



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.



Now more than ever, cooperative leaders recognize the need to invest in learning and development to attract, retain and cultivate talent. 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.

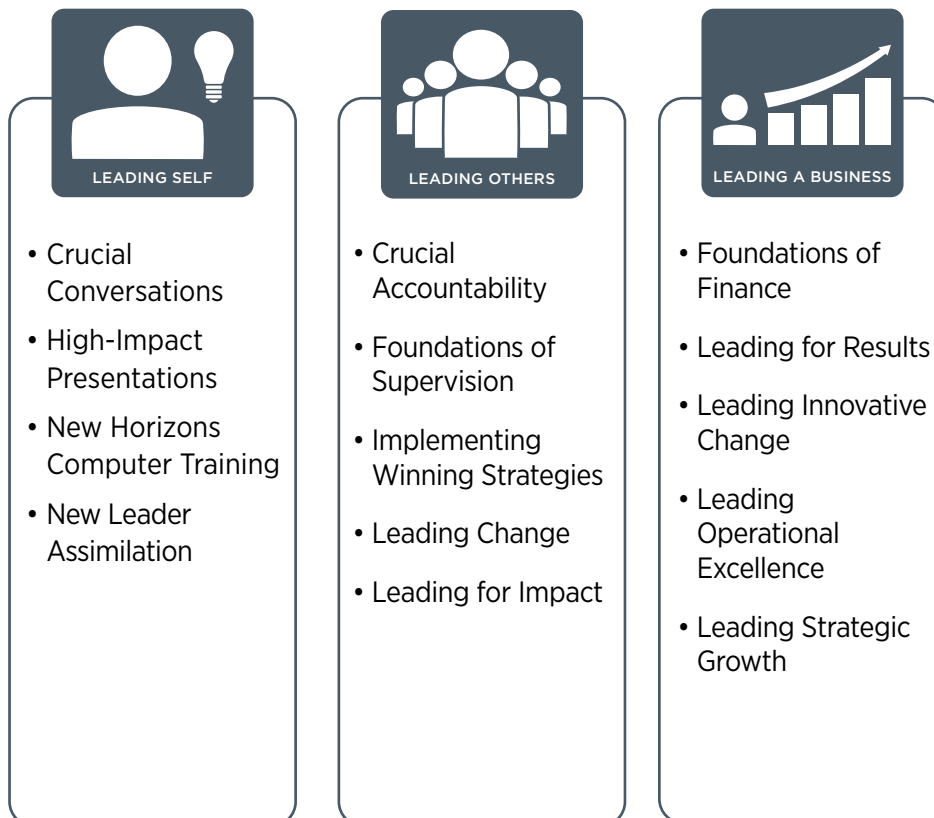
Meeting the challenges of a changing market

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.



“Leading for Results has been top-notch.”

– President and CEO

“Although I have been through similar courses, Foundations of Supervision is up to date and very informative. I have already begun using several techniques with success.”

– Liquid Fuels Manager

“Foundations of Finance was excellent for me as I am now working on budgets, feasibility studies for acquisitions, new store builds and company assets.”

– Energy Manager

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.



Leadership development programs

CHS partnered with a council of member cooperative leaders and a top organizational consulting firm to identify leadership capabilities that are essential to cooperatives and their future success. Cooperative Leadership Academy coursework is anchored in the resulting Cooperative Leadership Capabilities model of thought, results, people and self.

Thought			Results		People				Self		
Customer Focus	Manages Complexity	Cultivates Innovation	Action Oriented	Ensures Accountability	Collaborates	Develops Talent	Communicates Effectively	Drives Vision & Purpose	Courage	Demonstrates Self-Awareness	Being Resilient

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 helps new first-level leaders transition successfully from individual contributors to leaders of others. It uses two proven tools: the FranklinCovey “Six Critical Practices for Leading a Team” and the Everything DISC® Management model. Participants identify strengths and challenges associated with their personal management style, and then create action plans for improvement. They also learn how to build a cooperative leader mindset, engage team members, set goals, delegate, provide feedback, lead change, and manage time and energy. The program includes in-person and virtual sessions, with structured activities over a six-week period.

Who should attend: New and emerging cooperative leaders

LEADING FOR ·IMPACT·

Leading for Impact



Learn how to think big, adapt quickly, translate strategy into meaningful work for your teams, and coach people to a higher level of performance. Offered in partnership with FranklinCovey, Leading for Impact is a comprehensive and practical program focused on how to inspire trust, create vision, execute strategy and help others reach their full potential within a cooperative. The program includes in-person and virtual sessions over an eight-month period, with participants working with their cooperative teams on a series of tasks such as creating team culture and vision statements. A 360-degree assessment at the start and end of the program will help leaders measure their progress and improve their skills.

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 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 in person, online, or blended. Blended consists of in person and digital (online).

Leading for Impact

“Leading for Impact provides new ideas and guidance to become a better leader.”

– Agronomy Salesperson

“The most important takeaway from Crucial Conversations was **learning how to apply the strategies** we were taught to make the most out of each tough interaction.”

– Location Manager

“The **interaction with other people in Crucial Accountability** and how each was going to apply to their roles was valuable.”

– Agronomy Sales and Operations Director

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 Accountability

Are you interested in taking your team's performance to the next level? Learn how to enhance team performance by holding your people accountable in a way that is both firm and respectful. This course teaches a straightforward, step-by-step process for identifying and resolving performance gaps, strengthening accountability, eliminating inconsistency and reducing resentment.

Who should attend: Individuals in any role who have completed Crucial Conversations

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

Everything DiSC Workplace®

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

High-Impact Presentations

Effective communication is critical in any role. Whether you are persuading colleagues, informing your board, selling to a customer or energizing a team, the power of your presentation can make the difference between success and failure. This course teaches how to refine your presentations for maximum influence, credibility and impact.

Who should attend: Anyone interested in taking their presentation and speaking skills to the next level

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 Change

Gain skills that will make it easier for your cooperative to move through change while increasing chances for success in the new environment. Learn about various reactions and approaches to change, and then plan how to effectively lead during each phase of effectively implementing a change.

Who should attend: Leaders of others within a cooperative that is experiencing or anticipating change

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

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. Consider pairing this session with Everything DiSC Workplace® to further enhance working relationships and productivity.

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

HOW CLASSES ARE PRESENTED

 In Person  Online  Blended

More information:

Contact us at cooplearning@chsinc.com or by calling 651-355-4503.

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.



CHSinc.com/cooperativeleadershipacademy