



COOPERATIVE LEADERSHIP ACADEMY BY CHS

Studies show that cooperatives investing in talent and cultivating employee development will survive and thrive in the long run.

At the Cooperative Leadership Academy, our programs are designed to meet the needs of the ever-changing agribusiness industry. Whether it's enhancing individual skills or developing new leaders, participants learn the techniques needed to be successful in today's business environment.



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INVESTING IN PEOPLE. INVESTING IN SUCCESS.

We asked leaders across the cooperative system why learning and development matters and their answer was simple:

"Our people are our greatest assets. They will make the competitive difference for us today, tomorrow and into the future. When we invest in them, we invest in the future success of our business."

Designed specifically to meet the unique needs of the agribusiness industry, the Cooperative Leadership Academy by CHS can help you make the right investment in your people while creating a strategic advantage for you.

Our full suite of learning and development programs are anchored in our deep experience with cooperative-model learning. Each program starts with a review of organizational needs and desired outcomes then paired with a strategic, long-term learning and development roadmap to ensure success. These proven development programs will equip your employees with the necessary skills to drive customer growth and profitability.

COOPERATIVE LEADERSHIP CAPABILITIES

Programs through the Cooperative Leadership Academy by CHS are aligned with the Cooperative Leadership Capabilities and designed to address cooperative needs today, and in the future.

