

How to Go from Good Employee to Great Manager



Greg Beck

**SENIOR VICE PRESIDENT,
GRAIN DIVISION**

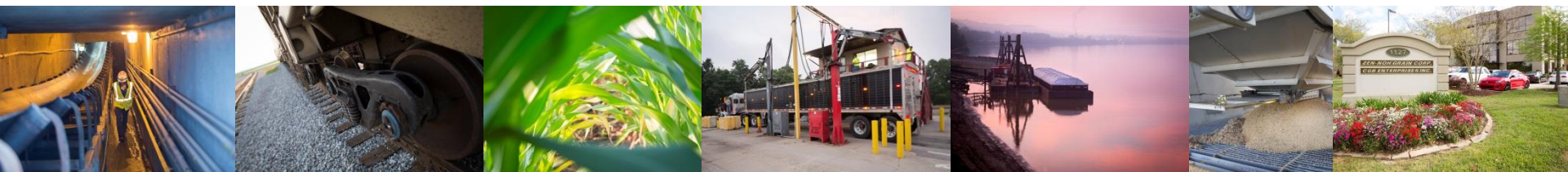
greg.beck@cgb.com

OFFICE (985) 867-3502 MOBILE (985) 373-6340 WWW.CGBGRAIN.COM

1127 Hwy 190, East Service Road | Covington, LA 70433

Agenda

- My career, my style.
- Personal anecdotes.
- Our industry.
- Manage your boss.
- Managing/Leading.
- What separates the great from the average?
- What do I want in a manager?

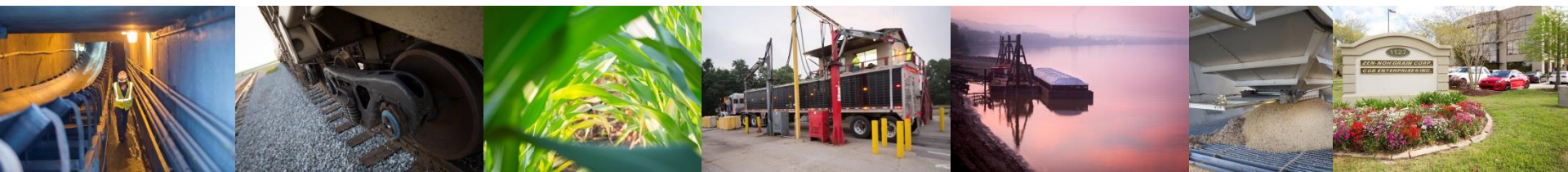


www.cgbgrain.com



My Background and Style

- CGB in 1984.
- Purdue University – Mech Eng Tech/Ag Finance.
- Barge Dispatcher.
- Merchant, Trader, Manager, GM, VP, SVP.
- Many various roles and geographies.
- Style: I like to engage, lead, drive and walk elevators.



www.cgbgrain.com



The Business



www.cgbgrain.com



It's an awesome industry!

People, customers, friends



www.cgbgrain.com



Specific to the Grain and Feed Industry

- It's a tough business.
- If not managed, a dangerous business.
- Low hourly wage, huge hours, high turnover.
- EPA, OSHA, FDA, all increasing awareness.



www.cgbgrain.com



Manage your boss



www.cgbgrain.com



Manage your boss

- They are busy!!!
- Don't waste their time.
- Never surprise them, good or bad.
- Never gripe without a solution or idea.
- Let him know your career and personal goals.
- Pick me!



www.cgbgrain.com



Keep Your Boss's Boss Off Your Boss's Back

- Know the “Holy Grails” and the “Do Not Evers” for your boss.
 - P&L
 - Safety
 - Grain quality, facility appearance
 - Employee performance measures
 - Credit
 - Contract Performance (Defaults, Unsigned, Past Due, etc)
 - Boundaries or limits (and the “spirit” of each.)
 - Compliance (OSHA, EPA, CFTC)



www.cgbgrain.com



Leading and Managing



www.cgbgrain.com



Leading people vs Managing work.

