



CHS Cooperative Resources COOPERATIVE LEADERSHIP ACADEMY CATALOG



INVESTING IN PEOPLE INVESTING IN SUCCESS



People working together are the driving force – the very heart – of

the cooperative system. That's why CHS Cooperative Resources provides an array of Cooperative Leadership Academy programs designed to help people in the cooperative system excel in their roles today and in the future for shared success.

Think about this: a 2017 CHS survey revealed that 30 percent of cooperative CEOs plan to retire within 10 years. These courses from Cooperative Leadership Academy can help you create a strategic advantage for your cooperative that will build the next generation of leaders and enable a long and successful future for your cooperative, your employees and the customers you serve.

MEETING THE CHALLENGES OF A CHANGING MARKET

Today, the world of agribusiness is one of sweeping change. New tools, new technologies and new markets are bringing new challenges to the marketplace. Meeting the evolving needs of farmers and ranchers not only takes technical know-how, but also forward-thinking leaders skilled in business and employee management.

CHS Cooperative Resources created the Cooperative Leadership Academy to help cooperative leaders and employees develop these critical business skills. Coursework is designed specifically to meet the unique needs of the agribusiness industry. These proven programs will equip your employees with the necessary skills to drive customer growth and profitability; they will prepare your team to take on today's challenges and to manage tomorrow's changes.

CHOOSE THE PROGRAM THAT MATCHES YOUR GOALS AND **YOUR EMPLOYEES' NEEDS**

It's essential to begin with an accurate understanding of your cooperative's needs and what kinds of capabilities your employees will need to reach the goals.



- Harvard ManageMentor®
- New Leader Assimilation
- DiSC®
- New Horizons Computer Training
- Navigating Change



- Foundations of Supervision
- Leading for Impact
- Implementing Winning Strategies
- Crucial Conversations
- Make a Difference: Tools for Success
- Building and Leading Effective Teams



- Foundations of Finance
- Leading Innovative Change
- Leading Operational Excellence
- Leading Strategic Growth
- Leading for Results

LIKE SUSTAINABLE GROWTH, **ENGAGING LEADERS IS AN ONGOING PROCESS**

The unique advantages of the cooperative system lie in the strength of its people. Cooperative Leadership Academy development programs provide important benefits.

Equip leaders
to drive customer growth and profitability

Strengthen
the cooperative brand

Enhance
cooperative's ability to attract and retain top talent

Unleash
potential and close employee engagement gaps

Develop
the next generation of leadership

“Leading for Results has been **top-notch.**”

- President and CEO

“I've been in a management role for over 15 years, and I learned **new things** in Leading for Impact.”

- Location Manager



COOPERATIVE LEADERSHIP ACADEMY

FROM THE CLASSROOM TO THE COOPERATIVE: LESSONS IN LEADERSHIP FOR LONG-TERM GROWTH

Skillful, knowledgeable employees build strong cooperatives. The Cooperative Leadership Academy was designed to help all levels of employees learn the skills to succeed and fulfill their potential. Coursework is anchored in the Cooperative Leadership Capabilities model of thought, people, results and self.

These leadership course offerings provide a unique opportunity to develop and enhance the skills needed to plan and achieve long-term growth.

LEADERSHIP DEVELOPMENT PROGRAMS

FOUNDATIONS OF ·FINANCE·

Foundations of Finance

The focus of this program is to simplify finance for those who are new to finance or are non-finance professionals. This is a practical course that utilizes case studies and a financial simulation to help take the mystery out of finance for participants. Topics include financial ratios, financial benchmarks, budgeting, inventory, and feasibility studies.

Who should attend: New and emerging cooperative leaders

FOUNDATIONS OF ·SUPERVISION·

Foundations of Supervision

This program focuses on the foundations needed for effective leadership. Designed specifically for newer leaders, topics include leading self, effective feedback, talent management, motivation, time management, delegation and conflict resolution. Learners will also gain insights into coaching and building trust, resulting in more effective teams.

Who should attend: New and emerging cooperative leaders

LEADING FOR ·IMPACT·

Leading for Impact

This program focuses on equipping leaders with the skills needed to lead an organization today and into the future, including increasing trust and transparent communication, driving strategic thinking, increasing company wide perspective, and accelerating collaboration.

Who should attend: Experienced managers

LEADING FOR ·RESULTS·

Leading for Results

Leading for Results is specifically designed to enhance strategic leadership skills and capabilities to create long-term growth for your cooperative. This comprehensive nine-month course was designed in collaboration with North Dakota State University (NDSU), combining real-world lessons with the academic strength of a major ag university. The curriculum includes: governance, finance, strategic planning and execution, leadership and communication skills, and risk management. This executive-level course qualifies for eight credits toward a graduate degree (MBA) at NDSU.

Who should attend: Current CEOs or general managers



All courses are blended: in person and using digital (online/mobile smartphone/tablet)

“**Eye-opening** and a great learning experience. Leading for Impact made me more aware of how to handle myself.”

– Location Manager

“**Take the Crucial Conversations course!** It can be a **life-changer.**”

– CEO

“**Good class. I learned I can be a change agent** with my actions.”

