

The People Business


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Davon Cook

pinionglobal.com

1

Pop Quiz to see what you've learned so far

WHAT IS CAPITAL?



2

	Amount	Percent		Amount	Percent
ASSETS:			LIABILITIES:		
Cash on hand	0	0.00	Accounts payable	0	0.00
Cash on deposit in bank	31,140	3.97	Notes due within one year	118,975	15.18
Marketable securities	0	0.00	Current portion of term debt due within 12 months	11,125	1.42
Market livestock	232,650	29.67	Accrued interest	8,500	1.08
Crops held for sale and feed	17,980	2.29	Income taxes payable	3,200	0.41
Fertilizer and supplies on hand	7,625	0.97	Current portion-deferred taxes	55,910	7.13
Accounts receivable	10,000	1.28	Other accrued expenses	4,000	0.51
Prepaid expenses	0	0.00	Other current liabilities (list)	0	0.00
Cash investment in growing crops	9,000	1.15	TOTAL CURRENT LIABILITIES	\$201,710	25.73
Other current assets (list)	645	0.09	Noncurrent portion-notes payable	20,790	2.65
TOTAL CURRENT ASSETS	\$309,040	39.42	Noncurrent portion-real estate debt	63,025	10.59
Breeding livestock (market)	25,500	3.25	Noncurrent portion-deferred taxes	71,275	9.09
Auto-trucks (market)	13,520	1.72	Other noncurrent liabilities	0	0.00
Motorized equipment (market)	70,700	9.01	TOTAL NONCURRENT LIABILITIES	\$175,090	22.33
Machinery and equipment (market)	37,605	4.80	TOTAL LIABILITIES	\$376,800	48.06
Investments in capital leases	0	0.00	Retained earnings and contributed capital	280,160	35.73
Investments in other entities	6,000	0.76	Valuation equity	127,105	16.21
Investments in cooperatives	18,000	2.30	OWNER EQUITY	\$407,265	51.94
Real estate (market)	198,750	25.35	TOTAL LIABILITIES AND OWNER EQUITY	\$784,065	100.00
Buildings-improvements (market)	104,950	13.39			
Other assets (list)	0	0.00			
TOTAL NONCURRENT ASSETS	\$475,025	60.58			
TOTAL ASSETS	\$784,065	100.00			



3

WHAT HUMAN CAPITAL CHALLENGES ARE YOU FACING?

4



4

HR Lifecycle

Where we'll focus today:

- Big picture what you should be thinking about
- Learning from and with each other
- Depth in Unit II with Mel Kleinman on interviewing and recruiting

Compliance

Payrate

5 <https://www.linkedin.com/pulse/guide-hr-lifecycle-chuma-chukwujama/>

5

Healthy businesses have healthy processes

Communication: input, feedback, discussion, & healthy conflict

Key people with development plans & self-awareness of individual impact

Understanding of other businesses & management strategies

Expectations of one another and of business performance clearly articulate

Processes to attract, develop & retain good people

Commitment to work through conflict & agreements / processes to help

Agreement on vision, goals & strategy

Accepted and respected decision making processes

Understanding of financial information, performance & drivers

6

6

What WILL we DO about those challenges?

- Start with culture. Be a place people CHOOSE to work. You are competing for talent!
- Are you equipping yourself and your team to be successful?
 - Clarity of roles and expectations
 - Training and support
 - Effective direction
 - Recruiting and Onboarding
 - Evaluation & Feedforward
- Practical realities/pain points
 - Lifestyle & flexibility
 - Extras
 - H2A and TN
 - Mixed work force



7



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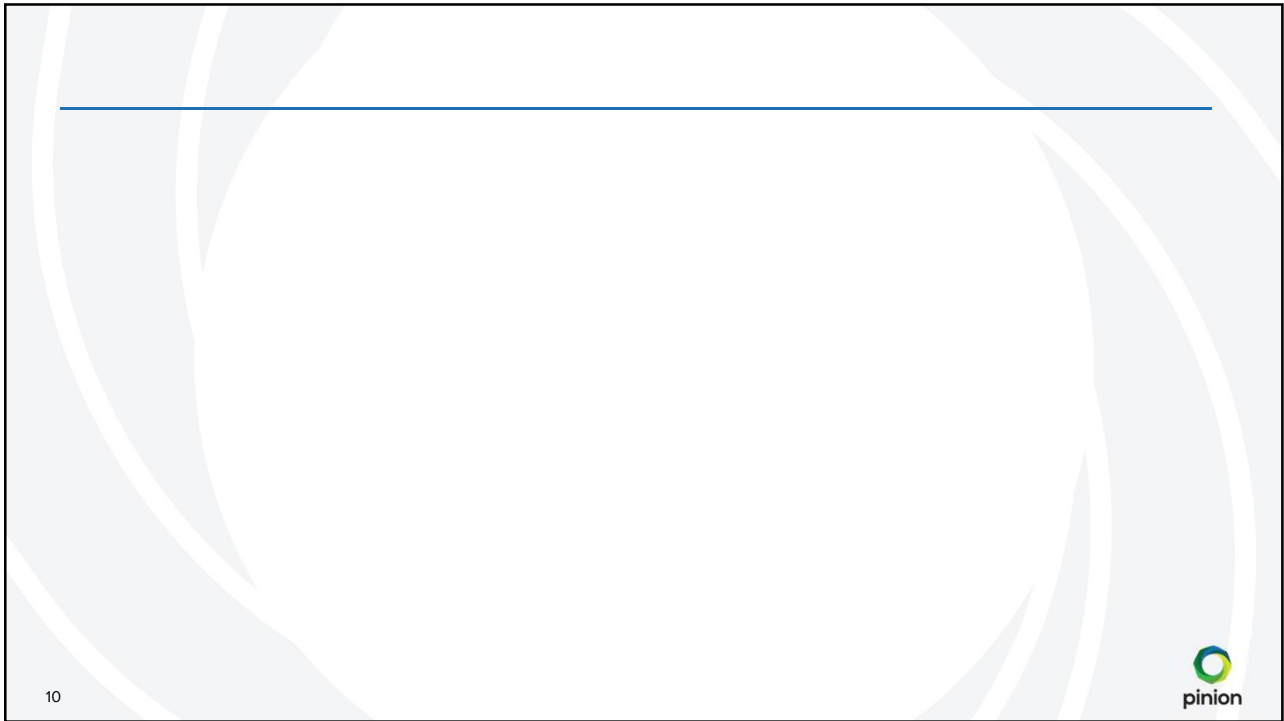
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11

Start with CULTURE

- Even if you can fix ALL the challenges of tight labor force, rising wages, difficult schedule, etc...
- You still have to be the place people WANT to work. They have CHOICES.
- What work environment are you ATTRACTING them to, and LIVING IN every day?

HBR¹

Culture **guides discretionary behavior**, and it picks up where the employee handbook leaves off. Culture tells us how to respond to an unprecedented service request. It tells us whether to risk telling our bosses about our new ideas, and whether to surface or hide problems. **Employees make hundreds of decisions on their own every day, and culture is our guide. Culture tells us what to do when the CEO isn't in the room**, which is of course most of the time.

