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Wholesaler-Distributor Super Session: *Preparing the Next Generation of Wholesale & Distributor Leaders*

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2010-11 Wholesaler-Distributor Board

Brendan Comito, Chairman, Capital City Fruit Company
Ron Carkoski, Vice-Chairman, Four Seasons Produce

Todd Bernitt, C.H. Robinson Company

Dave Breen, United Fruit & Produce Co.

Joe Corsaro, Indianapolis Fruit Company

Harris Cutler, Race West Company

Scott Danner, Liberty Fruit Company

Scott Dennis, Albert's Organics

Pat Davis, NAPAR

Vince Ferachi, Capitol City Produce

Matt Fritz, The Sanson Co.

Robert Kirch, Caito Foods Service

Joe Klare, Castellini Company

Joe Murphy, Fresh Horizons Procurement

Michael Muzyk, Baldor Specialty Foods

Bruce Rubin, The Tom Lange Company

Mark Shaw, Markon

Lisa Strube, Strube Celery & Vegetable


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Wholesaler-Distributor Super Session: *Preparing the Next Generation of Wholesaler & Distributor Leaders*

Speaker:

Mike Salisbury, Vice President of Consulting Practice Development, Lookout Ridge Consulting

Reaction Panel:

Nick Mascari, New Business Development, Indianapolis Fruit Company, Inc.

TJ Murphy, Vice President, Baldor Specialty Foods, Inc.

Lisa Strube, Director of Finance & Administration, Strube Celery & Vegetable Company

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Preparing the Next Generation of Leaders



As businesses become more demanding and complex, leadership development becomes both more critical and harder to achieve.



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Leadership Defined



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Leadership is

the ability to influence people by
impacting their hearts, minds and
actions



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Leadership involves:

- Interpersonal roles
- Informational roles
- Decision making roles
- Consistency
- Courage



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Leadership



Is:

- Gaining support for one's ideas
- Visionary
- Other oriented
- Being trustworthy
- Making sure everyone is heard
- Giving respect

Is Not:

- Telling everyone what to do
- Management
- Self interested
- Saying "Trust me"
- Talking TO People
- Insisting on respect



Traditional Management vs. Leadership



- Traditional Management

- Punishment
- Demands respect
- Drill Sergeant
- Limits and defines
- Imposes discipline
- “Here’s what we are going to do”
- Controls

- Leadership

- Reward
- Invites opinions
- Motivator
- Empowers
- Values Creativity
- “How can we best accomplish this?”
- Change



Traditional Management vs. Leadership



- **Traditional Management**

- Rigid
- Order giving
- Rules by Intimidation
- Demands obedience
- Keeps people on their toes
- Knows all the answers
- Not interested in new ideas

- **Leadership**

- Flexible
- Facilitating
- Leads by example
- Encourages innovation
- Nourishes growth
- Asks the right questions
- Draws out new ideas



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Effective Leaders Are:

- Articulate
- Willing to act
- Willing to deflect the credit to others, but accept the blame
- Willing to take risks
- Energetic, motivated, enthusiastic, positive



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Effective Leaders Are:

- Trustworthy
- Good listeners
- Strategic visionaries
- Problem solvers
- Empowering
- Committed to self improvement
- Willing to keep employees informed



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Leadership Principles – J. Maxwell

- Non-anxious presence
- Put mission first, self second
- Pick your battles – if everything is important, nothing is
- Under stress leaders react predictably & calmly
- Leaders apologize for & atone for mistakes



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Leadership Principles – J. Maxwell

- Trust in leaders is built by making themselves vulnerable to people whose behavior we cannot control
- Commitment to the followers' success
- Work on self before you work on others
- Personal values serve as the leader's guide
- Values cannot be imposed from the top



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Leadership Principles – J. Maxwell

- Shared values are the foundation for productive working relationships
- Leaders know what motivates their constituents
- Constituents want leaders with enthusiasm, a bounce in their step, & a positive attitude
- Overall quality of work improves when a chance of failure is present
- Leaders strengthen others by sharing power & discretion



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PANELIST RESPONSES AND QUESTIONS



This will work just fine!