Management consists of controlling a group or a set of entities to accomplish a goal. Leadership refers to an individual's ability to influence, motivate, and enable others to contribute toward organizational success. Influence and inspiration separate leaders from managers, not power and control. HBR, 2013



www.cgbgrain.com



Managing



www.cgbgrain.com



Managing People – What I've Learned

- Talent matters.
- Real conversations matter.
- Information/transparency matters.
- Employees want to know how they matter.
- Relationships make a difference.
- Watch out for friendships.



www.cgbgrain.com



Managing assets, P&Ls, business, facilities, etc – More learning

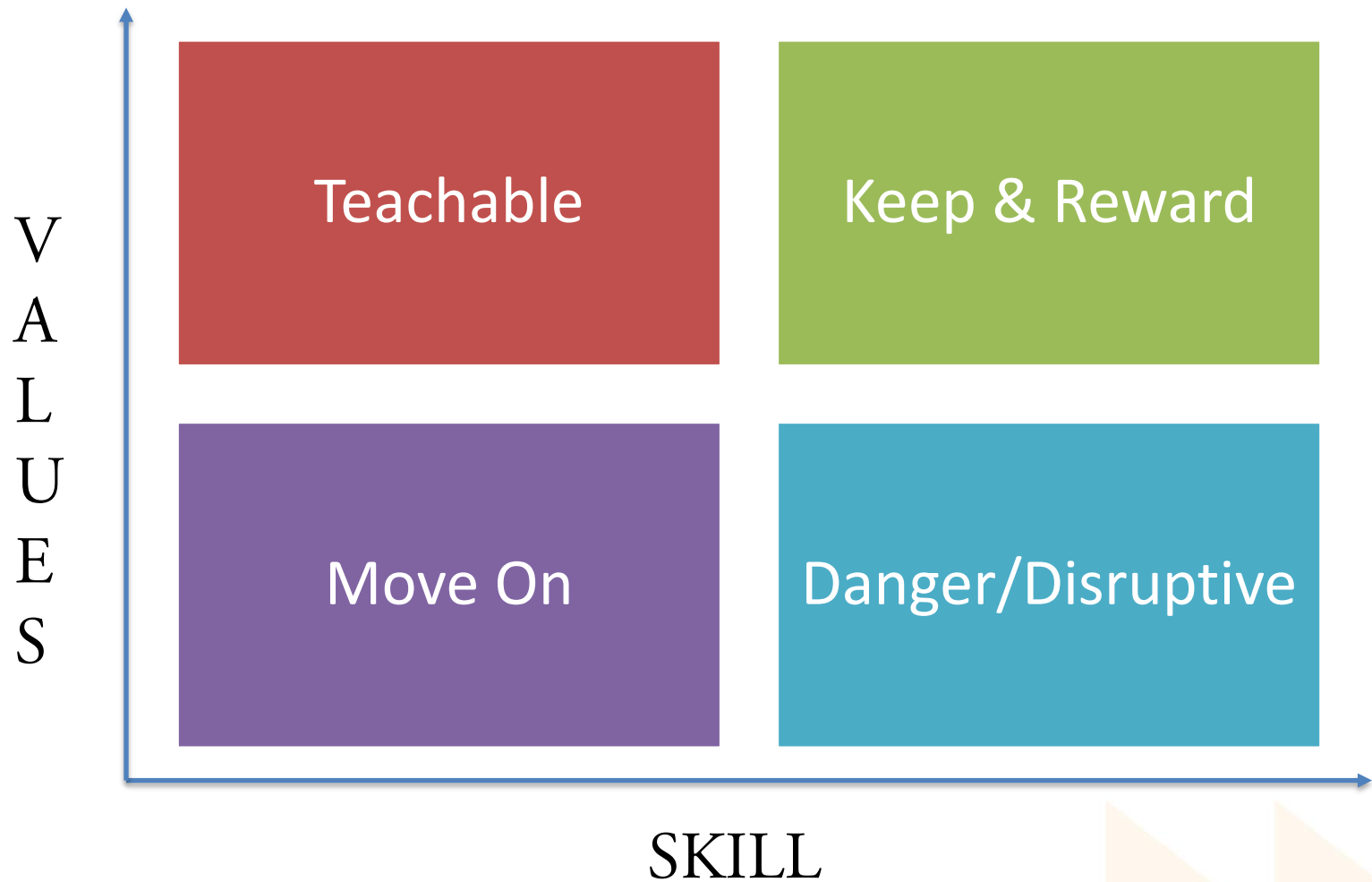
1. Keep a notebook. Note everything going on and decisions and phone calls made.
2. Have a plan and execute that plan. Planning is nothing without execution.
3. Address personnel problems immediately and promptly.
4. Deal with any uncomfortable situation promptly. Never put them off.
5. If you extend credit at a facility make sure you (your staff) perform a credit check. You can't make money if we don't get paid.
6. Stick up for what you believe in.
7. Listen to your gut!! It is a better judge than your head.
8. When the play is called – execute the play to the best of your ability, even if you don't like the play.
9. Do more for others than they can do for you.
10. If you are not an organized person, discipline yourself to be that way.



