Creating A Culture to Grow Your Precision Business

Brent Wiesenburger
Wheat Growers - Precision Ag Manager
MZB Technologies - President of the Board
About Me:

- Managed the WG Precision Ag Strategies since 1996
- Responsible for the oversight of MZB Technologies LLC
- Work closely with the Wheat Growers Precision Ag Hardware Team
- Evaluate new product offerings relative to Ag Tech
- 2016 Top Ten People in Precision Ag – PrecisionAg.com
- Been with WG 23 yrs.
- Precision Ag curriculum guidance
  - SDSU
  - Lake Area Technical Institute
  - Mitchell Tech
Success of My Team

2014 Precision Impact Award:
• Plains West Region – Ag Professional Magazine/ARA

2014 Most Valuable Dealership
• Precision Farming Magazine
About Wheat Growers

• Owned and governed by farmers for **95 years**

• **5,100** active producer members and **15,000** equity holders

• Two business units; Grain and Agronomy
  • 25 Grain/24 Agronomy Locations

• **1.194B** in Sales
  • **$392M** – Agronomy and Other (Feed, Petroleum, Services)
  • **$802M** – Grain Sales

• **684** full-time employees, **70** seasonal employees, and **40** interns
WG Trade Territory
About MZB

• **1998**: Founded based off of zone nutrient management research conducted by Dr. Dave Franzen (NDSU)

• Multiple U.S. and Canadian Patents on the use of electrical soil conductivity, yield potential maps (satellite imagery or yield) and elevation in the creation management zones for the purpose of managing agricultural inputs.

• **1998-2011**: Created a robust desktop based software that catered to ag retail needs

• **2011**: Wheat Growers purchases 100% equity ownership and Registers “MZB Technologies LLC” as a wholly owned subsidiary of Wheat Growers

• **2011-2017**: Web based development of a “Retail Agronomy Focused” Precision Ag Platform

• **2017**: Enabled Hybridized Grid Nutrient Management
Todays Objectives

• Identify “Workplace Culture”
• Tools for identifying and tracking talent
• Assessing talent and getting them in the right seat on the bus
• Understanding employee engagement
Workplace Culture

• “Culture is the character and personality of your organization. It's what makes your organization unique and is the sum of its values, traditions, beliefs, interactions, behaviors and attitudes.”

Source: https://www.yourerc.com
A Great Culture.....

• Attracts Talent
• Drives positive employee engagement and retention
• Impacts job satisfaction
• Increases employee performance
  • Outperform our competitors
  • Drives company financial performance

Source: https://www.yourerc.com
Workplace Culture in Ag Retail

• Are there multiple cultures?
  • Grain Department Personnel
  • Agronomy Department Personnel
  • Precision Ag/Ag Tech Employees
  • Custom Applicators
  • Operations
My Beliefs

• Culture is ALWAYS a work in progress
• Allowing teammates to be “part of the process” creates a very positive work environment
• Identify “Champions” to help drive new ideas/products
• Customers can become part of your “Culture”
• Engaged employees and customers drives financial performance
• Celebrate success and efforts, work isn’t always about “Work”
Repeat Your “Vision” often

“Silicon Valley Decision Ag Tools Will Not Replace the Expert Seller, BUT, Expert Sellers Using Precision Ag Tools Will Replace the Expert Sellers Who Don’t!”

Mike Vande Logt
Executive VP & COO
Creating an Engaged Customer

Drew Lakner @alakner1 · 9/30/16
She said yes! @precision_plant @Wheat_Growers @MarisaBlackwell vsset select
Farming today can seem like quite a gamble - don’t let your farm management be a luck of the draw. MZB can help you play your cards right so you can get the most out of every acre. MZB’s easy to use software solution helps you make informed and profitable management decisions.

Go “All-In” with MZB and enroll your entire farm for $10.50/acre and take the gamble out of your input decisions!

• Great Pricing
• Delayed Billing

Talk to your local Wheat Growers Sales Agronomist today to enroll!

1-888-429-4902
www.wheatgrowers.com

Measuring Engaged Customers

• 175 Producers are in the All-In Program
• All-In* MZB customers spend 2.98x with WG than non-MZB
• All-In Customers deliver 2x more grain than non-MZB
• All-In Customers have a 92% satisfaction rate with Wheat Growers

*All In – 100% of growers’ managed fields enrolled in MZB
Tools For Identifying and Tracking Talent

Succession Planning

• Identify key roles within your business segment
• Those key team members identify candidates with potential to fill their roles
• What is training is needed to:
  • Develop their knowledge, skills and abilities
  • Prepare them for advancement or promotion
• Ensures we never have an open seat on the bus
• Helps drive engagement
• Creates a career advancement plan for employees
# Succession Planning – Talent Readiness

