PROTECTING THE ACRE
GROWING THE OPPORTUNITY

HUMAN CAPITAL AS A COMPETITIVE ADVANTAGE

Aligning Leadership to Win in Agriculture's Structural Shift

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Agriculture Is Not in a Cycle. It Is Being Rebuilt.

And most leadership teams are still built for the last version of the industry.

- **Value is shifting from products → performance**
  Precision over volume
- **Value is shifting from inputs → outcomes**
  Biologicals going mainstream
- **Value is shifting from access → relationships**
  Digital disintermediation
- **Value is shifting from price → margin discipline**
  Margin pressure

These shifts aren’t happening independently. They’re compounding.

WHAT THIS MEANS FOR LEADERSHIP

- Most leadership teams are over-indexed on yesterday's success model
- The risk is no longer strategy — it's leadership misalignment
- The cost of a wrong leader has never been higher

Strategy used to be the differentiator. Now it's the leadership team that can execute it.

THE THREE QUESTIONS THAT MATTER AND PATHWAYS TO SOLVE :

1

What leadership do we need to win going forward?

Analyzing gaps in your leadership talent

2

Where are our capability gaps and how fast are they widening?

Leadership development, retention and succession

3

Are we building that capability internally or do we need to go external?

Recruitment

Most companies don't have a talent problem. They have a clarity problem.

TALENT GAP ANALYSIS:

Are you building a leadership team for the business you have or the one you're becoming

The Problem

Leaders evaluated against today's business

Future needs unclear

The Shift

Start with future business needs

Define leadership for what's next

The Framework

2–3 year business changes
Identify high-impact roles

Assess current capability vs future need

The Outcome

Clear leadership gaps

Prioritized actions

You don't feel leadership gaps when the market is strong. You feel them when it turns

LEADERSHIP DEVELOPMENT:

Are you developing leaders or just promoting your best individual contributors?

The Problem

High performers promoted too early

Development happens after promotion

The Shift

Build readiness before promotion

Tie development to business outcomes

The Framework

Identify high potentials

Assign stretch challenges

Coaching cadence

The Outcome

Stronger bench

Better retention

The next generation of leaders isn't coming. It has to be built.

Is your succession plan real or just a slide?

- The difference is simple:
  - Named successors
  - Defined development
  - Tested readiness

One-deep succession is not a plan. It's a risk.

SUCCESSION DRIVES RETENTION

- People stay when they see a path
- Executive coaching accelerates readiness
- Succession is a signal of leadership clarity
- Start simple and build momentum

TALENT ATTRACTION: BECOMING A MAGNET FOR THE RIGHT PEOPLE

The Problem

Hiring defined by job descriptions

Unclear success profile

The Shift

Define business problem first

Align role to outcomes

The Framework

Focus on high-impact roles

Strong EVP

Expand talent pools

The Outcome

Higher impact hires

Better alignment

The best talent doesn't go where it's paid the most. It goes where it has the greatest impact.

The Leadership System

- From reactive to intentional
- WHAT → BUILD → BUY
  - Define what you need
  - Build what you can
  - Buy what you don’t have

Most companies skip the first step.
That’s where the mistakes start.

In a market where leadership demand is rising and differentiation is narrowing, your reputation becomes your currency.

"Brand yourself for the career you want, not the job you have."

- *Dan Schawbel*

Your Personal Brand is your Advantage

- Leaders are more visible than ever
- The market is judging you in real time
- Your impact is your brand

The market doesn’t reward potential.
It rewards visible impact.

Build Your Brand Intentionally

Clarity

What are you known for?

Consistency

How you show up every day

Visibility

Making your impact understood

"Before you are a leader, success is all about growing yourself. When you become a leader, success is all about growing others." Jack Welch

THANK YOU

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Learn more about leadership here:

The companies that win this next phase of agriculture won't be the ones with the best strategy –

They'll be the ones with the right leaders.

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