles (with Ed waiting for me most of the way) and then he decided to walk to the old Olympic site nearly two miles away! Then we went to breakfast!

Ed has consistently driven himself as hard, or harder, than those around him with a single minded focus . . . to make Berlin/Gorham a competitive business which can survive long term. As we look around at how much has been done, under his leadership, the future appears brighter. I'm sure his greatest satisfaction will come some years from now when he returns to visit, finding most of our current plans fully in place.

L. J. Aylward