**Date:** 3/15/2017

**Business Unit/Function:** Precision Ag

**Rated By:** Brent Wiesenburger

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Location</th>
<th>Region</th>
<th>Years of Service</th>
<th>Overall Perf Rating</th>
<th>Leadership Expectations</th>
<th>Visionary</th>
<th>Results</th>
<th>Integrity</th>
<th>Develop Talent</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>3</td>
<td>1 5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>3</td>
<td>1 5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>4</td>
<td>1 5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3</td>
<td>4</td>
<td>1 5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2</td>
<td>3</td>
<td>1 5</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>
# Succession Planning – Talent Readiness

<table>
<thead>
<tr>
<th>Readiness Position:</th>
<th>Readiness Codes:</th>
<th>Development Needed:</th>
<th>Upward Potential:</th>
</tr>
</thead>
</table>
| **Please list any position(s) you feel the person may be ready for now or in the future** | A = Ready 0 to 1 Year  
B = Ready 1 to 2 Years  
C = Ready 2 to 3 Years  
D = Not Potential Successor | Please list any key actions, training, skills, schooling, etc. this person needs to further develop | **Upward Potential:**  
1-2 moves  
2-3 moves  
N/A | *Potential to make one or two moves up in the organization, or two - three moves in the organization  
*If you feel the person is currently in their best fit for their talents and W6, you can mark N/A in that section |

<table>
<thead>
<tr>
<th>Readiness for Other or Future Position - Please list position(s) if applicable</th>
<th>Readiness In Year(s) Code (See Codes Above)</th>
<th>Development Needed (Training, Skills, Schooling, Actions, ect.)</th>
<th>Upward Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>D = Not Potential Successor</strong></td>
<td>D = Not Potential Successor</td>
<td>2-3 moves</td>
<td>Notes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Position</th>
<th>Readiness In Year(s)</th>
<th>Development Needed</th>
<th>Upward Potential</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>MZB Technical Agronomist/Precision Ag</td>
<td>C = Ready 2 to 3 Years</td>
<td>Speaking and Presentation skills, industry Exposure</td>
<td>2-3 moves</td>
<td>New to my list</td>
</tr>
<tr>
<td>Precision Ag Manager</td>
<td>C = Ready 2 to 3 Years</td>
<td>Speaking and Presentation skills, industry Exposure</td>
<td>2-3 moves</td>
<td>New to my list</td>
</tr>
<tr>
<td>Precision Ag Manager</td>
<td>C = Ready 2 to 3 Years</td>
<td>Speaking and Presentation skills, Industry Exposure</td>
<td>2-3 moves</td>
<td>New to my list</td>
</tr>
</tbody>
</table>
# Succession Planning – Employee Potential

## Assessment of Potential Grid

**Business Unit/Function:** Precision Ag  
**Date:** 3/15/2017

**Instructions:** Place each of your direct reports in the appropriate box below, considering each person:
- Ratings from the Talent Readiness Form
- Performance over the past 1-3 years
- Potential to move to a new assignment in the next 1-3 years

**BOLD = Minority and Female Team Members**

<table>
<thead>
<tr>
<th>Overall Performance Review Rating</th>
<th>1 = Needs Development</th>
<th>2 = Fully Competent</th>
<th>3 = Outstanding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>High</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Performance

#### Potential 1-3 Year
- High  
  - Could move laterally or up one level
- Medium
- Low
  - Not moveable
# Succession Planning – Talent Plans

<table>
<thead>
<tr>
<th>Business Talent Requirements</th>
<th>Key Actions</th>
<th>Timing</th>
<th>Responsibility</th>
<th>Progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>Objective 1:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Can create a great &quot;Culture&quot;</td>
<td>1. Dale Carnegie Training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Gets Employee &quot;Buy In&quot;</td>
<td>2.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 2:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Understands the Precision Ag Industry</td>
<td>1. Attend national events</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. manage grower relationships</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Objective 3:</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>1. attend sales training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2. attend marketing training</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>3.</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**INSTRUCTIONS:**

1. Identify the key business talent requirements for your organization. You might consider:
   - LRP Objectives and Business Strategies - What talent will be required to achieve them?
   - Current/Future Organization Capability - What critical skill or talent gaps need to be addressed?
   - Competitive Threats - What are the talent implications and actions needed?
   - Shifts in Business Mix - What talent acquisitions or development is required?
   - Organization Changes - What formal or informal changes to the organization structure or design are needed to achieve better business performance?
   - Employee Commitment/Involvement - What actions are needed to build greater engagement toward business outcomes?