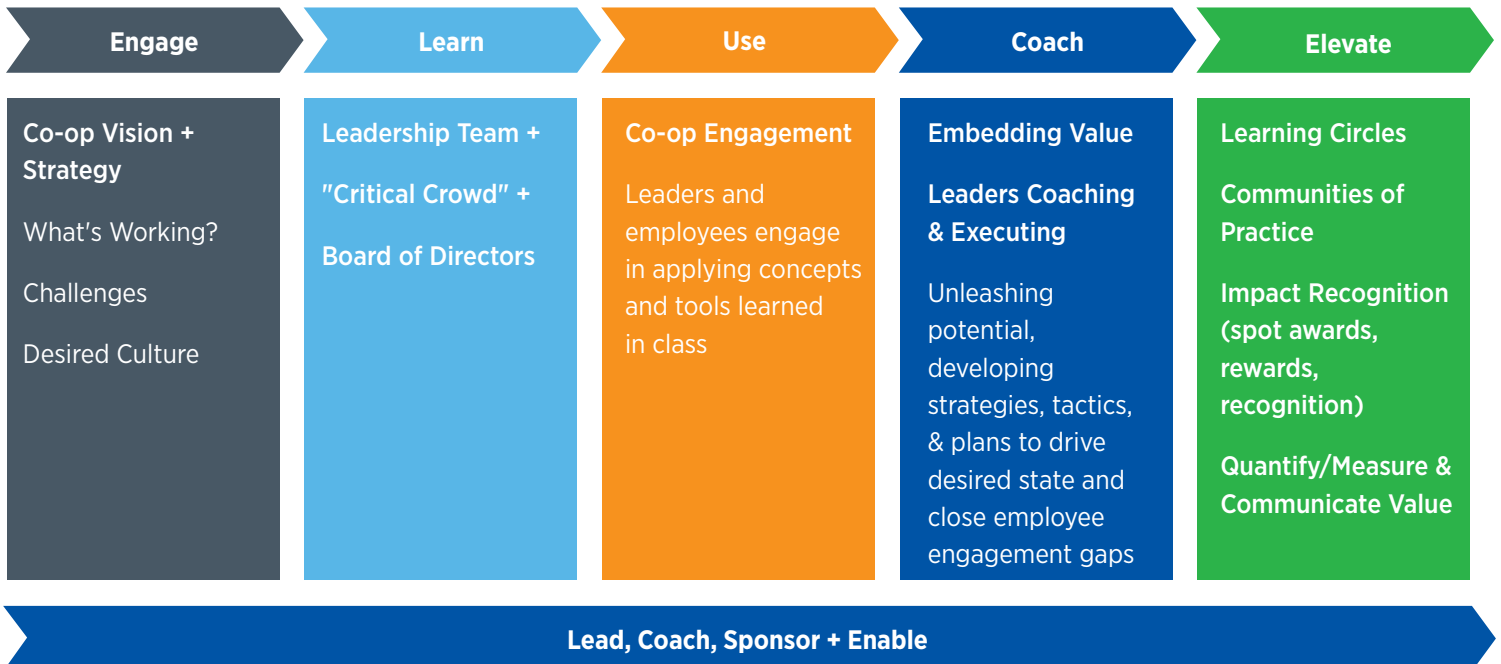
THOUGHT • PEOPLE • RESULTS • SELF

Successful Talent Development Rooted in Cooperative Culture

An investment in developing talent requires a process to help ensure learning becomes part of the culture and is utilized within the co-op. Different from other programs, the Cooperative Leadership Academy by CHS offers two components others lack:

1. They are anchored in the Cooperative Leadership Capabilities model which encompasses Thought, People, Results and Self.
2. They focus on engaging with leaders back at the cooperative to help coach and elevate the skills learned in the program.

Engaging Leaders to Ensure Gains are Sustained



WONDERING WHERE TO GET STARTED?

Learning is a journey. Whether you're a new employee or one that has been on the job for decades, there's always something new to learn. The Cooperative Learning Academy by CHS was designed with your learning journey in mind. Take a look at the map below to navigate your way to courses applicable to you and your co-op.

WORKFORCE DEVELOPMENT



- Change Management
 - Change Leadership and Adoption
 - Navigating Change
- Coaching and Feedback
 - Crucial Conversations
 - Make A Difference: Coaching and Feedback
- Core Skills Development
 - Computer Training
 - Harvard ManageMentor® (HMM)
 - Make A Difference: Tools for Success
- Management and Innovation
 - Leading Innovative Change
 - Leading Operational Excellence
- Strategy
 - Embedding Strategic Excellence
 - Leading Strategic Growth
- Team Effectiveness
 - Building and Leading Effective Teams
 - InColor Insights™ for Team Alignment
 - New Leader Assimilation

LEADERSHIP DEVELOPMENT TRACK



- Leading for Success
- Leading for Impact
- Leading for Results (Coming Soon)

MERGER/ACQUISITION



- Change Leadership and Adoption
- Crucial Conversations
- InColor Insights™ for Team Alignment
- Make A Difference: Coaching and Feedback
- Make A Difference: Tools for Success
- Navigating Change
- New Leader Assimilation

LEADERSHIP CHANGE



- Change Leadership and Adoption
- Crucial Conversations
- InColor Insights™ for Team Alignment
- Make A Difference: Coaching and Feedback
- Make A Difference: Tools for Success
- Navigating Change
- New Leader Assimilation



CHOOSING THE RIGHT PROGRAMS

To truly invest for the future, it's imperative to understand where you are and where your aspirations – for you, your people and your cooperative – are headed.

Current Learning and Development Offerings

KEY

Delivery



IN PERSON



**ONLINE/MOBILE
SMARTPHONE/TABLET**



BLENDED



**REQUIRES 20 OR
MORE PARTICIPANTS**

WORKFORCE DEVELOPMENT

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 putting the right people against the right tasks. This course emphasizes how to generate high-quality decisions, and to gain support for those decisions from key stakeholders who possess unique agendas and interests.

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

Change Leadership and Adoption

As a leader, you're called to embrace and drive change. That starts with understanding what's behind the change and how individual thinking can help or hinder response to change. Change Leadership and Adoption provides the tools and understanding to help guide your approach to change and adapt your leadership based on others' responses to change.

Who should attend: New and current leaders

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

Leadership development is vital in today's rapidly changing marketplace according to this study.

89%

rated strengthening the leadership

pipeline an urgent issue (up from **86%** last year).

