

CHS<sup>®</sup>

The logo features the letters 'CHS' in a white, serif font. A thick, white, curved swoosh underline starts under the 'C', goes under the 'H' and 'S', and then curves back up under the 'C'.



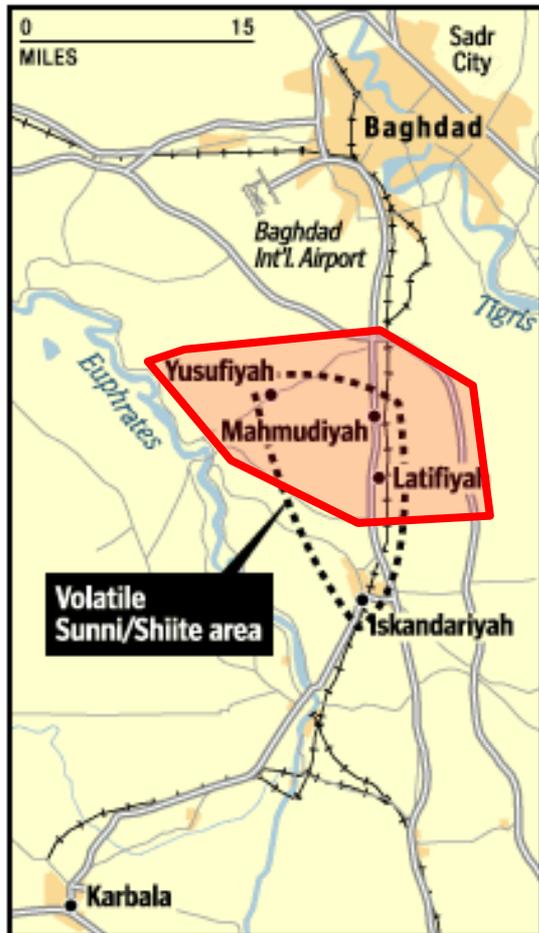
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# Complacency Kills...the New Code of Cultural Conduct

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November, 2015

# THE SETTING



THE WASHINGTON POST



# STATING THE OBVIOUS



# MY CONTEXT



PHOTO: MIKE SIMONS/GETTY IMAGES



# THE TRUTH ABOUT CULTURE

- ✓ **EVERY** organization (and sub-organization) has a culture
- ✓ **MOST** organizations identify the culture they want
- ✓ **FEW** organizations have the culture in place that they want

# WHAT MAKES UP SUCCESSFUL CULTURES

## Core

Risk &  
Governance

Change &  
Innovation

External  
Orientation

Collective Focus

## Differentiating

Courage

Commitment

Inclusion

Shared Beliefs

# THE CHANGE EQUATION

$$Q \times \underline{A} = E$$

'Q' is the Qualitative or Technical solution to the change

'A' is the cultural Acceptance of the change

'E' represents change Effectiveness... your goal!

By helping to drive acceptance of change, leaders impact the effectiveness of the change effort

# LEADING THROUGH CULTURE CHANGE

- 1 Focus on a compelling reason why
- 2 Clearly articulate expectations of employees
- 3 Identify & develop your leaders around your identified leadership model
- 4 Align systems and structures with desired behaviors