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Keys to successful Transition

- Organization design must support it
- Senior leadership must embrace it fully
- Process needs 2 years to fully execute plan
- Recruitment process essential
- Knowledge transfer process



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Keys to successful Transition

- Current leader must set the stage
- Recruitment involves process designed for success
- Organization will need preparation for transition



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Keys to successful Transition

- Recruitment team must identify type of leader needed to company's current situation.
 - Autocratic for crisis
 - Distributive for successful



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Keys to successful Transition

- Job description is key
- Effective search process
- Hiring the name may be a disaster
- Demonstrated leadership success
- Regular performance review by board



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Business Steps:



- Determine what the current leadership's values and goals for the company are.
- Determine what kind of talent and skills are needed to reach those goals
- Determine what kind of performance is needed from the future leader
- Assess future leader's skills against goals for the future



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Business Steps, cont.

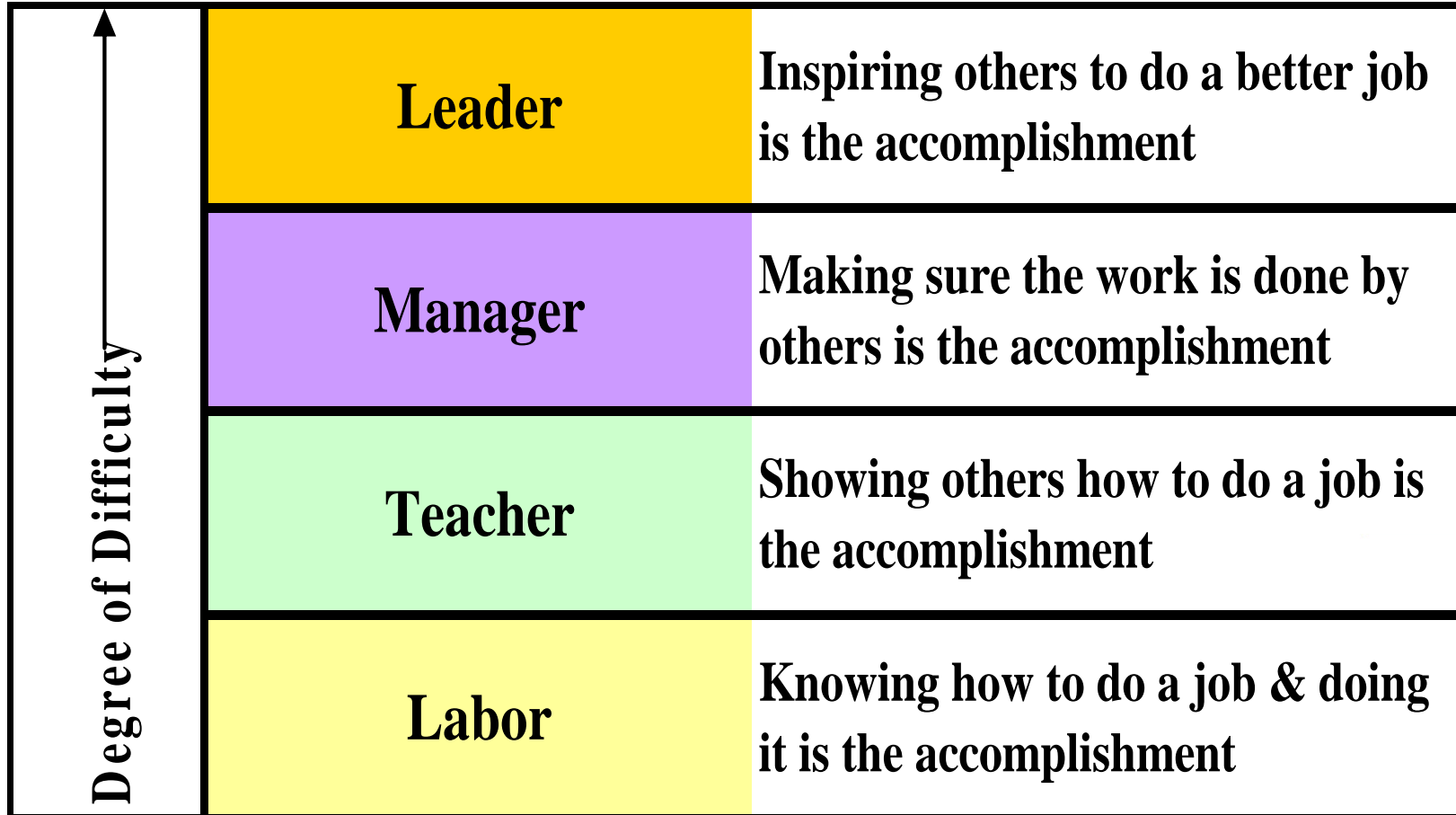
- Determine the “gaps” and prepare an individual growth and development plan
- Create accountability and follow up plans
- Assess growth, plan the next cycle of development



