

# **GRAIN AND FEED INDUSTRY CONFERENCE**

**JANUARY 10-12, 2023**

**EMBASSY SUITES ON  
MONTEREY BAY**

**Marty Jakosa**

# PLEASE . . .

- Cell phones, laptops, tablets, electronic devices . . .



**WHAT IS  
“*PROFESSIONAL  
DEVELOPMENT*” AND  
WHY IS IT SO  
IMPORTANT?**

# AGENDA

1. What is professional development?
2. Why is it important?
3. What are you and your organization doing about it?
4. Leadership Styles
5. The “A” question: Fast forward to December 31, 2023.  
You are swirling a glass of fine wine, celebrating your accomplishments for the year. You have given yourself an “A+” for your accomplishments for the year.

*What did you do to deserve an A+?*



# INTRODUCTION

Professional development refers to continuing education and career training after a person has entered the workforce in order to help them develop new skills, stay up-to-date on current trends, and advance their career.

Business leaders and corporations are realizing that professional development is a key component of employee satisfaction and ultimately . . . employee retention.



# **PSYCHOLOGICAL CONTRACT OF TRUST**

When was this published?

# PSYCHOLOGICAL CONTRACT OF TRUST

The corporate message to tomorrow's managers might well be cast in bronze and hung in the corporate headquarters and read like this:

- *We can't promise you how long we will be in business.*
- *We can't promise we won't be bought by another company.*
- *We can't promise there will be room for promotion.*
- *We can't promise you your job will exist until you reach retirement age.*
- *We can't promise the money will be available for your pension when you retire.*
- *We can't expect your undying loyalty, and we're not even sure we want it.*



# PSYCHOLOGICAL CONTRACT OF TRUST

If this view represents today's relationship between organizations and employees, how competitive can organizations be?

Perceived greed, short-term focus, intensified competition worldwide, and unethical leadership behavior all have contributed to a growing cynicism in the workplace. Not surprisingly, today's employees are *loyal to themselves* and their profession, not a particular organization or position.



# PSYCHOLOGICAL CONTRACT OF TRUST

- Published January 1, 1994
- *(For the Fresno State grads, that's 29 years ago . . .)*

# BUSINESS SPEAK BINGO!

- We have a great company culture!
- Our Mission and Vision statements guide us!
- We offer an excellent benefit package!
- We have an “Open Door” policy!
- We are a values driven company!
- Others???

# PETER DRUCKER

NOVEMBER 19, 1909-NOVEMBER 11, 2005

Peter Drucker was an Austrian-American management consultant, educator, and author, whose writings contributed to the philosophical and practical foundations of the modern business corporation. He was also a leader in the development of management education, he invented the concept known as management by objectives (MBO's) and self-control, and he has been described as "the founder of modern management".

(Self-control--the ability to regulate one's emotions, thoughts, and behavior in the face of temptations and impulses.)

# PETER DRUCKER

NOVEMBER 19, 1909-NOVEMBER 11, 2005

*“Managers are the dynamic, life-giving element in every business. Without their leadership the resources of production remain resources and never become production. In a competitive economy, above all, the quality and performance of the managers determine the success of a business, indeed, they determine its survival. The quality and performance of its managers is the only effective advantage an enterprise in a competitive economy can have.”*

# W. EDWARDS DEMING

- Known as the “Father of Quality”
- Create a constancy of purpose for improving products and services.
- Published *Out of the Crisis* in 1982.
  - 14 Principles of Management

# MANAGEMENT BY OBJECTIVE

- Although Peter Drucker invented the concept of *Management by Objective* (MBO), Dr. Deming, in his 14 points, urged to NOT measure an employee's performance using numerical goals.

*“Eliminate work standards (quotas) on the factory floor. Substitute leadership. Eliminate management by objective. Eliminate management by numbers, numerical goals. Substitute leadership.”*



# *IN SEARCH OF EXCELLENCE*

In 1982, Tom Peters and Robert Waterman published *In Search of Excellence*, emphasizing . . .

- A Bias for Action.
- Close to the Customer.
- Autonomy and Entrepreneurship.
- Productivity through People.
- And, a concept called . . . M.B.W.A.

*Management by Walking Around*

And then . . . there is this guy!



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# THE ONE MINUTE MANAGER

- Also in 1982, Drs. Ken Blanchard and Spencer Johnson wrote, “*The One Minute Manager*”.
- Dr. Blanchard introduced Situational Leadership II.
- 1998—Dr. Spencer Johnson published “*Who Moved my Cheese*”

# THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE

- In 1989, Dr. Stephen R. Covey published “*The 7 Habits of Highly Effective People*”
- Transformation from the “character” ethic to the “personality” ethic.

