

Developing Your Harvest Team

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How do we compete for labor?

- Unemployment rate
- Sheer volume of qualified applicants
- Can we become an employer of choice?
- Changing work force.



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Managing People is Hard Work But, it's learnable!

- Communicating Expectations
- Incredible scope of the equipment responsibility
- Training requirements
- Motivating
- Generational differences
- Safety and regulatory concerns



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Culture vs. Engagement

Culture- "Who are we and how things get done around here." It can help or hinder the strategic objectives of your business

Engagement- "How people feel about how things get done around here." A measure of employee satisfaction.



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What We Will Discuss

- **Deliberate Communication**
- **The Engaged Workforce**
- **The Role Of The Boss**
- **Training and mentoring**
- **Why It Is Important**



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Four skills for all conversations

- **Ask questions**
 - *well crafted*
- **Listen**
 - *engaged listening skills*
- **Share stories**
 - *builds trust and shares experiences*
- **Value the silence**
 - *allows contemplation and encourages elaboration*



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Where does culture fit in?

“How does stuff get done around here?”

- **Mission**-our reason for being-never waivers
- **Vision**- our aspiration of what we want to be-challenging but achievable
- **Strategy**-how we will get there-where we will choose to play and how we will win
- **Culture**- enables our strategy-our values and norms of behavior
 - Culture drives the behaviors necessary to enable and achieve our strategy- shaped by leaders but sustained by employee behaviors



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Employee Engagement

“How employees feel about how things get done around here”

- **In the USA:**
- **25-30%** are engaged-motivated, passionate “get better” attitude
- **45%** are not engaged- ”do the job”
- **20-25%** are actively disengaged- “I don’t know why I’m here”



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Engaged workforce-does it matter?

- **40% lower turnover for high level vs. low level engagement scores**
- **Profit: Top quarter double the bottom quarter**
- **Revenue growth: Top quarter 2.5x greater than the bottom quarter**



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As a manager, you want your employees to say...

- **“I know what is expected of me at work”**
- **Developed collaboratively**
- **Articulated clearly**
- **Aimed at excellence**
- **Individualized to the strengths of the employee**



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Gallop Questions on engagement

Primary needs

- I know what is expected of me at work
- I have the tools and material needed to do my job

My contributions and am I valued?

- At work I have the opportunity to do my best every day
- In the last week I have received recognition or praise for doing good work
- My supervisor seems to care about me as a person
- Is there someone at work who encourages my development



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Am I a part of the team?

- Do my opinions seem to count
- The mission and purpose of my company makes me feel my job is important
- My fellow employees are committed to doing quality work
- I have a best friend at work

How do I get better?

- In the last 6 months, someone at work has talked to me about my progress
- This past year I had the opportunity to grow and learn



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The Science Behind Training

- **Instruction**
 - Classroom
 - Online
 - Experiences on the job
 - Attending schools and workshops
 - Mentoring
- **Demonstration**
- **Practice**
- **Timely feedback**
- **Repeat practice and feedback with increasing challenge**



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Great Bosses

- **Provide opportunities for growth**
- **Provide exposure to Sr. members of the team, they make connections and open doors**
- **Develop skills and fix flaws**
- **Inspire, raise the bar, demand excellence**
- **“Watch me listen to me”**
- **Offer career advice and guidance**



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Is the engagement effort always on?

- **Creating a sense of passion, purpose and mission?**
- **Focusing on the organization, team and individual?**
- **Linking management compensation to engagement?**



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Sources

- **Purdue Center for Food and Agricultural Business**
- **Deloitte “Employee engagement and culture: The naked organization”**
- **Gallop**



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