How to Go from Good Employee to Great Manager
Agenda

• My career, my style.
• Personal anecdotes.
• Our industry.
• Manage your boss.
• Managing/Leading.
• What separates the great from the average?
• What do I want in a manager?
My Background and Style

- Purdue University – Mech Eng Tech/Ag Finance.
- Barge Dispatcher.
- Merchant, Trader, Manager, GM, VP, SVP.
- Many various roles and geographies.
- Style: I like to engage, lead, drive and walk elevators.
The Business
It’s an awesome industry!

People, customers, friends
Specific to the Grain and Feed Industry

• It’s a tough business.
• If not managed, a dangerous business.
• Low hourly wage, huge hours, high turnover.
• EPA, OSHA, FDA, all increasing awareness.
Manage your boss
Manage your boss

- They are busy!!!
- Don’t waste their time.
- Never surprise them, good or bad.
- Never gripe without a solution or idea.
- Let him know your career and personal goals.
- Pick me!
Keep Your Boss’s Boss Off Your Boss’s Back

- Know the “Holy Grails” and the “Do Not Evers” for your boss.
  - P&L
  - Safety
  - Grain quality, facility appearance
  - Employee performance measures
  - Credit
  - Contract Performance (Defaults, Unsigned, Past Due, etc)
  - Boundaries or limits (and the “spirit” of each.)
  - Compliance (OSHA, EPA, CFTC)
Leading and Managing
Leading people vs Managing work. Management consists of controlling a group or a set of entities to accomplish a goal. Leadership refers to an individual’s ability to influence, motivate, and enable others to contribute toward organizational success. Influence and inspiration separate leaders from managers, not power and control. HBR, 2013
Managing
Managing People – What I’ve Learned

• Talent matters.
• Real conversations matter.
• Information/transparency matters.
• Employees want to know how they matter.
• Relationships make a difference.
• Watch our for friendships.
1. Keep a notebook. Note everything going on and decisions and phone calls made.
2. Have a plan and execute that plan. Planning is nothing without execution.
3. Address personnel problems immediately and promptly.
4. Deal with any uncomfortable situation promptly. Never put them off.
5. If you extend credit at a facility make sure you (your staff) perform a credit check. You can’t make money if we don’t get paid.
6. Stick up for what you believe in.
7. Listen to your gut!! It is a better judge than your head.
8. When the play is called – execute the play to the best of your ability, even if you don’t like the play.
9. Do more for others than they can do for you.
10. If you are not an organized person, discipline yourself to be that way.
How to evaluate personnel.

- **Teachable**
- **Keep & Reward**
- **Move On**
- **Danger/Disruptive**
Moving Boulders

**Boulder** = A barrier, habit, weight or blind spot. Something holding a person back and they can’t seem to move it or carry it – on their own.

**Crowbar** = The lever, a crucial conversation; a defining moment of truth.

**Fulcrum** = The Relationship. The point on which a lever rests and pivots. The thing that plays an essential role in the activity or situation.

Strong Relationships Can Move Big Boulders
1. State what you observed. (no commentary, just facts)
2. Wait for a response. (do not get sidetracked here)
3. Remind them of the goal. ("I need someone in that seat who can do ______ and I’d like it to be you!")
4. Ask for a specific solution. (What are they going to do differently beginning tomorrow to get a different result?)
5. Agree to the specific solution.
6. Hold them accountable to the agreement.
Leading
The Best Leaders are Servant Leaders

- Be the example.
- Serve your employees, always.
- Be their advocate.
- When you look behind your back, are they following you? Really?
“You become what you believe you will become. And what you believe you will become is influenced mightily by the expectations of others.”

*John Pepper – CEO, P&G*
“We interpret others’ motives by their actions, but we interpret our own motives by our intentions.” – Stephen Covey

(corollary – We see ourselves by our intentions, others see us by our actions.)
“Indecision is a curse.”

Bill McCartney, Former Head Coach Colorado
Founder Promise Keepers
What separates good from great?
What Separates the Good from the Great

• Has and exhibits humility.
• Displays a steady demeanor.
• Fair – NOT equal.
• Will hold themselves/others accountable.
• Deals with conflict.
• Creates a vision.
• Sets big goals.
• Reading/Learning.
• Communicates up and down – well.
  • Verbal
  • Written
What am I Looking for in a Manager?

- Safety focus
- Trustworthiness
- Ownership
- Confidence
- Willing to take a risk
- Do what’s needed
- Takes the heat
- Act
- Lead
Questions

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