# JIM COLLINS

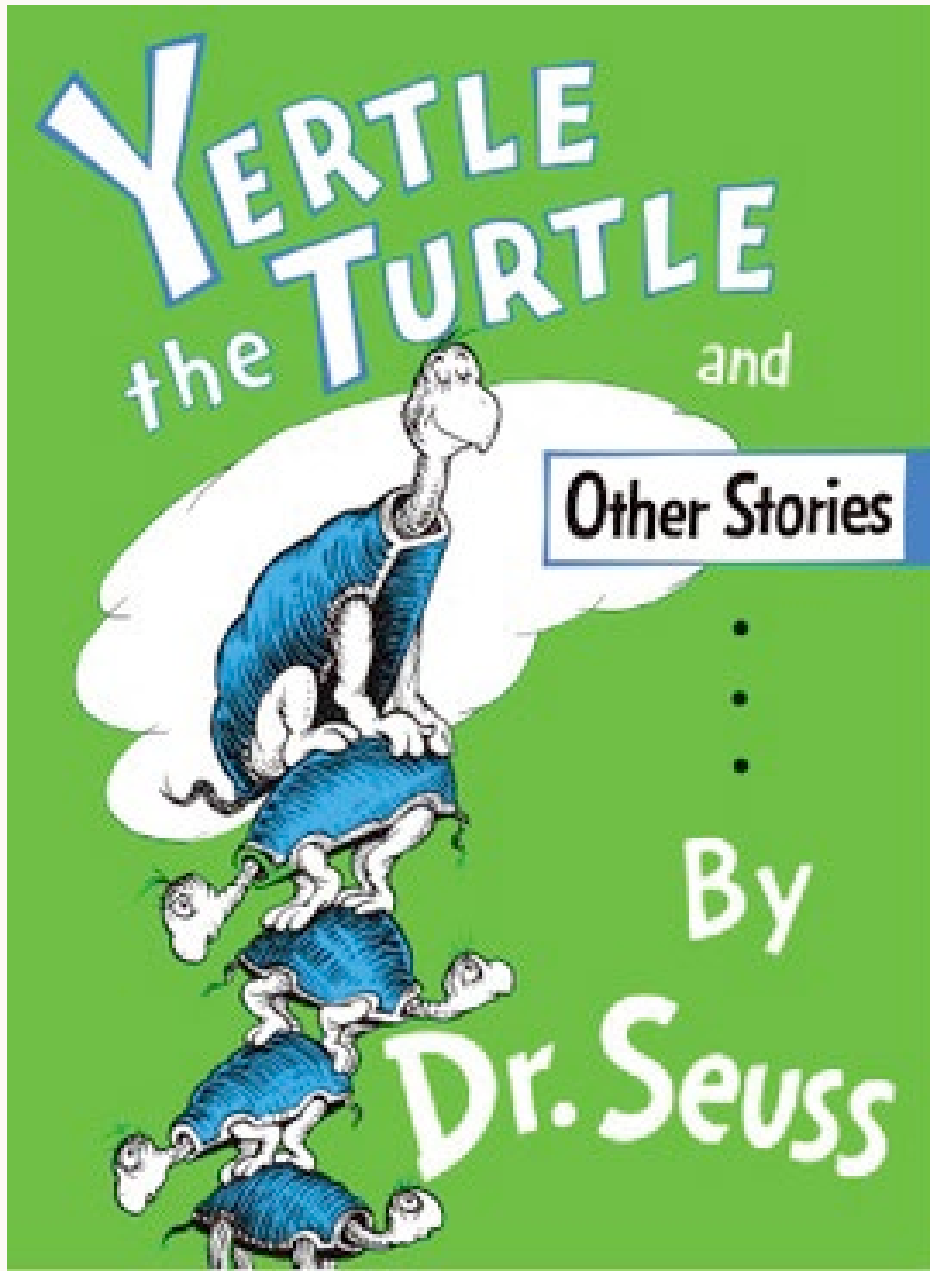
- 1994—Built to Last
- 2001—Good to Great
- 2009—How the Mighty Fall
- 2011—Great by Choice