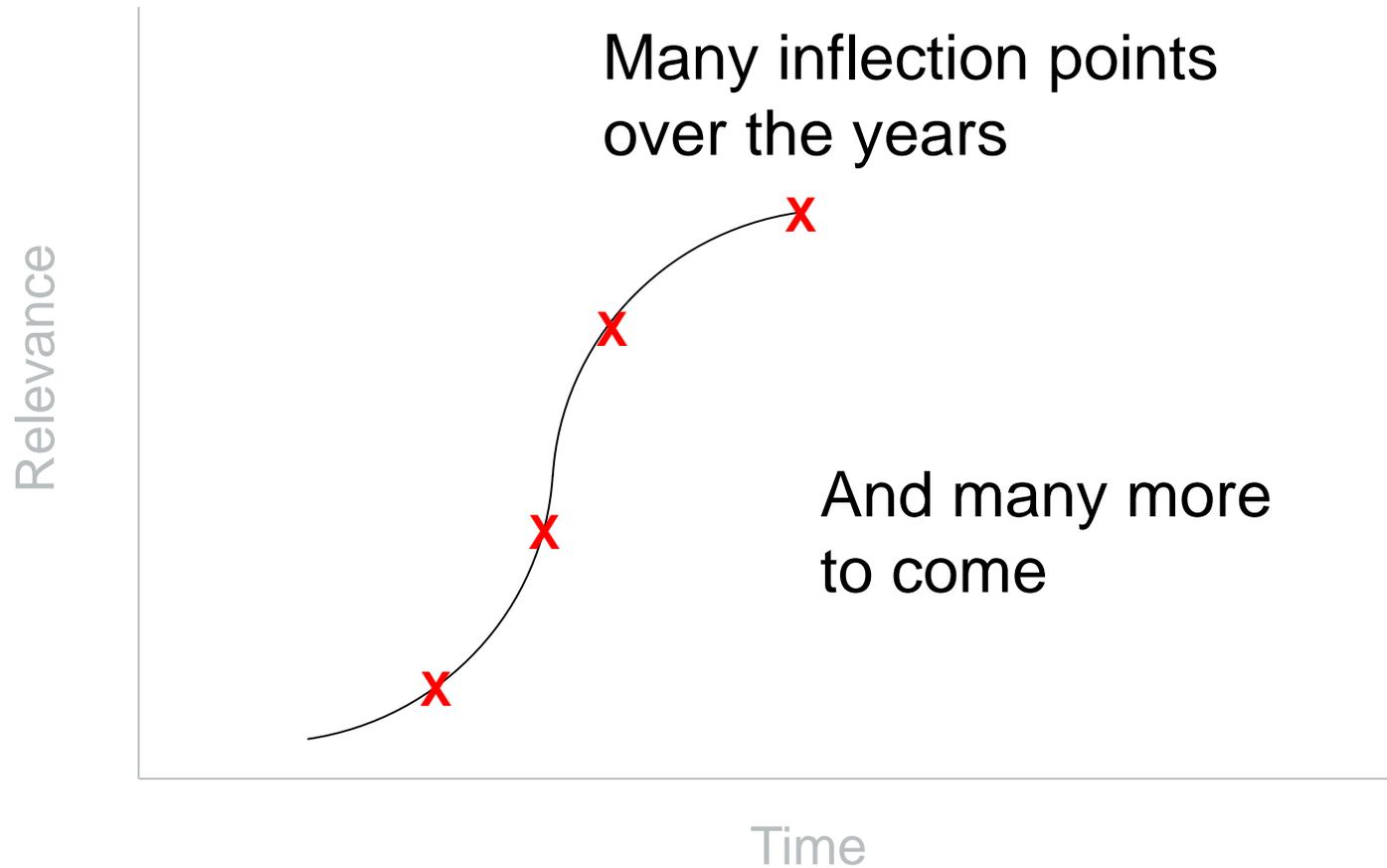
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