Notter²

The collection of words, actions, **thoughts and "stuff"** that clarifies and reinforces what is **truly valued** inside an organization.

Schein⁴

A pattern of shared tacit assumptions that was learned by a group as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, there, **to be taught to new members as the correct way to perceive, think and feel** in relation to those problems.

Graham³

Culture allows you to execute. Culture is like the tendons and ligaments that hold the body together and allow it to be healthy as a body and execute daily.

12

Describe the CULTURE of your business



Questions to help...

- If you were trying to hire a staff person, how would you describe your business beyond “what you do”? What’s it like to work for your company?
- What do you think one of your good employees would tell a friend about working for your organization? What do people like best (or dislike most) about working for you?
- What would you tell your employees to do “when the owner/CEO is not in the room”?
- What story or historical event do you most share about your business that exemplifies your culture?

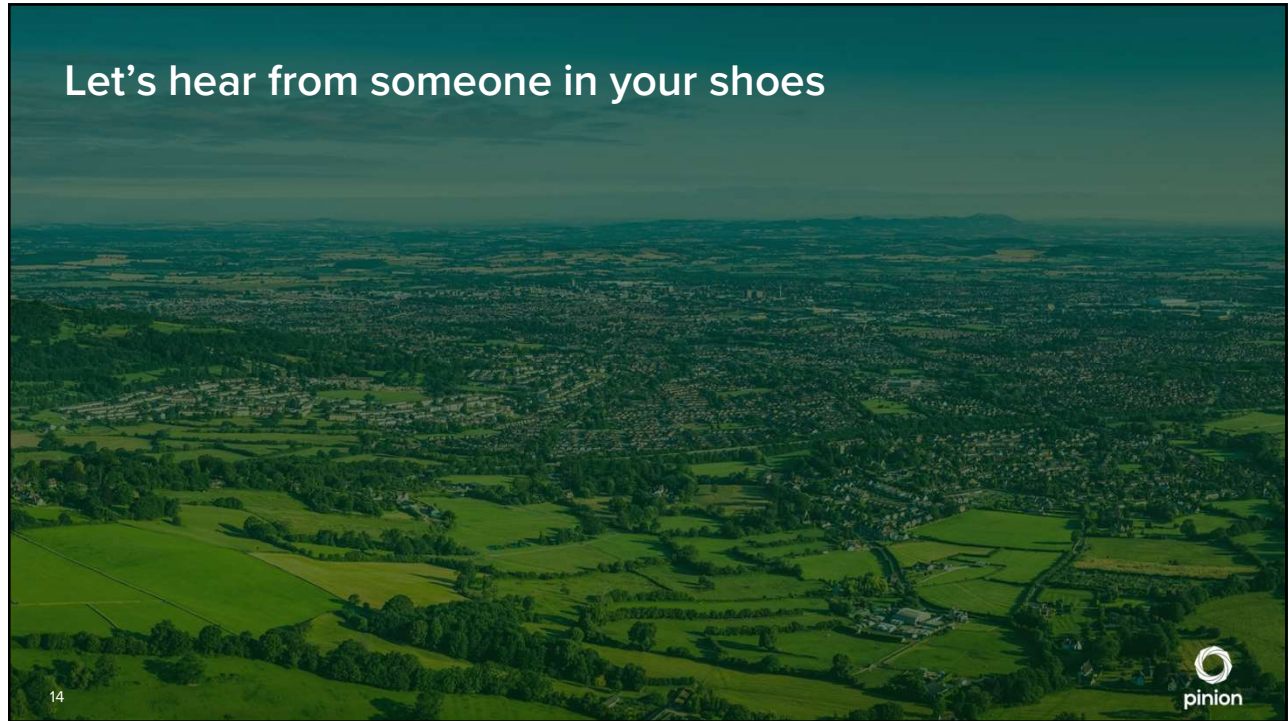
- Transparent/Closed
- Connected
- Kind/Tough
- Motivating/Unmotivated
- Autonomous/Do It This Way
- Happy/Angry
- Fun/Boring
- Casual/Formal
- Flexible/Very Structured
- Innovative/Traditional
- Inclusive/Exclusive
- Curious
- Bottom Up/Top Down
- Relaxed/Uptight
- Challenging/Easy
- Rewarding/Draining
- Trusting/Untrusting

Text DAVONCOOK025 to 22333 once to join, then text your message

Using words or short phrases, describe the CULTURE of your business.