– Safety Manager

ADDITIONAL DEVELOPMENT PROGRAMS

Building and Leading Effective Teams

Online in partnership with ExecOnline and Columbia Business School. Learn how to create diverse, high performing teams by leveraging frameworks for effective team decision-making and pairing the right people with the right tasks. This course emphasizes how to generate high-quality decisions and gain support for those decisions from key stakeholders with diverse agendas and interests.

Who should attend: Senior leaders, high potential leaders, mid-level managers, team leaders and project managers

Computer Training

In partnership with New Horizons

Computer Learning. Take computer learning to a new level with New Horizons Computer Learning Centers of Minnesota's online and in-person computer training. Courses cover a wide range of software and programs. Virtual learning options let you learn online at your convenience. Some courses may be eligible for vendor credits.

Who should attend: Individuals in any role

Crucial Conversations

Have you been avoiding that tough conversation? Tired of dancing around the topic? Ready to address the elephant in the room? Crucial Conversations gives you the tools and confidence to foster open dialogue around high-stakes, emotional or risky topics. By learning to speak authentically and to be heard, you'll uncover the best ideas, make high-quality decisions and be able to act on those decisions.

Who should attend: Individuals in any role

DiSC Workplace® Program®

Build more effective and productive working relationships based on an understanding of different behavioral styles. In this course, you'll use a simple profile tool designed to help you understand yourself and other people. This course includes an interactive assessment process, real-world tips and practical strategies that are useful for team building, employee communication, conflict management, motivation, career development and more.

Who should attend: Individuals in any role, leadership teams, functional or cross-functional teams (such as project teams), and other existing teams

Harvard ManageMentor® (HMM)

This self-paced, online tool kit provides learning opportunities designed to meet the needs of a wide variety of learners, wherever they may be. The HMM library consists of relevant, authoritative, and current content facilitated by best-selling authors, world-class business leaders and top executives, and is designed to develop a leadership mindset, as well as develop increased depth and breadth in leadership capabilities. Registrants will be able to read, listen, watch – and in some cases, participate in – learning through a wide variety of methods including simulations, case studies and videos.

Who should attend: Individuals in any role

Implementing Winning Strategies

Online in partnership with ExecOnline and Columbia Business School. Learn how to distill strategic challenges and choices into a set of key priorities within your control. Identify organizational considerations and implications that must be navigated for successful implementation of a new strategy.

Who should attend: High potential leaders, mid-level managers and team leaders

Leading Innovative Change

Online in partnership with ExecOnline and UC Berkeley-Haas. Learn how to drive customer insight while gaining greater command of your cooperative's needs. Attendees will demonstrate how to more effectively identify and implement innovation opportunities in a fast-moving and competitive landscape. The program offers a strong case for reaffirming innovation practices and offering new ones. It will be effective in shaping the minds and hearts of managers who must embrace the changes necessary to truly innovate in the workplace.

Who should attend: Senior leaders, high potential leaders, mid-level managers, team leaders and project managers

Leading Operational Excellence

Online in partnership with ExecOnline and MIT Sloan School of Business. This course is for those who can identify areas of process inefficiency in the organization and develop a plan for optimization; attendees then learn how to align their organization to drive implementation. This cross-functional program fosters improved perspective and decision-making between operations and non-operational managers.

Who should attend: Senior leaders, high potential leaders, mid-level managers, team leaders and project managers

Leading Strategic Growth

Online in partnership with ExecOnline and the Columbia Business School. This program teaches leaders the tools to identify new strategic growth opportunities while improving their ability to understand and execute current company strategy, as well as build effective and highly aligned teams. Participants will work together as a cohort on a strategic business project.

Who should attend: Senior leaders, high potential leaders, mid-level managers, team leaders and project managers

Make a Difference: Tools for Success

In this half-day session, you'll learn to apply a practical system and toolkit for thinking, and how the application of the system and toolkit can help your cooperative achieve greater results. The toolkit is based on extensive research on how successful people think and naturally make a difference. The tools provide both structure and flexibility, enabling participants to use them for business applications that make measurable differences for themselves, their teams and their enterprise. This approach can even be used in non-workplace settings.

Who should attend: Individuals in any role

Navigating Change

Gain insight and skills that make it easier to move through change while increasing chances for success in the new environment. Identify your strengths in nine change-related skills and learn how to apply these in productive ways to accelerate your success in a changed or changing environment.

Who should attend: New managers and other individuals

New Leader Assimilation

If you're new to your team and interested in reducing the amount of time it takes to develop a successful working relationship with your team, consider New Leader Assimilation. This session provides new leaders a quick, non-threatening, facilitated process to answer important questions and to openly address concerns the team may have. The process accelerates learning, enhances early bonding and re-energizes the team.

Who should attend: Leaders with three to six months of experience with their new teams

HOW CLASSES ARE PRESENTED

 In Person  Online/Mobile Smartphone/Tablet

CHS Cooperative Resources is a dedicated team within the CHS enterprise that is 100 percent focused on providing member cooperatives with resources and services to support their strategy, talent and leadership development needs.