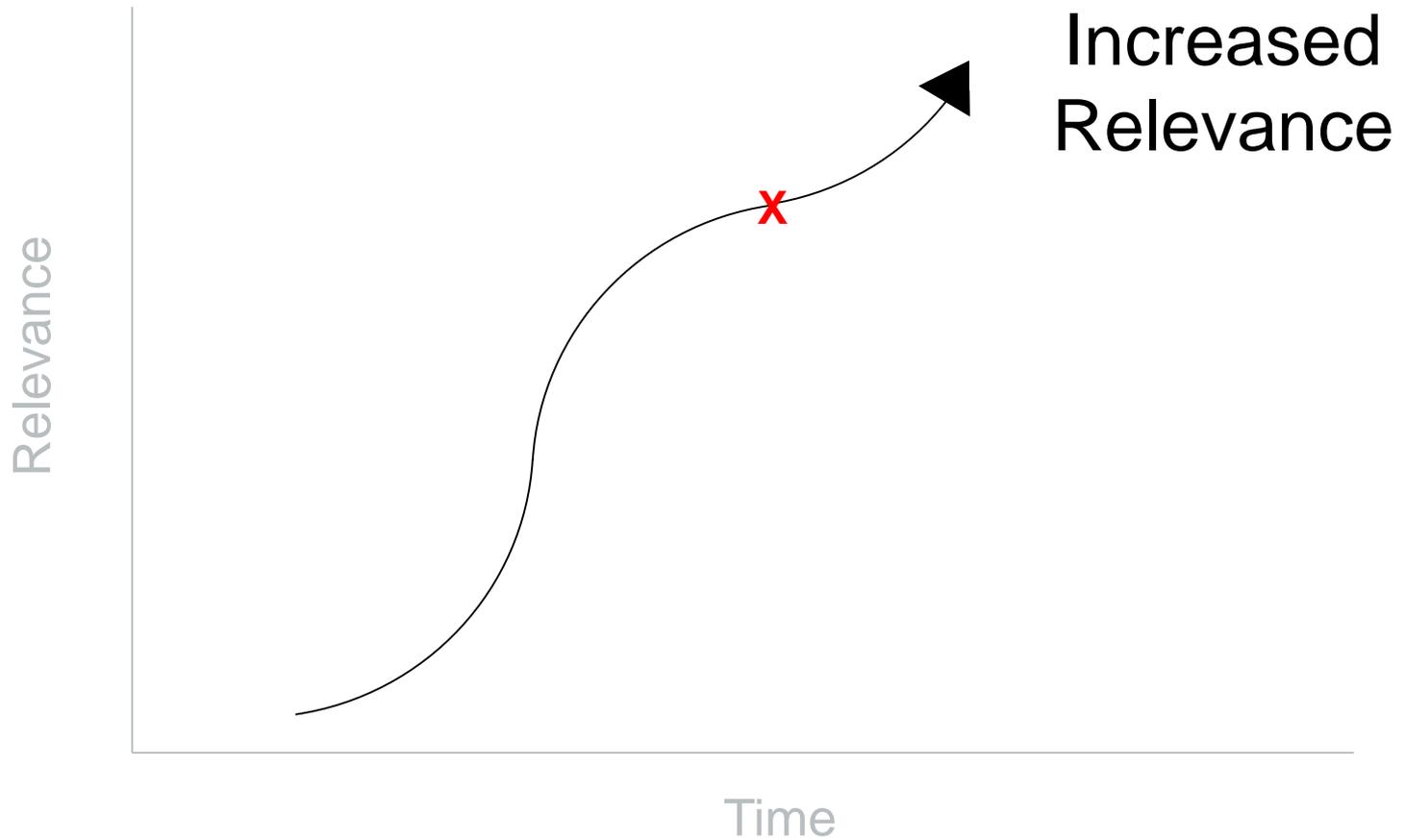
# WHY CHANGE?