13

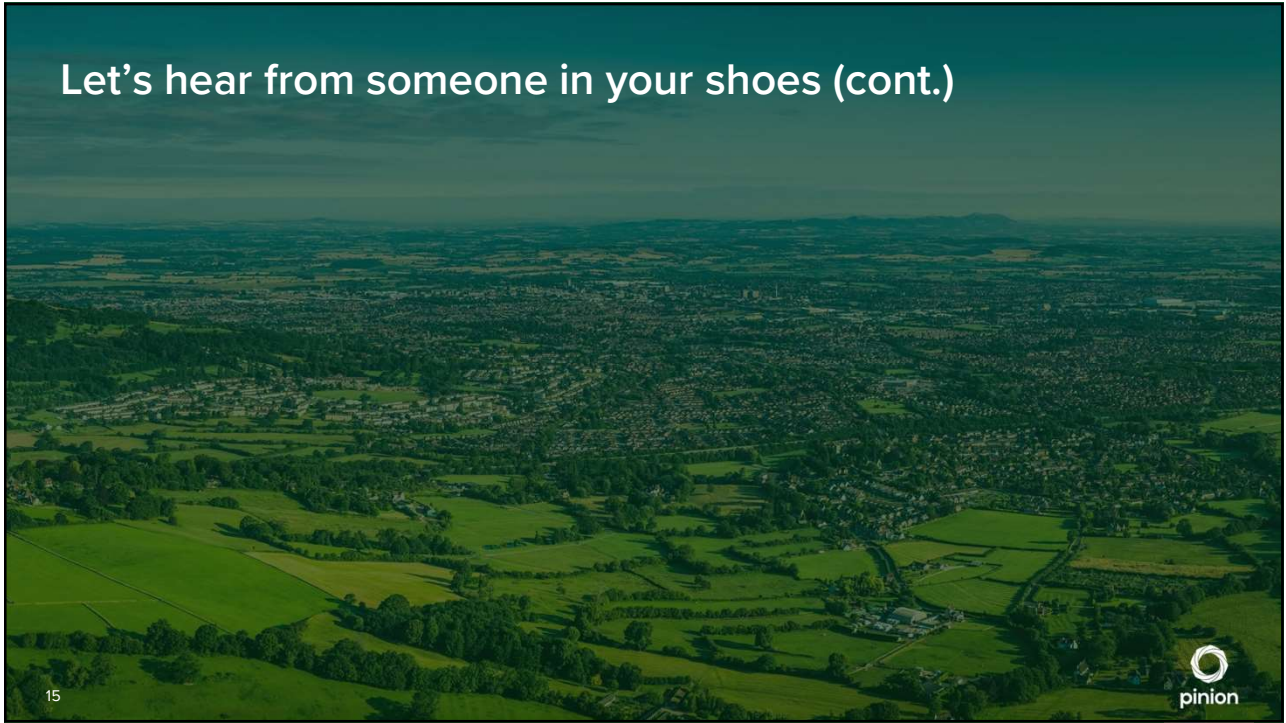
Let’s hear from someone in your shoes



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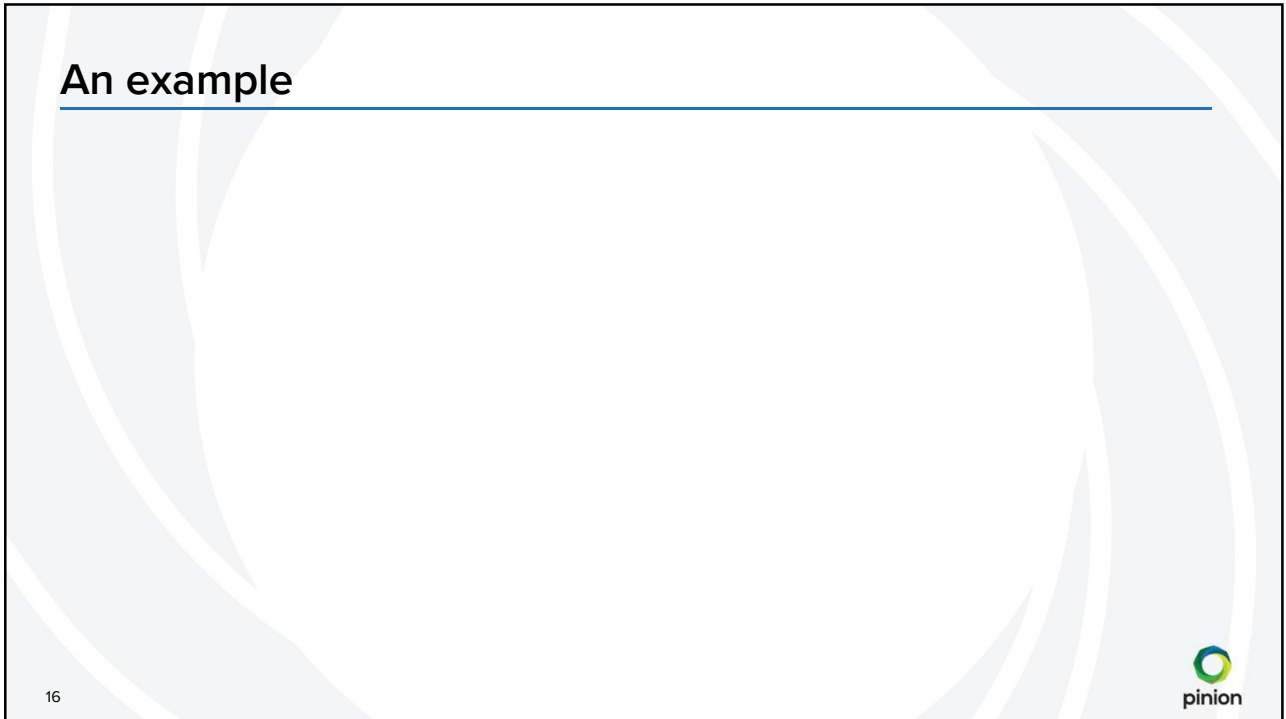
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Let's hear from someone in your shoes (cont.)



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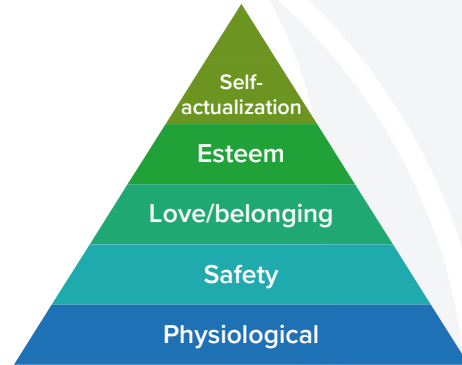
An example



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What can you do about it?

- Behaviors
- **Belonging**
- Right level of responsibility and opportunity
- Clarity and organization
- Commitment to community or causes or families they care about



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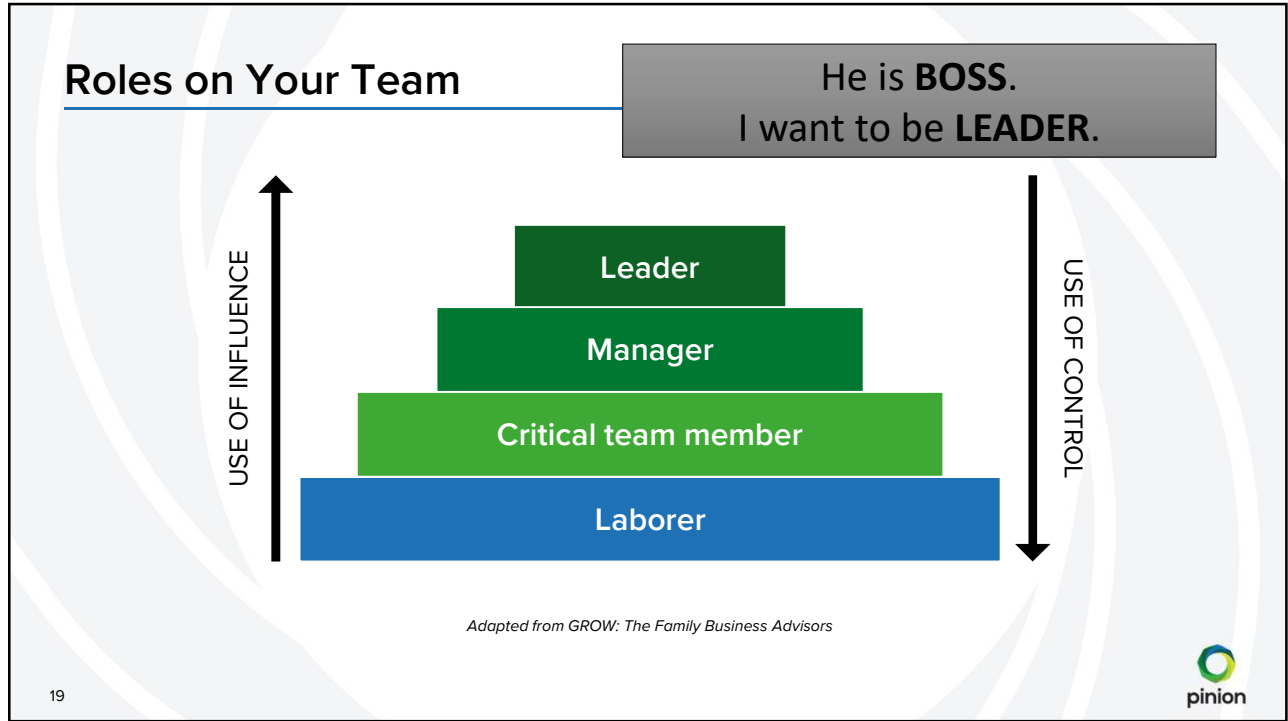
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CLARITY OF ROLES AND EXPECTATIONS