# PATRICK LENCIONI

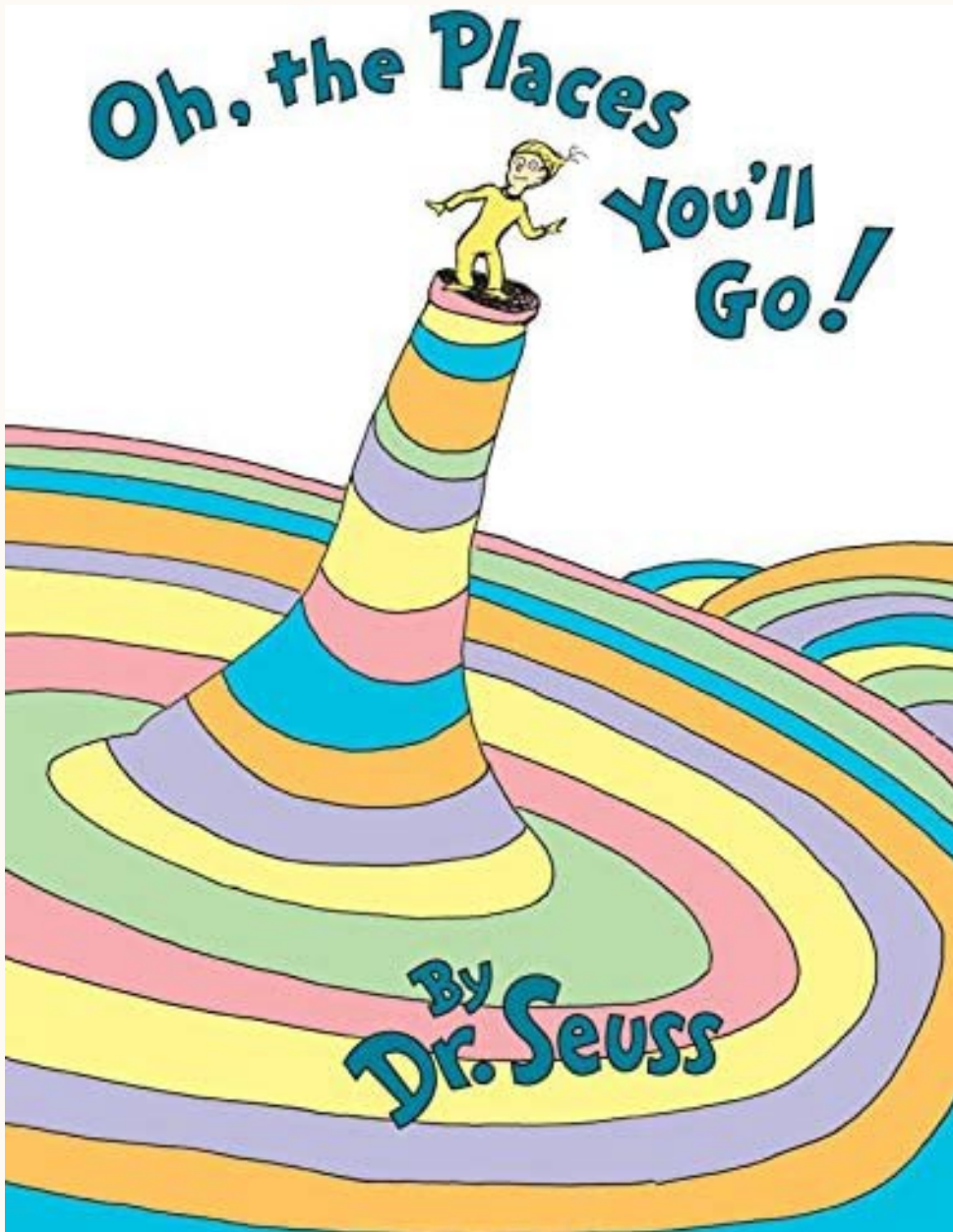
- 2001—*The Five Dysfunctions of a Team*
- 2012--*The Advantage*—Why Organizational Health Trumps Everything else in Business.

# THINGS TO CONSIDER

- Two books with a message . . .



What may seem as a simple children's book, full of syncopation and rhymes . . . This book is much, MUCH more than that. Yertle the Turtle has been described as "autocratic rule overturned," a reaction against the fascism of World War II. Yertle the Turtle was published in 1958.



More than a “children’s” book, the book concerns the journey of life, it’s challenges and joys.



# QUESTIONS FOR YOU:

1. What are you doing to put yourself in a position to advance your career?
2. Do you even *want* to advance your career?  
(Or . . . are you waiting for someone to do that for you?!)
3. Do you have a career plan?  
(Or . . . are you like the feather in Forrest Gump, just drifting, whichever way the wind blows?)
4. How do you stay **current**?