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Leadership Ladder



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Stages of Development

- **Experimentation:** internships and part time jobs which allow the successor to learn about the business with minimal risk to the individual and the business
- **Entry:** after college, work for someone else to gain experience; make the decision to return based on skills, interests and needs of the business



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Stages of Development

- **Expansion:** Getting exposure to all elements of the business; mix of operational and administrative
- “ Experimentation, entry, and expansion – thoughtfully planned, carefully monitored and objectively implemented – offer perhaps the best prescription for assuring capable leadership in future generations”

Amy Achuman



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Trust Is Built On 4 C's

- **C**ompetence
- **C**onsistency
- **C**ommunication
- **C**haracter



Reason for Avoiding Career Development

- It takes away from “real work”
- Don’t know how to do it
- Don’t like to evaluate people’s strengths and weaknesses
- Don’t need to do it right now
- We don’t have a clear strategic direction so it is hard to envision the leadership competencies needed



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Reasons for Avoiding Career Development

- We tried it before and it didn't work
- No one helped me and I've done very well
- It's too complicated
- We already know who is going to lead the company in the future and they are doing fine.



Taken from: *Nurturing the Talent to Nurture the Legacy*

By Amy Schuman



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Future Leader's Desires



- What do I like to do?
- What are my strengths?
- What do I want to develop?
- How can I contribute to the business?



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Fit to Lead? – Qualifying Criteria



- Is there a good fit between what I studied and the leadership role?
- Have I worked outside the family business and shown I can succeed?
- Have I taken on jobs and projects whose results can be objectively measured?
- Am I aware of the deficiencies in my training and what I should do about them?
- Do my behavior and demeanor serve to defuse concerns about nepotism?



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Fit to Lead? – Self Imposed Standards



- Are the expectations I'm setting achievable?
- Have I taken personal responsibility for the gaps between what I promised and delivered?
- Have I picked a talented top management team?
- Have I treated family members and friends impartially?
- Have I assembled a first rate board of directors?



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Fit to Lead? – Circumstantial Measures



- Am I willing to take on difficult challenges to demonstrate my ability?
- Have I thought through my strategy for success: resources, available time?
- Do I know how to motivate others to collaborate with me?
- Am I willing to take the responsibility for what goes badly and share the glory for what goes well?
- Am I willing to invest the extra effort to succeed?



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Fit to Lead? – Political Parameters



- Can I identify everyone who has threatened my appointment?
- Am I aware of what others say and do to undermine me?
- Do I ensure that information flowing to stakeholders is not distorted?
- Would the stakeholders regard the way I allocate rewards and punishments as fair?
- Am I willing to place the company's interest above everything else?



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Pitfalls

- Lack of commitment to career development
- Poor communication
- Violation of company policies
- Lack of trust
- Failure to provide for accountability
- Lack of respect for different skill sets and styles



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Questions and Answers

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Ron Carkoski, Vice-Chairman, Four Seasons Produce

Chris Ciruli, Ciruli Brothers

John Corso, Coastal Sunbelt Produce

Harris Cutler, Race West Company

Scott Dennis, Albert's Organics

Paul Ferachi, Capitol City Produce

Matt Fritz, The Sanson Co.

John Gates, Lancaster Foods

Robert Kirch, Caito Foods Service

Joe Klare, Castellini Company

Sam Maglio, The Fresh Group

Joe Murphy, Fresh Horizons Procurement

Michael Muzyk, Baldor Specialty Foods

Todd Penza, Pinto Brothers

Mark Shaw, Markon

Lisa Strube, Strube Celery & Vegetable

John Travers, Charlie's Produce Company

Jackie Caplan Wiggins, Frieda's, Inc.

Rebecca Wilson, The Tom Lange Company

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Wholesaler-Distributor Super Session: *Town Hall Meeting*

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Wholesaler-Distributor Learning Center Schedule

- **Managing Transportation Costs and Quality Control,**
Tuesday, May 3 11:30 a.m. - 12:15 p.m.
- **Assessing the School Market for Increased Growth,**
Tuesday, May 3 1:30 p.m. - 2:15 p.m.
- **Managing Warehouse Energy Costs and Quality Control**
Wednesday, May 4, 11:30 a.m. - 12:15 p.m.
- **What Does Traceability Really Mean to Wholesalers & Distributors?**
Wednesday, May 4, 1:30 p.m. - 2:15 p.m.

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