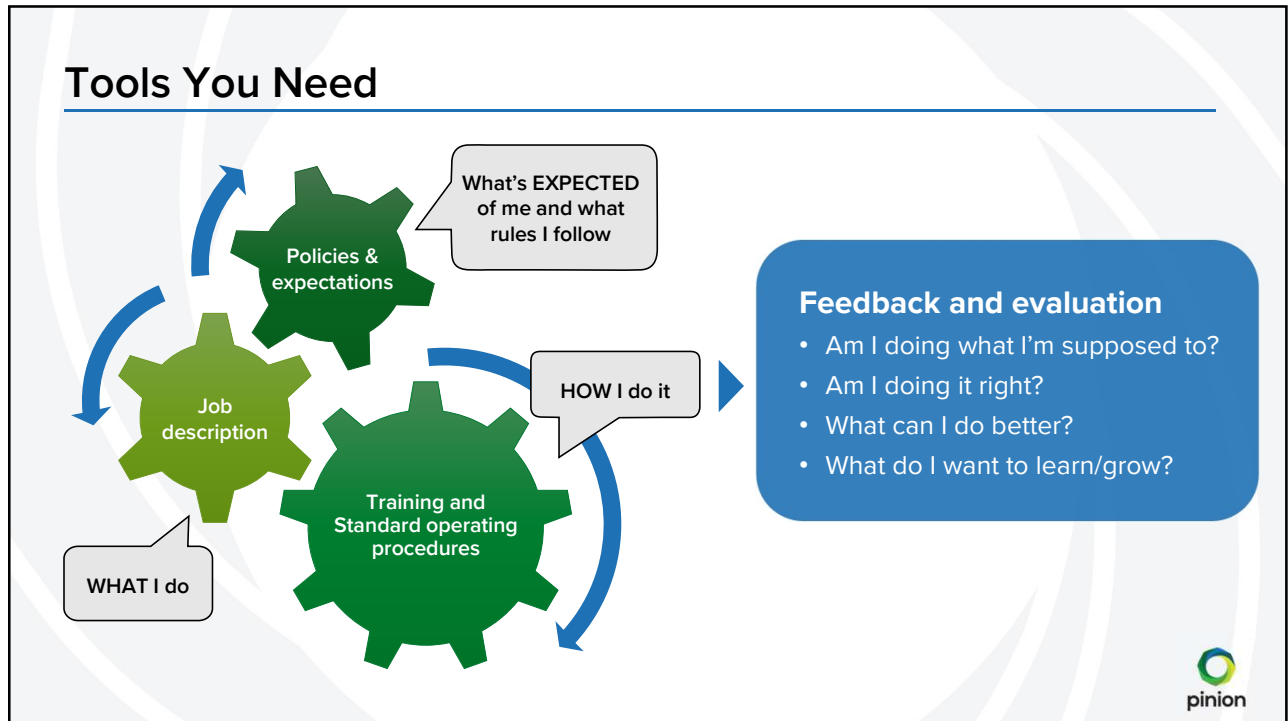
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20

Seek clarity on roles and responsibilities (and how they transition over time)

R = Responsible: Completes the task or manages the completion by someone else
 C = Consulted: Have input that will help complete the task; have an opinion that should be considered
 I = Informed: Work will be affected by completion of the task; have role that expects to be informed

Task/Decision:	John	Mary	Sandy	Jim
Crop plan	C	I	R	
Seed purchase	C	I	R	
Chemical purchase	C	I	R	
Tillage				R
Crop marketing	I	R	I	I
Employee management				
Crop Insurance	C		R	
Banking/money management		I	R	
Equipment investment	R	C		
Land investment	R	C	I	I
Landowner relations				R

21



21

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R = Responsible: Completes the task or manages the completion by someone else
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Task/Decision:	John	Mary	Sandy	Jim
Set up planters				R
Seed supply in storage and to field	C		R	
Spray plan and deployment of spray team	R	I		
Scouting once/week			C	R
Pivot preventative maintenance		R		
Turn in acres to the office for acreage reports				
Prep combines				
Manage grain dryer				
Harvest schedule				

22



22

Use your newfound DiSC and communication expertise



23

23

What can you do about it?

Spend 5 minutes reflecting.
Then in pairs, spend 10 minutes sharing:

- What behaviors or actions you CAN DO to improve or sustain your **culture** (Start/Stop/Continue)

and/or

- What roles and expectations need clarified in your business?

First Next Step and **by when**

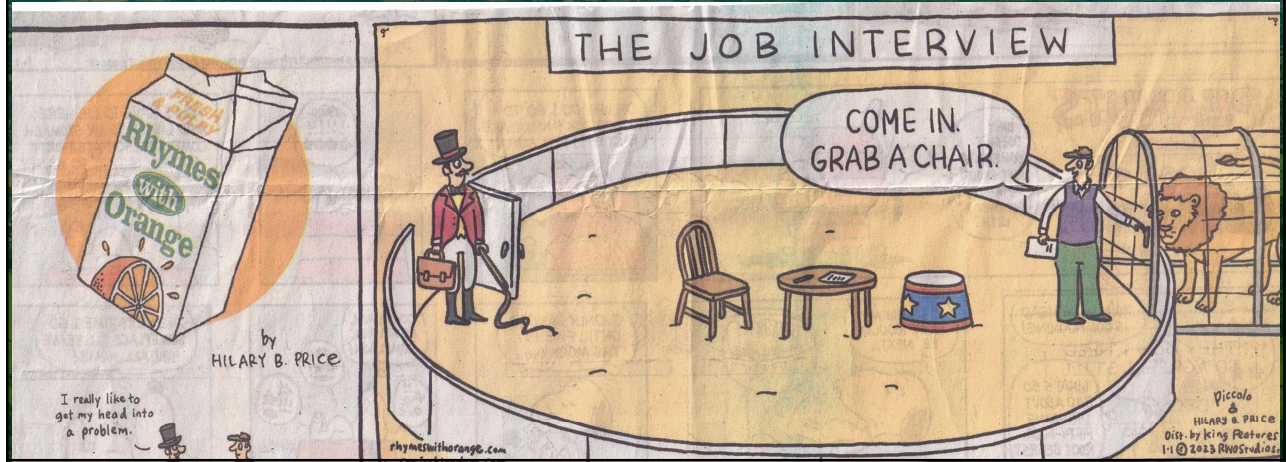


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24

BREAK



25

TRAINING AND SUPPORT



26

26

Why?

What if we accept that turnover is likely and prepare our system to accommodate that?

- Better training
- Repeatable training
- Tools built in to help



27

Training

Do they have the right info and knowledge to be successful at what you're asking?

1. Commit the time and focus.

Are you committing to specific time to train and develop? Where does it fall in your priorities? 'Learning by doing' is more effective with an up-front investment to get started.

2. Provide overall context before you dive into the details.

Have you seen a presenter or trainer get knee deep in minute details, while you're still trying to figure out what the subject is? What are we here to learn about today?

3. Link the what to the why.

Now you've told me what we're learning about, help me understand why it matters. For example, "It's important that we set the planter precisely because having the right seed amount could impact yields by as much as X%--that's Y bushels!"