2. Once you complete the succession org charts for your business, identify the actions you will take to meet your business talent requirements.
Succession Plan Wrap Up

• Cross trained employees can help to fill key roles

• Guarantees you have the next “key” employee on hand and ready for a career advancement

• What is the Most important Component of Succession Planning???
Identifying Talent – Predictive Index

• Identify differences and similarities in
  • Communicating
  • Making Decisions
  • Taking Risk
  • Solving Problems
  • Taking Action
  • Connecting with each other
• Identify Team Strengths and Challenges
• It is not Pass/Fail
• There is not a good or bad pattern
Identifying Talent – Predictive Index

SELF: Measures the individual’s basic pattern of behavior. “Doing what comes naturally”.

SELF CONCEPT: Measures the ways in which the individual is trying to modify (or change) his/her behavior to satisfy what he/she perceives to be the demands of their current job.

SYNTHESIS: Measures the ways in which the individual actually behaves in his/her current job and work environment.
DIRECTIONS: Please read the words in the list below and check those that you feel describe the way you are expected to act by others.

- Helpful
- Relaxed
- Exciting
- Assertive
- Patient
- Conscientious
- Sophisticated
- Persistent
- Earnest
- Outstanding
- Sympathetic
- Loyal
- Self-Starter
- Conventional
- Eloquent
- Cynical
- Passive
- Gentle
- Brave
- Appealing
- Thoughtful
- Self-Assured
- Steady
- Competitive
- Fashionable
- Neat
- Audacious
- Polished
- Fearful

- Esteemed
- Worrying
- Sentimental
- Adventurous
- Easy Going
- Unassuming
- Good mixer
- Agreeable
- Well-liked
- Docile
- Demanding
- Charitable
- Persuasive
- Careful
- Satisfied
- Understanding
- Spirited
- Congenial
- Obedient
- Cheerful
- Obstinate
- Convincing
- Responsive
- Neighborly
- Selfish
- Reserved
- Serious
- Persevering

- Calm
- Popular
- Polite
- Dynamic
- Good-Humored
- Escapist
- Generous
- Unobtrusive
- Daring
- Tolerant
- Nice
- Compelling
- Resolute
- Tranquil
- Cultured
- Dominant
- Respectful
- Nonchalant
- Flexible
- Attractive
- Trusting
- Eager
- Shy
- Fussy
- Versatile
- Amiable
- Diplomatic
- Self centered
- Consistent
Identifying Talent – Predictive Index

Factor A measures how dominant and assertive a person is

Factor B measures how verbal and outgoing a person is

Factor C measures how patient and methodical a person is

Factor D measures how accurate and precise a person is
Identifying Talent – Predictive Index

A: Dominant
   - LOW Relative to Norm
   - NORM
   - AVERAGE
   - Relative to Norm HIGH

B: Extroverted
   - LOW Relative to Norm
   - NORM
   - AVERAGE
   - Relative to Norm HIGH

C: Patient
   - LOW Relative to Norm
   - NORM
   - AVERAGE
   - Relative to Norm HIGH

D: Formal
Assessing Talent – Predictive Index

• Brent will most strongly express the following behaviors:
  • Formal, reserved, introspective, and skeptical of new people; requires 'proof' to build trust in new people.
  • Detail-oriented and precise; follow-through is deep and literal to ensure tasks were completed in accordance with quality standards.
  • Operationally, as opposed to socially, focused. Thinks, in specific terms, about what needs to be done and how to do it accurately and flawlessly; follows, in a literal way, that execution plan.
  • Task-focused; he often notices and is driven to fix technical problems, cutting through any personal/emotional issues. In areas of interest, has aptitude to spot trends in data or figure out how complex systems work.
  • Relatively independent in thinking and action; often comfortable taking action without input from others. An analytical and private person.
  • Assertive drive to accomplish his personal goals by working around or through roadblocks. Communicates directly and to the point.
Right Seat on the Bus - Project Manager?

- Extremely informal, extraverted, and outgoing; gets familiar very soon after you meet him. Communicates effusively, flexibly, and engagingly; draws others into the conversation.

- Almost exclusively focused on people, building relationships, and teamwork rather than technical matters. Uninhibited; very open and trusting in sharing his thoughts and in asking personal questions.

- Not interested in the details; delegates them freely. Needs unstructured projects where flexibly working with people, and a focus on the goals rather than the plans, is necessary.

- Connecting very quickly to others, he's strongly motivated to build and leverage relationships to get work done. Openly and easily shares information about himself.

- Strikingly expressive, effusive, and verbal in communicating; he talks a lot, and very quickly. Enthusiastically persuades and motivates others by adjusting his message and delivery to the current recipient.

- Very collaborative, he works almost exclusively with and through others. Strong intuitive understanding of team cohesion, dynamics, and interpersonal relations.

- Risk-taking, daring, and focus on future goals; he's more concerned with where he's going than either how he'll get there, or where he's been. Adaptable, operates flexibly.

