



## EXECUTIVE SECRETARY'S CORNER

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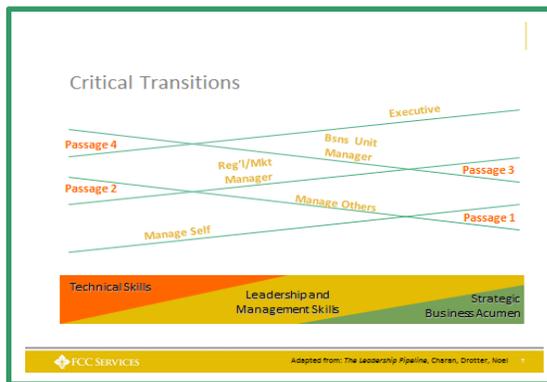
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### JAY LUX – FOLLOW UP QUESTION

Jay Lux, Vice President of Talent Management, FCC Services presented on Strategic Succession Management in Cooperative Leadership at the recent NECC Leaders Forum. He cited several studies indicating concerns by



companies in finding and developing the top talent that would lead their businesses successfully in the future. From his presentation Lux proposed that for succession management to be successful, the HR plan has to be part of the overall business plan with involvement of the CEO and must cascade down to all possible levels. Succession management is directly connected to business strategies with a clearly defined written plan that can be tracked and monitored. **During the Q&A following the presentation a question was asked, "Is there any data on the percentage of individuals who get promoted not being successful in their new role?" Jay found some additional information that he wanted to share. According to Korn-Ferry,**

**a large search and research firm, research suggests that 40% of individuals promoted to management do not work out.** Approximately 70% of employee development comes through experiences in the workplace. Employees are usually promoted on their technical competency when in reality as management and leadership responsibilities increase, the need for technical knowledge decreases.

### SATISFACTION OF HIGH PERFORMING YOUNG EMPLOYEES

Round table discussions at the NECC Leaders Forum provide an opportunity for cooperative leaders to exchange ideas and gain insights. Conversation at the Managers Round Table focused on building the satisfaction of high performing young employees. Some recommendations that came out of the discussion included:

1. In large companies customer service can be a 24/7 job – flex time and telecommuting are ways that companies could allow high performing employees to achieve the goals of the cooperative and achieve a life-work balance. Some employees are very self-guided and motivated and can work in this type of environment while others need more structure. Managers mentioned that flexibility such as this is good but can lead to some supervisory difficulties.
2. Adequate compensation is necessary, but it's not, 'all about the money!' Suggested was tuition assistance for advanced degrees and coursework beneficial to both the employee and the cooperative. Agreements should be struck between employee and employer on expectations and tenure with the organization.

3. Moving around the company in a variety of positions and assignments is beneficial to learn more about the cooperative. High performing young employees will be flexible and see this as a means to further their career but at some point they will most likely default to the career path that attracted them to the cooperative when they were first hired.
4. Professional development is important. Some experiences can be very beneficial and cost effective at the same time. Suggested internal opportunities for high performing young employees include: A. Experiential leadership programs inside of the cooperative. B. Offering the opportunity for young employees to work on special projects. C. Job shadowing other employees as time allows. D. Face time with the board of directors. External opportunities include attending conferences such as the NECC Leaders Forum, NECC Future Cooperative Leaders Conference (to be held in 2015), and the annual Graduate Leadership Cooperative Institute (GICL, University of Missouri). It was mentioned that it is important for cooperatives to create and support these initiatives and equally important, it is necessary for high performing employees to seek out these opportunities.

### CORNELL UNIVERSITY 2014 FOOD EXECUTIVE PROGRAM – JULY 13-18, 2014

The Cornell University Food Executive Program celebrates its 50<sup>th</sup> anniversary in developing the skills of current and future leaders in the food and consumer products industries. Participants interact with world-class



instructors on a variety of retail industry issues that impact the profitability of all types of food industry firms. Bryan Glidenberg of Kantar Retail will provide data-driven insight on the evolving retail landscape. Teams of participants will make decisions regarding promotional strategies, pricing, sales forecasts, scheduling labor,

procurement and inventory through computerized simulations with results tracked through profit and loss statements and balance sheets. James Maas will share information on sleep and its effect on executive performance. Ken Blanchard, author of the One Minute Manager and Raving Fans will provide a spell-binding presentation on the fundamental truths and principles behind ‘raving fan’ and customer service and encourages participants to take a leadership role in customer advocacy within their organization. For more information - <http://fimp.dyson.cornell.edu/executive-programs/foodExec/>

### NORTH AMERICAN AG & FOOD HR ROUNDTABLE – AUGUST 5-7, 2014



AgCareers.com will host the 2014 North American Ag & Food HR Roundtable August 5-7, 2014 at the Hyatt Regency Minneapolis, Minneapolis, MN. The program is geared towards human resource and university professionals with information on recruitment and retention specifically within the ag and food industry. Some of the presentations include Factors Influencing Recruitment in a Complex Industry, The Voice of Students – Effective Student Recruitment, Uncovering Unique Talent Pools, Recruiting and Retaining Talent in Rural Areas, Power and Politics in the Organization: Understanding the Game, Reward and

Retention – What Really Matters?, Strategic HR in Multiple Locations, and Navigating Benefit Plans in a Regulatory Environment – just to highlight a few. The post-conference track will focus on Compensation and Benefits (Incentives vs. Base Pay and Communicating Total Reward Offerings through the Ranks). NECC member CHS, Inc. is the host for the event and NECC member Land O’Lakes is a conference sponsor. The program has been submitted for recertification credit hours through the HR Certification Institute. Early bird registration is by June 13<sup>th</sup> with a block of hotel rooms available at the conference rate until July 7<sup>th</sup>. The agenda continues to evolve. For more information check out AG & FOOD HR Roundtable <http://www.cvent.com/events/2014-north-american-ag-food-hr-roundtable/event-summary-bba9e8e915e24ab0ac21de85b51de574.aspx>