4. Provide information to appeal to all learning styles.

Some learn by hearing, some by reading, some by seeing, some by writing, some by doing. Are you matching the style to the person, or incorporating all styles in a group presentation? Include handouts for those that like to read or take notes, provide opportunities for them to try it, provide pictures, etc.

28



28

SOPs/checklists/cheat sheets

Why?

- ✓ **Efficiency:** Remember. Do it quicker, better, safer, or with less frustration! Helps you delegate with less anxiety, helps your team be more efficient. This positions you for growth.
- ✓ **Quality assurance:** Forces you to think through a practice and consider what is really important to you and what is not; Take better care of equipment; Improve field operations
- ✓ **Employee communication:** Defines expectations for employees and provides basis for objective evaluation; Eliminates misunderstandings and reduces disappointments; Makes training so much easier
- ✓ **Safety**



29

SOPs/checklists/cheat sheets

Focus on:

- Areas with much turnover
- Things that happen once or twice per year that people forget
- Important and/or complex tasks

For complex tasks (that feel overwhelming to write it all down), focus on:

- Purpose of the task in big picture
- Watch outs!
- What I often forget to do that causes problems
- Where is the information that's needed? (files to reference, both physical and electronic)

Tactics

- Video
- Use a helper/intern/high school kids to shadow and help capture them
- Annotate software with helpful reminders (arrows, boxes) in spreadsheets or generic template



30



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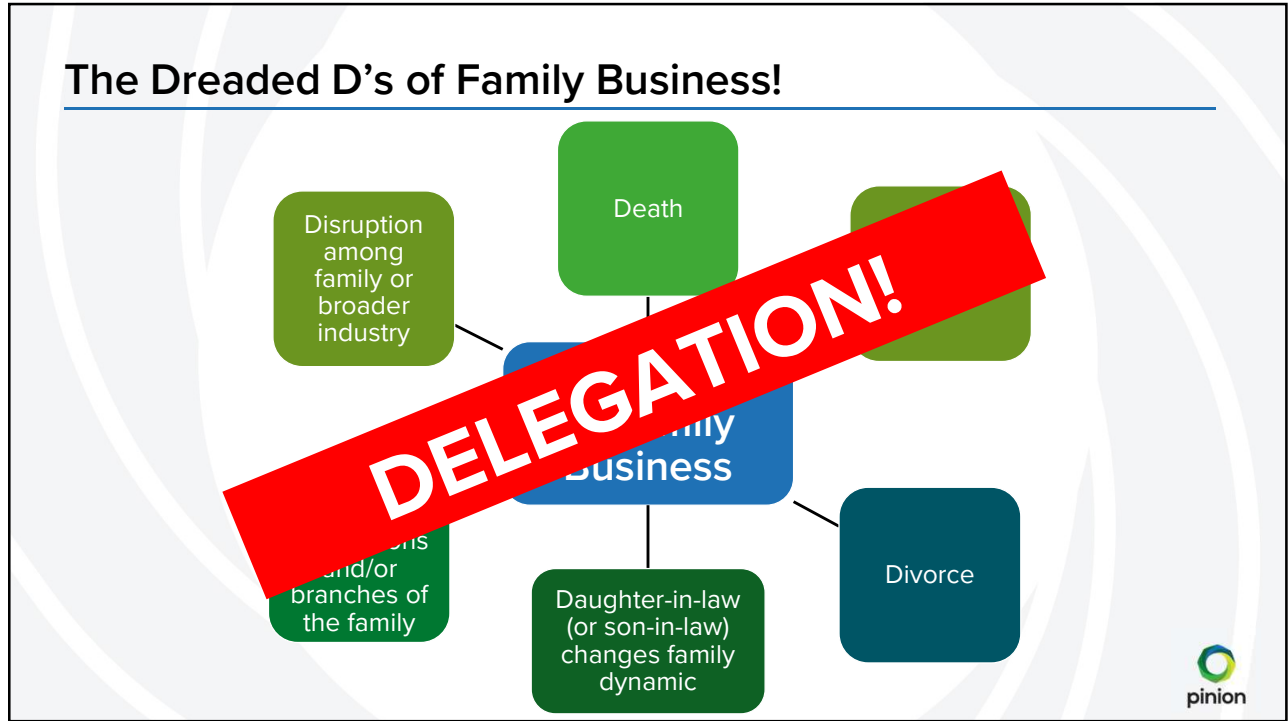
Development

How do we prioritize and organize “professional development” for our staff (AND OURSELF)?

- Recognize that most people like to feel invested in
- Most people want room for growth. We may not have a lot of “levels” of management, but we do have opportunities to become the “expert” in something
- Conferences
- Short courses (Extension, vendor, etc.)
- Online or in person classes (look at community colleges)
- Peer groups

32





33

Delegation: be clear with the goal

<p>DO</p> <p>Complete the task as I have instructed (no decisions necessary)</p>	<p>DEVELOP</p> <p>Research/explore the issue and alternatives and report back/recommend to me. I'll make a decision.</p>	<p>DECIDE</p> <p>Make the best decision based on your research and understanding.</p>
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- Reason the task or project is important (WHY): _____
- Complete or report back by: _____
- The result I expect is: _____
- The resources you could use are: _____

pinion

34



35

Recruiting

- Where are you recruiting?
 - Facebook/other social media
 - Online job services (Indeed, LinkedIn, etc.)
 - Ag-focused headhunters
 - H2A and TN (more on that later)
- Other strategies/targets
 - Military
 - High school and vocational school internships and recruits
 - Non-ag, other professionals
 - Referral bonuses

36

pinion

36

Interview/evaluation

REALIZE YOU ARE **COMPETING** FOR TALENT. JOB INTERVIEW IS NOT JUST TO ASSESS OR RECRUIT THEM. IT IS ALSO TO **SELL YOURSELF!**

- Timeliness
- Be ready for their questions
- Tangible details: workspace, equipment

Headhunter's insights

- Housing!
- Clean shop/tools
- Location (parents), location (in-laws), location (grandkids)
- Family happiness
- Can sense when there is family discord and complications! Get your house in order

37



37

Interview/evaluation

Assessing candidate:

- Skill and cultural fit
- Hands-on skill assessments
- Behavioral interview questions (Tell me about a time...)
- Interact with a cross section of your team
- Behavioral profiles (e.g. DiSC or others)

38



38

Thoughtful questions

What interview questions will result in insights? Beyond basics of experience and skill.

- Which activity on the farm is your favorite and why? Least favorite and why?
- How would you measure or define success in a given year of agriculture? (Are they considering revenue and cost? efficiency in terms of man hours or machine hours?)
- What was the first job you ever did for pay? (work ethic, passion)
- What is the hardest you've ever worked on something in your life? (work ethic, passion)
- Can you tell me about someone who is better than you in an area that really matters to you? (sincere appreciation for team members, humbleness, weakness)
- What was the most embarrassing moment in your career? Or the biggest failure? (shame, or celebrate as learning opportunity?)
- What do you do that others in your personal life might find annoying? (self awareness)
- If you got a chance, what's the one thing in your career that you would handle differently? (self awareness)
- What's your proudest achievement as a professional? Why is it important to you?