The truth is, many people aren't invested in their career development.

Less than one-third of employees say they do *nothing* to upgrade or improve their current skill set.

# HOW DO I DO THIS . . . GETTING STARTED

1. **Assess where you stand**. Your first step is to take stock of what your current job duties are and what skill sets you use to carry them out. ...
2. **Decide on your goals** . . . What do you want to do? Where do you want to be? By when? What would Alice do?!  
Alice to the Cheshire cat: *What road should I take?*  
Cheshire Cat: *That depends on where you want to go?*  
Alice: *I don't really know.*  
Cheshire Cat: *Then, it really doesn't matter which way you go does it?"*
3. **Identify resources** . . . Trainings, college classes, internet research, etc.
4. **Build a support system**. ... Personal Board of Directors, mentor
5. **Revise your plan regularly** . . . Review, at a minimum, twice a year. Assess and reassess your progress.
6. **Hire a coach!**

# AS A LEADER IN YOUR COMPANY . . .

- What are you doing to develop your people—at all levels?
- What are you doing to develop your organization?

Question: Would you let your teenager drive your car without any training?

(But it's ok to let your employees run machinery with little or no training?)

MARCUS BUCKINGHAM (*FIRST, BREAK ALL THE RULES—WHAT THE WORLD'S BEST MANAGERS DO DIFFERENTLY*)

- 26%--Engaged-loyal and productive
- 55%--Disengaged—just putting in time
- 19%--*Actively* disengaged—spreading discontent through the organization

*“YOU CAN’T MAKE A SILK PURSE OUT OF  
A SOW’S EAR!”*

It all starts with selecting new employees:

1. Human Resources?
2. Manager?
3. Other?

# RECOMMENDATIONS

- *Who Are You and What Do You Want?* Dr. Bob Lorber
- *High Five.* Dr. Ken Blanchard
- *The Five Levels of Leadership,* John Maxwell
- *Start with Why,* Simon Sinek

# LEADERSHIP STYLES

- Is there a “best” style?

The simple answer is no. It is truly “situational”.

# LEADERSHIP STYLES

1. Coaching
2. Visionary
3. Servant
4. Autocratic
5. Laissez Faire
6. Democratic
7. Pace Setter
8. Transformational
9. Transactional
10. Bureaucratic



# LEADERSHIP STYLES

Leadership style

Summary

Pros

Cons

**Coaching**

Motivational, supportive, relationship-building

Improves company culture; develops individual team members; improves self-efficacy

*Time-intensive*; focuses on daily tasks rather than the big picture

**Visionary**

Inspirational, big-picture thinking

Ideal for chief executives and entrepreneurs; great for creating a company mission and roadmap

*Not very practical or hands-on*; may pose issues when it comes to succession planning

# LEADERSHIP STYLES

## Servant

Empowering, supportive

Creates independent teams; positive company culture

Hard to measure since it's more of an ongoing goal; time-intensive; *not good for quick decision-making*

## Autocratic

Decisive, authoritarian

Boosts efficiency; provides structure, ideal for times of crisis

*Lower morale among employees, resistance to change; little room for collaboration or innovation*

# LEADERSHIP STYLES

## Laissez-faire

Hands-off, relaxed, trusting

Greater team accountability; more creativity and flexibility; greater employee satisfaction

Lack of clarity around roles; lack of structure; *requires self-sufficient workforce*

## Democratic

Collaborative, fair, trustworthy

More open to change; takes in many different points of view; better morale

*Slower decision-making; less likely to be able to make tough decisions*

# LEADERSHIP STYLES

## Pacesetter

Fast-paced, results-oriented

More efficient; leads by example; drives growth

*Low employee morale; higher rate of burnout; less room for creativity; innovation, or collaboration*

## Transformational

Innovative, collaborative, strong delegation

Promotes innovation and collaboration; experienced and confident employees feel trusted and supported

*Requires employees who are good at time and priority management; focuses on short-term idea generation rather than sustainable growth; not a good fit for less agile companies*

# LEADERSHIP STYLES

## Transactional

Give and take, maintenance over growth

Efficient; good for independent workers

*Poor effect on company culture; no growth mindset; little opportunity for creativity, collaboration, or innovation*

## Bureaucratic

By the book, authoritative

Clear structure and processes, good for handling large workforces; more open to feedback than autocratic leadership