- Makes decisions and takes action, even with little proof confirming his decision. Confident in his own ideas and unimpressed with tradition.

- Flexible approach to 'the book;' often bends the rules and does things his own way. An innovative, out-of-the-box thinker who is undaunted by failure.
Right Seat on the Bus – Sales Agronomist?

- Extremely informal, extraverted, and outgoing; gets familiar very soon after you meet him. Communicates effusively, flexibly, and engagingly; draws others into the conversation.

- Almost exclusively focused on people, building relationships, and teamwork rather than technical matters. Uninhibited; very open and trusting in sharing his thoughts and in asking personal questions.

- Not interested in the details; delegates them freely. Needs unstructured projects where flexibly working with people, and a focus on the goals rather than the plans, is necessary.

- Connecting very quickly to others, he's strongly motivated to build and leverage relationships to get work done. Openly and easily shares information about himself.

- Strikingly expressive, effusive, and verbal in communicating; he talks a lot, and very quickly. Enthusiastically persuades and motivates others by adjusting his message and delivery to the current recipient.

- Very collaborative, he works almost exclusively with and through others. Strong intuitive understanding of team cohesion, dynamics, and interpersonal relations.

- Risk-taking, daring, and focus on future goals; he's more concerned with where he's going than either how he'll get there, or where he's been. Adaptable, operates flexibly.

- Makes decisions and takes action, even with little proof confirming his decision. Confident in his own ideas and unimpressed with tradition.

- Flexible approach to 'the book;' often bends the rules and does things his own way. An innovative, out-of-the-box thinker who is undaunted by failure.
Predictive Index Wrap Up

- Great way to understand your teammates personalities and traits
- Offers an opportunity to place your employees in a role that plays to their personal strengths
- Great way for a Manager to fill the seats on the bus with the right individuals
- I strongly suggest you ask your employees to “share” their PI’s with other teammates
- Does this help drive Culture?
Employee Engagement Drives Culture

www.gallup.com collected surveys in 142 Countries:

- Only 13% of employees are fully committed and actively engaged at work
- On average about 50% of US employees are unclear about what they are supposed to do at work
- Only 33% agree their associates are committed at work
- Only 17% of US workers say the company they work for has made an investment in them
Employee Engagement Drives Culture

Engaged Employees:
- Are loyal and psychologically committed to the organization. They are more productive and likely to stay with their company

Not Engaged Employees:
- May be productive, but are not psychologically connected to the company and likely to miss workdays and leave the organization

Actively Disengaged Employees:
- Physically present but psychologically absent, they are unhappy with work and love to share this with colleagues

2012 Gallup US Poll

13%

63%

24%
Influencing Your Teams Engagement

1. Carefully read and analyze your teams survey results
2. Meet with your team for a “State of the Team” conversation
3. Create visibility for team “goals”
4. Make engagement a priority and constantly focus on it
5. Change conversations, regularly follow up on team goals and shine a spotlight on success
6. Changing engagement is up to you
Driving Culture

• Culture is “Dynamic”
• Culture is affected by many influences
  • Engagement
  • Personalities
• Tell your story and tell it often
• Work isn’t always about work
  • Employee outings or group events help to drive a positive culture
Questions
“Providing the Ag Retailer with Advanced Agronomic Solutions for Technology Focused Producers”

FINALLY A PROVEN PRECISION SYSTEM THAT TIES EVERYTHING TOGETHER

- A single software solution that revolves around the “Agronomist” as the trusted advisor
- Proprietary system where you control producer business
- The agronomist becomes the technology expert in the eyes of your customer
- API Connections to the leading VRA controllers for fast and easy Rx file distribution
- Connections in place for Agronomy Dispatch Software
Typical Precision Workflow

1 Day Timeframe

MZB Workflow

20 Min Timeframe

**The System**

**Typical Precision Workflow**

- **Expert is someone other than Agronomist**
  - Grower OK – Precision Expert Emails Rx file to Dispatcher
  - Agronomist to Revisit Grower
  - Grower Asks for change to Rx
  - Precision Expert Modifies Rx

- **Agronomist Presents Rx to Grower**

**MZB Workflow**

- **Expert is the Agronomist**
  - Rx Managed by Dispatcher, Agronomist or Producer
  - Agronomist/Grower Create RX

- **MZB Creates Zone/Grid and handles field level GIS Activities**

**Animated MZB Network Description**
Our Mission

• Creating the New Standard for the Ag Retailer
  Delivering of Precision Ag Services

  • Empowering your Agronomy Team to make the best technical agronomy recommendations, be the trusted advisor, enabling your customers to be more profitable in a sustainable manner.
The Opportunity – Control your Destiny

• Become equity partners, invest in and co-own the MZB Precision Ag Platform