39 Adapted from: *Ideal Team Player* Hiring Guide and https://www.indeed.com/hire/c/info/behavioral-interview-questions-to-ask-candidates?gclid=CjwKCAIAqNSsBhAvEiwAn_tmxd5-iqXvr2300uPaIR9kg4oKFNLfbuFHJE15E7Kb0IH-UTxIR3ERoCNUUQAvD_BwE&gbraid=0AAAAADfh6_u27952BtV0ErjxQXj8v1mr&aceid=&gclid=aw.ds



39

Onboarding

The formality and intensity depends on position, size of organization, etc.

Goals:

- Make them feel welcome. Buddy, lunch. **This is the beginning of belonging!**
- Paperwork and compliance
- Orient them to policies
- Baseline safety training
- Clarity of expectations
- Training plan and commencement (it occurs throughout time)
- When to be expecting feedback (hint: often)
- They know what to expect over the next 2-4 weeks

The point is **A DEFINED PROCESS** so they don't slip through the cracks. Calendar by week for the first month or so...

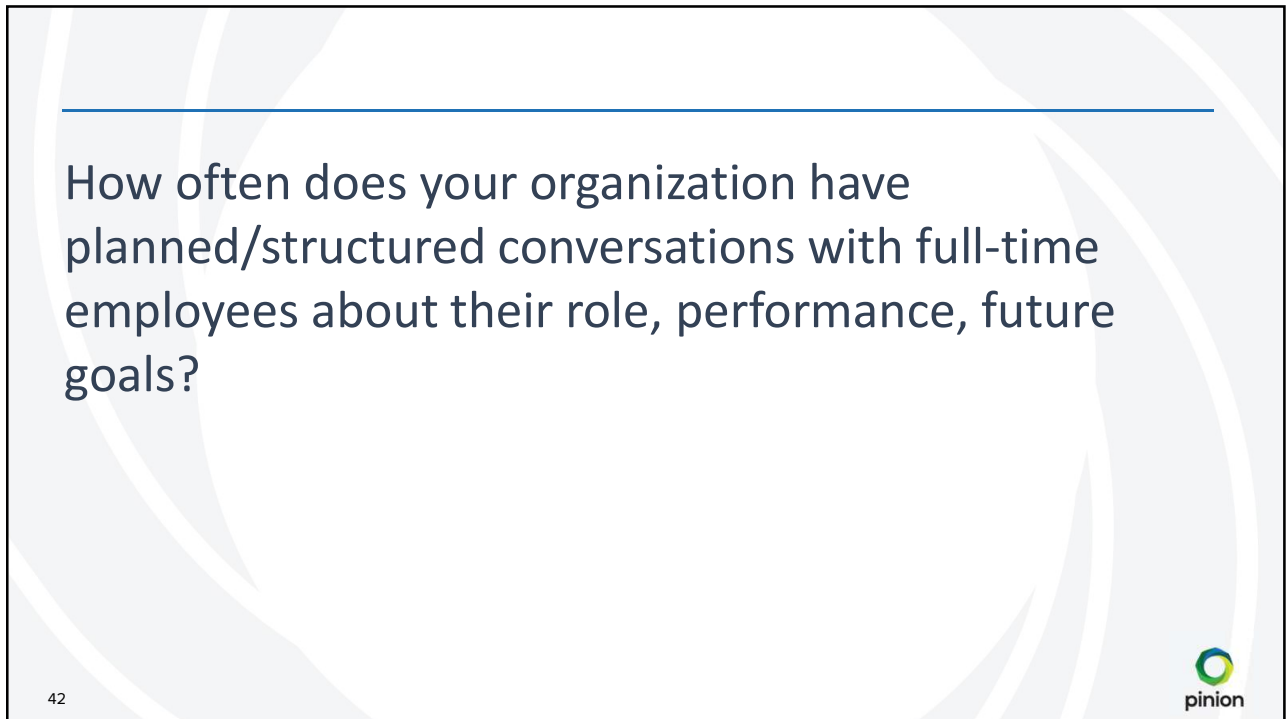
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41



42

What IS effective feedforward?

When?

- Not a once per year event
- An ongoing conversation is much less stressful for you and the other person. Fewer surprises. Better information if it's timely.
- You want to invest in me enough to spend this time

How?

- Specific enough to learn from and improve, without being nitpicky and accusatory
- “Clear is kind, unclear is unkind”



43



43

What is the 4x4 Process?

Simple Review Process that promotes communication and accountability across any operation

- 4x4 Process Basics:
 - 4 Questions
 - 4 Times a Year, which leads to:
 - 4 Conversations
- This process takes away the pass/fail approach of traditional performance review processes.
- These reviews are centered around two-way feedback and collaborative interaction for the overall improvement of the individual and the organization.



44



4x4 Questions

The four questions that are asked during the performance review conversations are:

- What accomplishments have you had since our last meeting?
- What are the most important things that you need to accomplish before our next meeting?
- What challenges are you facing today?
- How can I help you be your best?

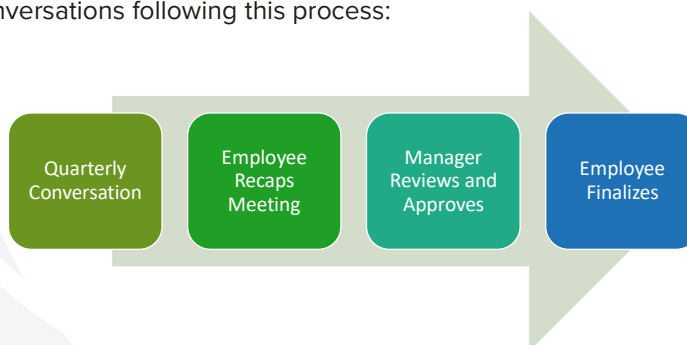


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How does the 4x4 Process work?

The 4x4 Process is a series of quarterly meetings that are scheduled.

- There is a mutual responsibility of both the manager and the employee to ensure that these meetings are scheduled.
- Both the manager and the employee are expected to **come prepared** for each of the conversations following this process:



46

4x4 Questions

	Question	Employee should focus discussion on...	Manager should be prepared to...
1	What accomplishments have you had since our last meeting?	Things over the last three months that made the biggest difference, either in your position, your department, or your organization as a whole.	Share observations and celebrate successes.
2	What are the most important things that you need to accomplish before our next meeting?	Things that will take the most time or resources and that will make the biggest impact.	Tie the broader organizational vision to this employee and his/her duties and performance.
3	What challenges are you facing today?	Things that hamper performance for whatever reason. It could be communication, difficulties accessing necessary resources, etc. It could also be issues outside of work that are effecting performance. All of these things are important to discuss as related to overall success.	Take notes so you can remove barriers (as appropriate) to facilitate the ongoing success of the employee.
4	How can I help you be your best?	What is needed to continue to be effective. It could be resources needed, moral support, better instruction, training, help with a problem, etc.	Provide candid feedback on what steps the employee can take to continue their success.