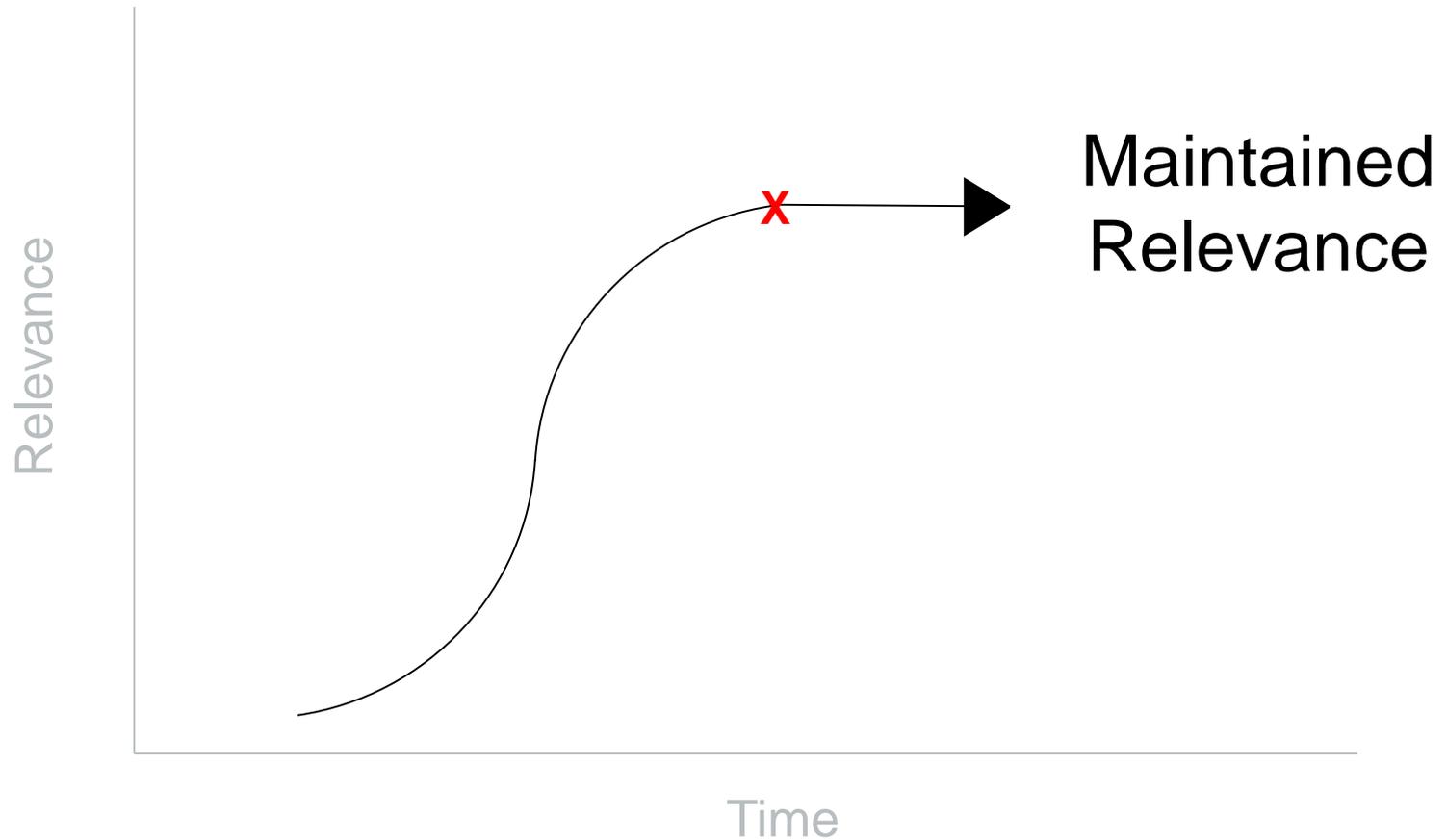
# THE RELEVANCE OF AN ORGANIZATION



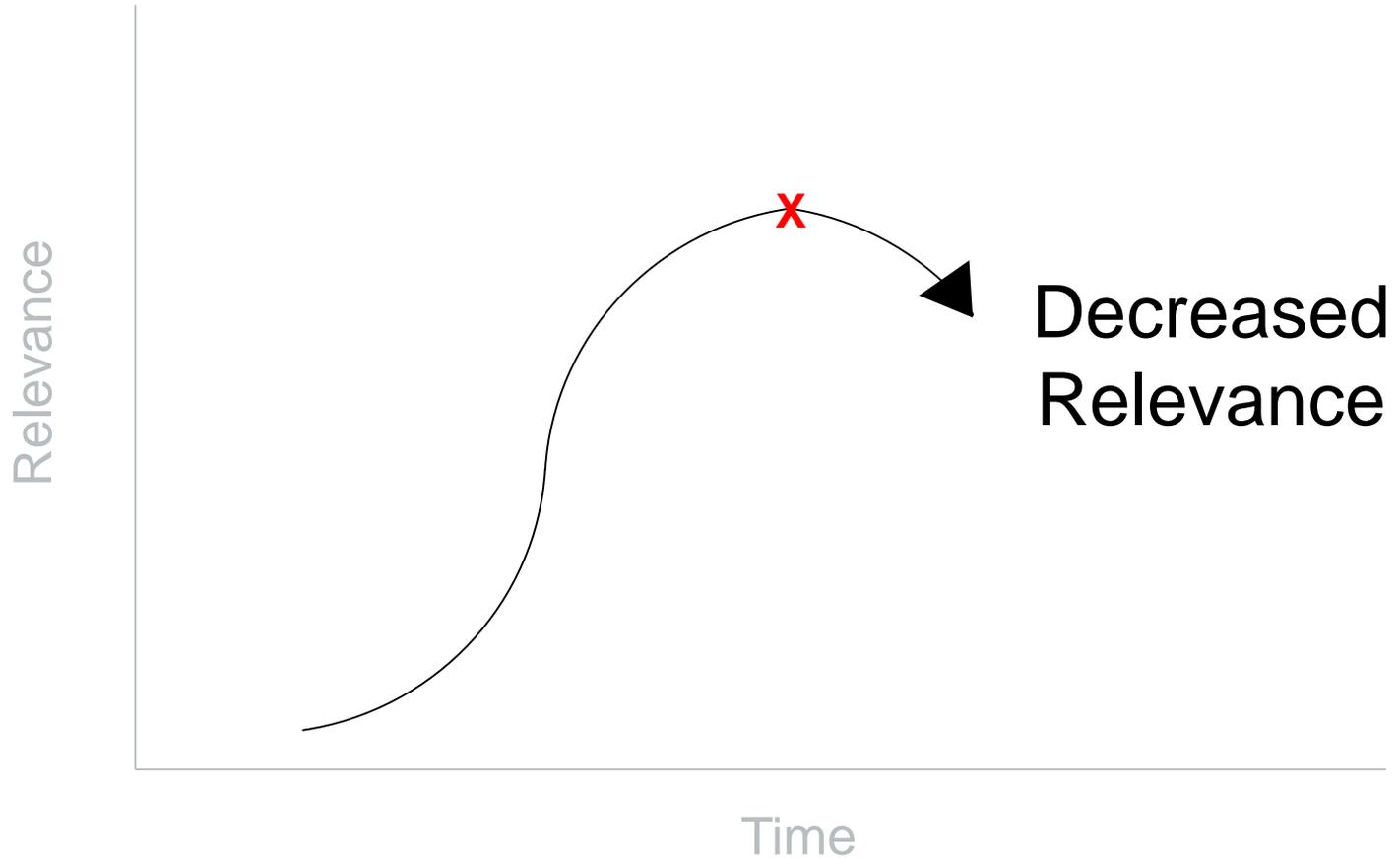
# COMPANIES THAT CHANGE



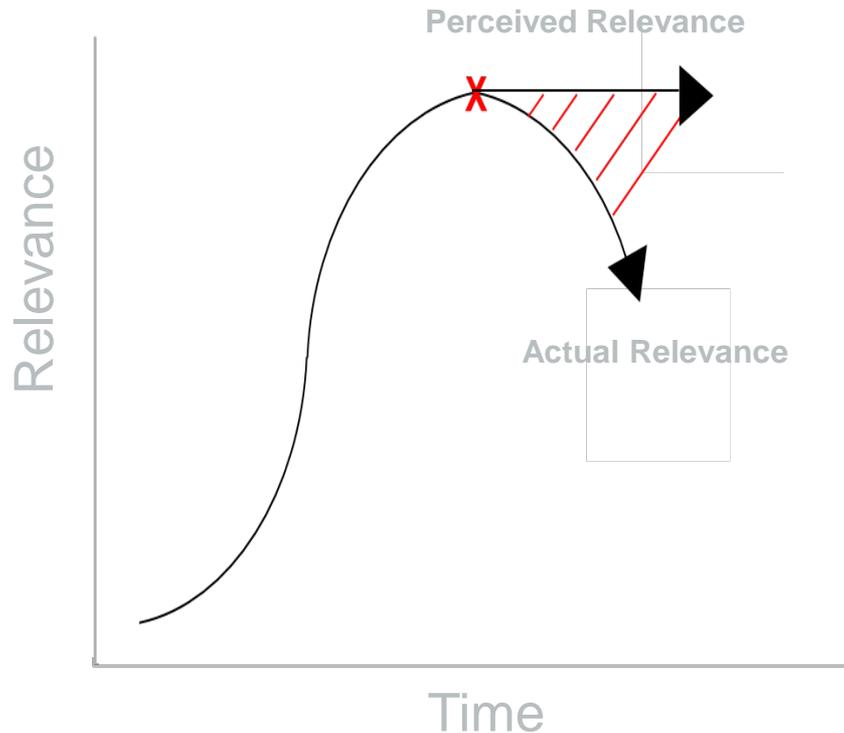
# COMPANIES THAT DON'T CHANGE – THEIR OWN PERCEPTION



# COMPANIES THAT DON'T CHANGE – THE RELATIVE IMPACT



# IMPACT OF COMPETITION



“When the speed of change around an organization is faster than the speed of change within the organization, the organization becomes irrelevant.”

-Rick Warren

# INFLUENCING PERSONAL REASON WHY



No one can change a person, but  
someone can be a person's reason to  
change

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# ARTICULATE EXPECTATIONS



VALUES

CURIOUS  
PASSIONATE

RESOURCEFUL  
ACCOUNTABLE

TEAMWORK  
COMMITTED

OPEN  
ENERGIZING



imagination at work

ACTIONS



imagine

We put imagination to work for our customers, people and communities



solve

We help solve some of the world's toughest problems



build

We are a performance culture that builds markets, people and shareholder value



lead

We are a meritocracy that leads through learning, inclusiveness and change

ALWAYS WITH UNYIELDING INTEGRITY



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***There are no secrets to success, but there are no shortcuts either***

# LEADING CULTURE CHANGE

*Leading successful culture change is when leaders help others to understand the reason why for change, provide a compelling vision for the future state, and identify and institutionalize the behaviors needed to drive the desired culture.*

# QUESTIONS





Farmer-owned with  
global connections