www.cgbgrain.com



How to evaluate personnel.



www.cgbgrain.com



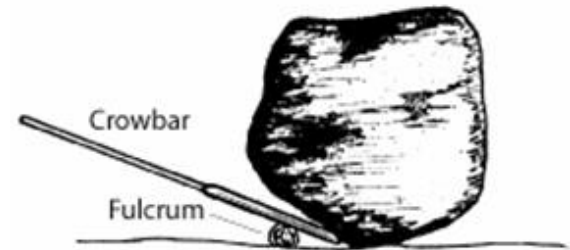
Moving Boulders

Boulder = A barrier, habit, weight or blind spot. Something holding a person back and they can't seem to move it or carry it – on their own.

Crowbar = The lever, a crucial conversation; a defining moment of truth.

Fulcrum = The Relationship. The point on which a lever rests and pivots. The thing that plays an essential role in the activity or situation.

Strong Relationships Can
Move Big Boulders



www.cgbgrain.com



The Crucial Conversation

1. State what you observed. (no commentary, just facts)
2. Wait for a response. (do not get sidetracked here)
3. Remind them of the goal. (“I need someone in that seat who can do _____ and I’d like it to be you!”)
4. Ask for a specific solution. (What are they going to do differently beginning tomorrow to get a different result?)
5. Agree to the specific solution.
6. Hold them accountable to the agreement.



www.cgbgrain.com



Leading



www.cgbgrain.com



The Best Leaders are Servant Leaders

INSIGHT FOR TODAY FROM
CHUCK SWINDOLL



- Be the example.
- Serve your employees, always.
- Be their advocate.
- When you look behind your back, are they following you? Really?



www.cgbgrain.com



Set High Expectations

“You become what you believe you will become. And what you believe you will become is influenced mightily by the expectations of others.”



John Pepper – CEO, P&G



www.cgbgrain.com



Be Careful Not to Assume What People are Thinking

“We interpret others’ motives by their actions, but we interpret our own motives by our intentions.” – Stephen Covey

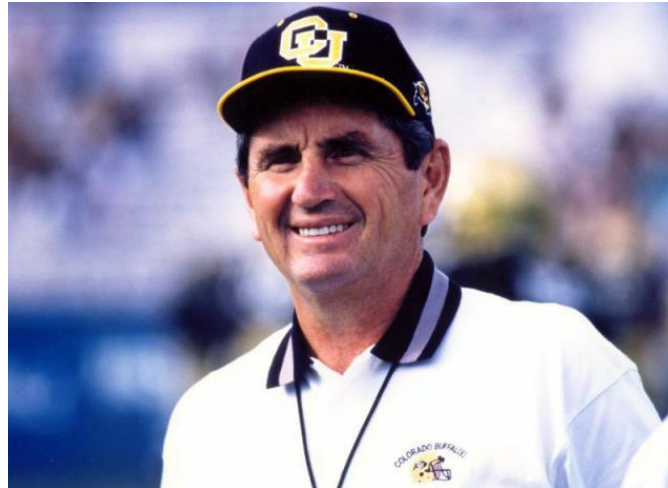
(corollary – We see ourselves by our intentions, others see us by our actions.)



www.cgbgrain.com



“Indecision is a curse.”



*Bill McCartney, Former Head Coach Colorado
Founder Promise Keepers*



www.cgbgrain.com



What
separates
good from
great?



www.cgbgrain.com



What Separates the Good from the Great

- Has and exhibits humility.
- Displays a steady demeanor.
- Fair – NOT equal.
- Will hold themselves/others accountable.
- Deals with conflict.
- Creates a vision.
- Sets big goals.
- Reading/Learning.
- Communicates up and down – well.
 - Verbal
 - Written



www.cgbgrain.com



What am I Looking for in a Manager?

- Safety focus
- Trustworthiness
- Ownership
- Confidence
- Willing to take a risk
- Do what's needed
- Takes the heat
- Act
- Lead



www.cgbgrain.com



Questions

Creating Partnerships in Agriculture®