47

Define what “success” looks like

Performance	Best practice expectation. What does GREAT look like?
Work ethic	You complete your work with high quality without complaint or reminders. You are willing to adjust hours as needed to complete tasks. When you are at work, you are working and not distracted by personal issues.
Teamwork	You exhibit an attitude of teamwork toward your coworkers. You take pride and ownership in the quality of work of the entire team. You are willing to pitch in to help a coworker when needed, without being asked to do so, even if you have to stay late.
Attitude	Others like working with you because you are a positive force, not a negative one. Your presence helps the team each day. You look for opportunities to improve, not reasons to complain. You build up those around you.
Competency	You have the knowledge and capabilities to perform your duties accurately and efficiently. You take the initiative to learn new information if it's needed and seek out the resources to do so.
Communication	You keep your manager and relevant team members informed of what you're doing and when you need help. You proactively provide suggestions or report problems. You speak to coworkers with a respectful and polite tone. You are able to raise concerns in a respectful and constructive manner without losing your temper.
Follow policies	You understand our policies regarding safety, work hours, equipment use, etc. And you adhere to them.

48



48

360° Feedforward

Select peers, bosses, direct reports, external associates

Quantitative survey plus qualitative conversation (different learning styles and comfort)

Third party summarizes and uses to *coach*

Example: 25-30 questions, interview more casual

On a scale of 1 to 5, with 1="strongly disagree" and 3="so-so" and 5="strongly agree", rate how accurately these statements describe Carol.

Is knowledgeable about areas she works in

Paces her and others' work appropriately (doesn't move too fast or too slow)

Delegates to others the right amount (handles the things that she should and trusts others to take care of things they are assigned)

Makes her expectations clear

Sets clear and reasonable deadlines

Holds employees accountable if they are not performing

Gives me feedback that is helpful

49

pinion

49

What can you do about it?

Spend 5 minutes reflecting. In a NEW pair, spend 10 minutes sharing:

- 1 or 2 improvements you want to make in:

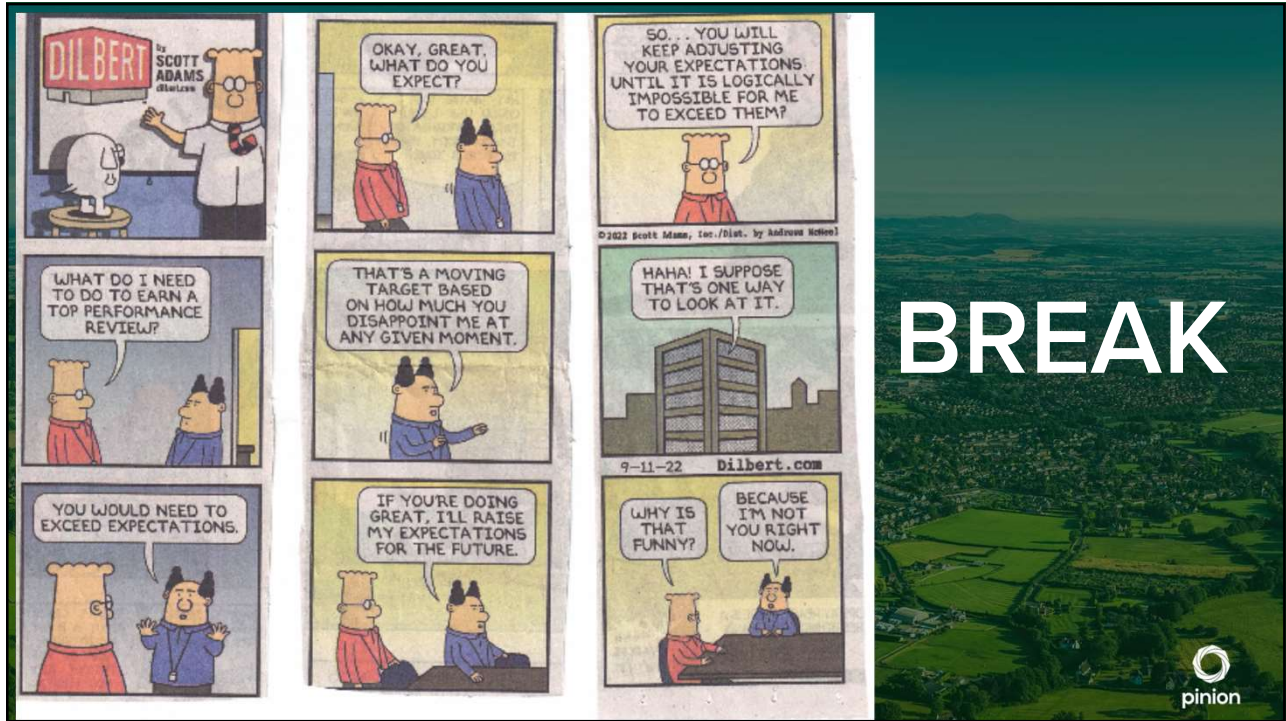
Training, Recruiting & Onboarding, or
Evaluation & Feedforward

First Next Step and by when



50

50



BREAK

51



52

HIRE SLOW, FIRE FAST

53



53

If it's not working...

- Reevaluate their onboarding experience.
 - Did you set clear expectations?
 - Have you given the tools to succeed? Including training and feedforward!
 - Have you been accessible to help?
 - (Don't assume it's always their fault)
- Seek advice from a mentor—who is a seasoned leader, that isn't close to the situation, that will challenge you...
- Communicate with your decision-making team
- Check your gut
 - Knowing today what you know now about the role and the employee, would you enthusiastically rehire this person for the same role?
 - Assuming they have the right training and tools, do they also have the mental aptitude and ability necessary to succeed? (Grit...Hungry/Humble/Smart)
 - If you had a whole team made up of this employee, how strong would it be?
 - If the employee walked into your office tomorrow and quit, would you be relieved?

54 Adapted from https://hbr.org/2022/10/should-you-fire-a-bad-hire?utm_medium=email&utm_source=newsletter_daily&utm_campaign=mtod_notactsubs