*Not suited to high-growth companies; little space for innovation or creativity; low employee satisfaction because there is no room to experiment*

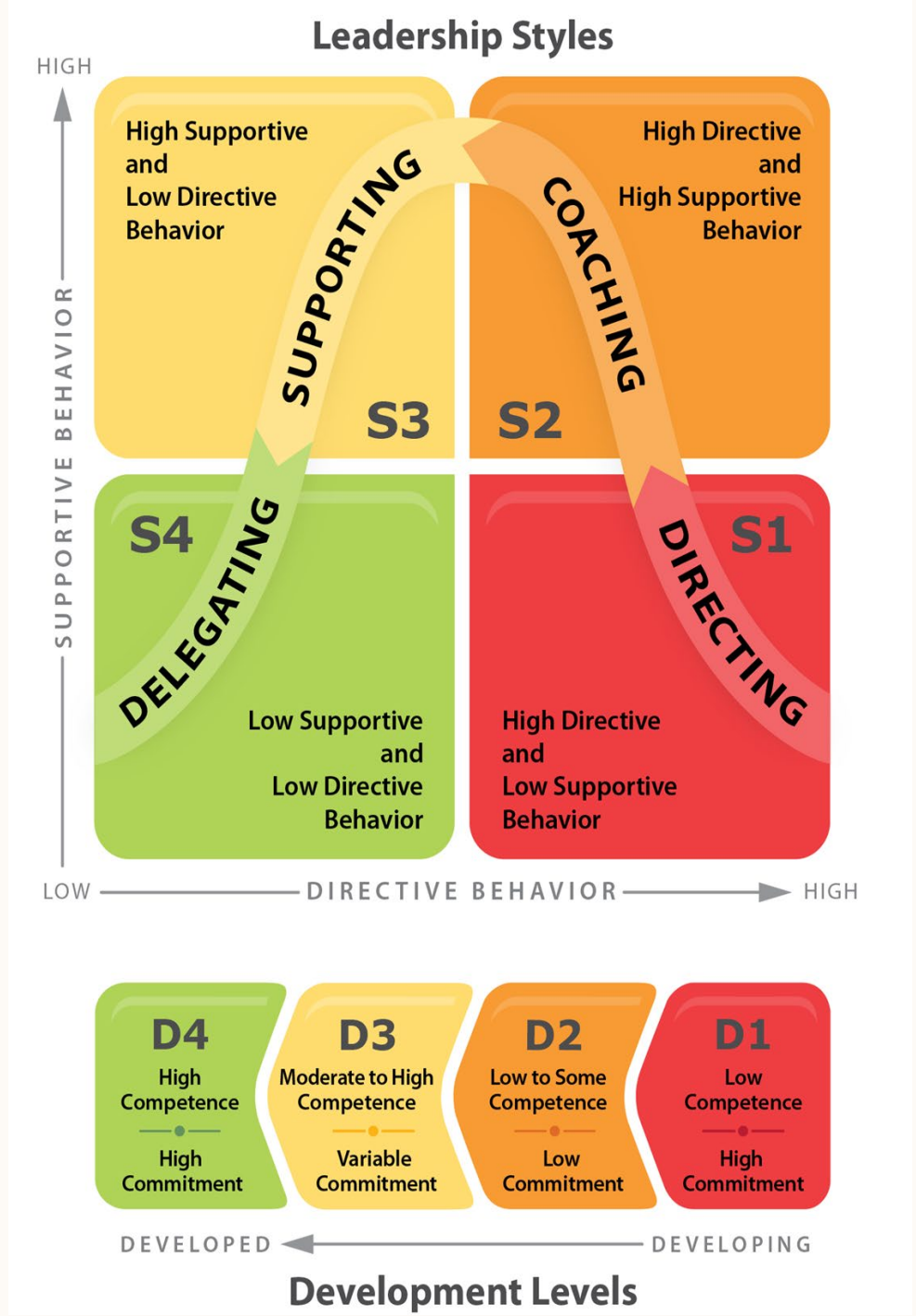
# SERVANT LEADERSHIP

- Take the typical hierarchical management pyramid and turn it upside down.
- Leader “serves” their people.
- Situational Leadership II is based on Servant Leadership.

1. Goal Setting
2. Diagnosing
3. Matching
4. One on ones

Situational Leadership II isn't something you do to people.

It's something you do with people.



# RESPONSES TO THE “A” QUESTION





**QUESTIONS??**





# THANK YOU

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