70-20-10

Learning is **70** percent experiences, **20** percent conversations and coaching, and **10** percent classroom training.

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 the same and be heard, you'll surface the best ideas, make high-quality decisions and act on those decisions.

Who should attend: Individuals in any role

Embedding Strategic Excellence ☐

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, team leaders

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, current and credible content facilitated by best-selling authors, world-class business leaders and top executives and are designed to develop a leader mind-set, 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

InColor Insights™ for Team Alignment 👤

Discover your team's collective strengths and improve communication and team engagement. Understand individual behaviors and their impact on team dynamics. Individuals take the Personal Insight Inventory and gain greater awareness of their strengths through the Personal Insight Profile.

Who should attend: Leadership teams, functional or cross-functional teams such as project teams and other existing teams

Leading Innovative Change ☐

Online in partnership with ExecOnline and UC Berkeley-Haas

Learn how to drive customer insight while gaining greater command of company'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 those 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

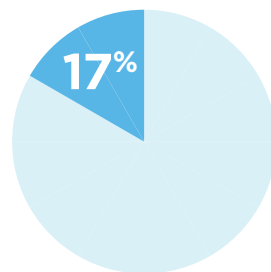
Leading Strategic Growth ☐

Online in partnership with ExecOnline and the Columbia Business School

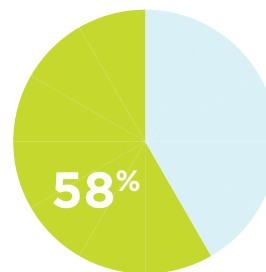
This program teaches leaders the tools to identify new strategic growth opportunities while improving their ability to understand and execute current company strategy, as well as build effective and highly aligned teams. Participants will work together as a cohort on a strategic business project.

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

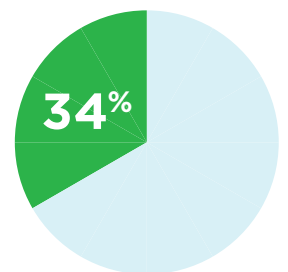
HIGH PERFORMING LEARNING ORGANIZATIONS ARE:



more likely to be a market share leader



more prepared to meet future demand



better responsive to customer needs

Based on research showing high performing learning organizations are 92 percent more likely to innovate. Leading in Learning; Bersin by Deloitte

Make A Difference: Coaching and Feedback – One Day  

Through Make A Difference Coaching and Feedback, you'll learn to apply a practical system for thinking that provides structure for effective coaching and feedback discussions. Learn how to use the tools and tactics of the make a difference framework to clearly define goals, explore all possibilities, collaborate quickly and easily with others, coach others for measurable results and provide structured feedback.

Who should attend: Managers and above

Make A Difference: Tools for Success – Half Day  

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 CHS achieve greater results. The toolkit is based on extensive research of how successful people think and naturally make a difference. The tools provide both structure and flexibility enabling participants to use it for business applications which make measurable differences for themselves, their teams and the 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: Individuals and new managers

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

Leading for Success  

This program focuses on cooperative planning and financial management, core cooperative management and leadership development. In addition to developing cooperative management and financial acumen, learners will build talent management capabilities, learn how to motivate and energize employees and encourage collaboration, promote more candid and transparent conversations, demonstrate effective communication to build trust, collaborate and influence, as well as build high-performing teams.

Who should attend: New and emerging co-op leaders

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, accelerating collaboration, delivering presentations and enabling change. It features online learning and in-person sessions.

Who should attend: Experienced managers or high-functioning individual contributors

Leading for Results  

(Coming Soon)

WHY DEVELOPMENT IS IMPORTANT TO THE COOPERATIVE SYSTEM

The uniqueness of the cooperative system, along with the capabilities of people, creates a strategic advantage:

- Equips cooperative employees to drive customer growth and profitability
- Strengthens the cooperative brand
- Enhances the cooperative's ability to attract and retain the top talent necessary for cooperative and individual growth
- Develops the next generation of leadership