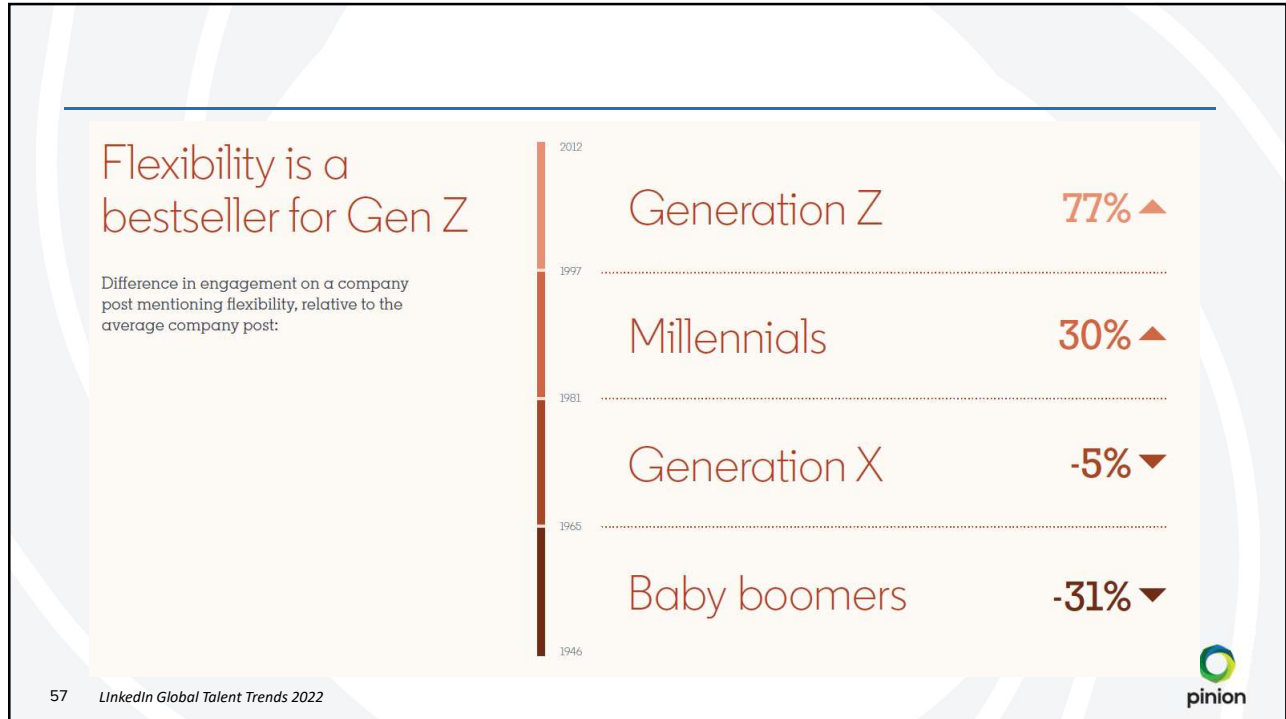
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57

HOW CAN WE KEEP A WORKFORCE THAT WANTS SHORTER HOURS AND FLEXIBILITY?

58

58



59

Flexibility polls

(Perhaps more applicable to crop farms)

Do you regularly (or often) work on Sundays during busy seasons (e.g., plant, spray, harvest)? If your policy is we don't work on Sunday, but it happens once in a while for extreme weather situations (but it doesn't happen every busy season), answer no.

Do you have a specific process to give individuals a **scheduled** day off during busy seasons (e.g., rotating one person off each day, or every other Saturday or Sunday, etc.)?

Are you open to remote work (for those positions it is feasible?)

60



60

Extras

What “extras” do you provide that you think help recruit and/or retain employees and build a strong culture?

(And remember, the value or “benefit” to the individual could be financial, flexibility, belonging, fun, etc.)



At your table, Speed Round (10 minutes):

Share ideas that have worked for you.

ONE person at your table enter the ideas into this survey. (I will share with group later.) Provide a brief description and name of individual so questions can be directed at them. <https://www.surveymonkey.com/r/TEPAPextras>

61



61

H2A

What percent of your **production focused** staff is H2A (or other structured immigrant visas like TN, etc.)?

62



62

Challenges of mixed workforce

Work styles of different generations

- How can you leverage the strengths of different generations?
- How do you help them appreciate each other?
- How do you adapt your communication style to different generations?

Blending H2A with local staff

- How do you integrate into a cohesive team?
- How do you handle number of hours worked if they have different desires?

Working with both South African and Latin American H2A crews

- How do you organize workflow and leadership?

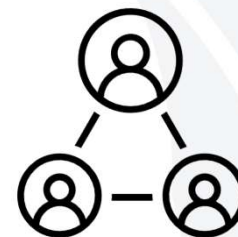
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63

Resources

- *Crucial Conversations* by Grenny, et al
- *Radical Candor* by Kim Scott
- *Hungry, Humble, and Smart* by Patrick Lencioni
- *The Culture Code* by Daniel Coyle
- *Drive* by Daniel Pink
- 360° feedforward for yourself



- Pinion Talent Pro full service, *a la carte options* but can include: payroll services, tax reporting, workmen's comp reporting, employee policy handbook, safety program, job descriptions, compensation consulting, and talent development.
- And other companies provide similar services



64

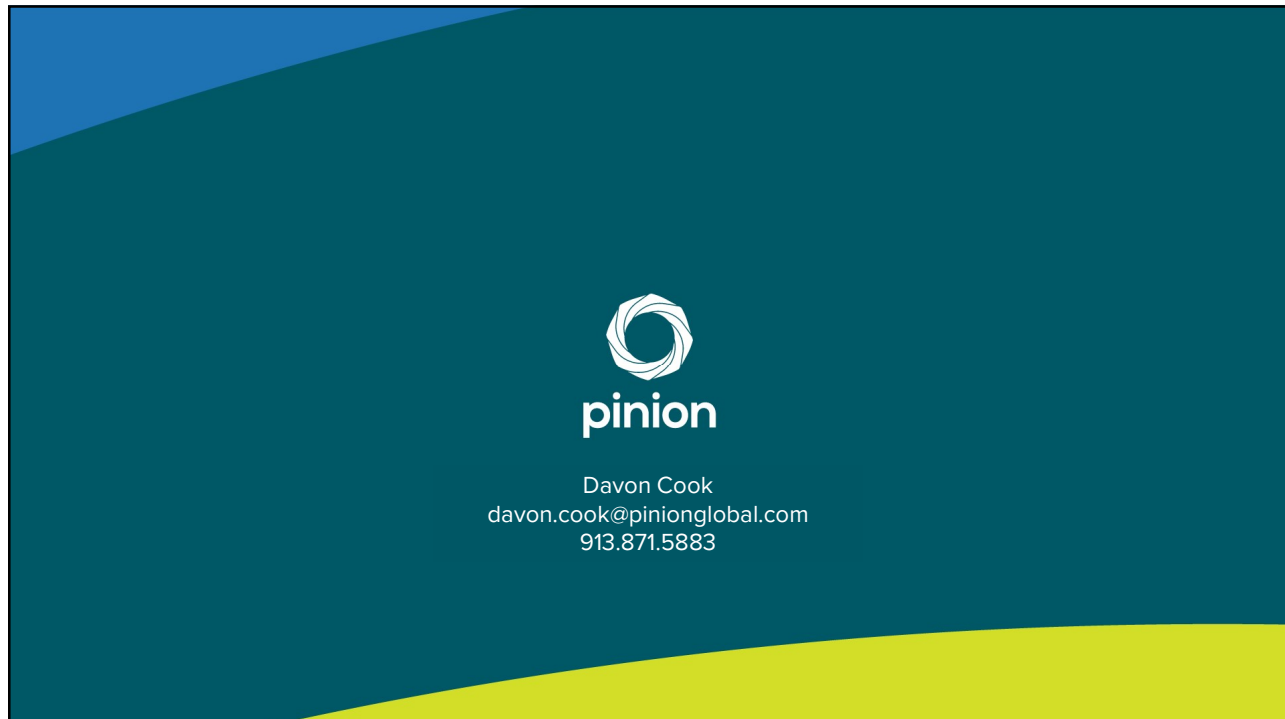
Suggested topics for roundtable

- More on anything covered
- Opportunities to outsource part of HR
- Types of compensation
- Compensation benchmarking
- H2A details
- Pain points
 - Supervising and leading those (much) older than you
 - How to deal with drama

65



65



66