



DR. MARK DEVOLDER

Surviving and Thriving in **Extreme Change**

Earlybird Executive Workshop speaker Dr. Mark DeVolder

BY HEATHER HUDSON

In our business, we've got more variables than an algebra class. Yet how many of us take the time to focus on how to strategically manage all the changes that we endure?

Dr. Mark DeVolder is bringing his vast experience as a change management specialist and speaker to the CAAR Convention with what's sure to be an enlightening session called "Surviving and Thriving in Extreme Change."

"A key part of change management is the people side of change. I help organizations going through major changes look at what they need to

do to make the process more effective by giving people what they need at all levels," he said.

With clients all over the world, DeVolder has just about seen it all but says there are common threads throughout all kinds of change. More successful leaders – the ones who have the most engaged staff – look at change regularly and ask themselves how it affects them as an organization and individually.

DeVolder says there are three stages of change:

1

Change is announced or looming. This is when people have a sense that things are going to be different, that there will be a distinct separation from the way things used to be.

2

Change is occurring. People often feel the disquieting sensation that things are on hold. Sometimes best-laid plans go awry in this stage or people scramble to adjust to the consequences of change.

3

Change has happened and the implementation takes place. What is the fallout from the change? What is the new reality?





"I talk clearly about what the work is, what they need to do and what, from a leadership perspective, people need to do to enable people to accept change and move forward."

– Dr. Mark DeVolder, Change Management Employee Engagement Speaker, Better Together

DeVolder will talk about how to cope in each stage, on a management and employee level. "Basically for us to either navigate transition individually or as an organization, work has to be done at each stage. If they resist the work, we see individuals and organizations that get stuck in certain stages. Whole groups of people saying 'I'm not going forward' and yet they have to or they'll lose their jobs."

"I talk clearly about what the work is, what they need to do and what, from a leadership perspective, people need to do to enable people to accept change and move forward."

In the second part of the session, he'll explore what he calls four key pillars to keeping employees engaged even during tumultuous change: clarity, competence, influence and appreciation.

When there's murkiness or a lack of clarity, employees tend to disengage and become unproductive. When a learning curve is occurring, management needs to give employees the tools to help them be competent. Throughout change, management needs to solicit information and feedback from middle management and employees, allowing them to have influence and ownership over the new reality. Finally, if everything was done right, employees will feel appreciated, thus motivated to be engaged and produce to the best of their abilities.

"What participants are going to find is it's going to ring true to them. They're going to say, 'we need more clarity in this, we want to be competent and give influence and feel appreciated.' It's the kind of thing that provides a simple framework for everybody to talk about change issues and build collaborative relationships between all groups."

DeVolder is hosting the highly anticipated 2012 Earlybird Executive Workshop at the CAAR Convention on Wednesday, Feb. 22nd. Register now at caar.org. For more information on DeVolder's change management approach, visit his website at www.bettertogether.ca ♦



Know more. Get more.

- It's not how much information you collect, but what you do with it that counts. And that puts Slingshot® in a class of its own.
- With Slingshot, you choose from a number of performance-enhancing options to fit your needs: wireless data transfer/management services, wireless RTK corrections, high-speed Internet connectivity, and the new Fleet View™ management service.
- Slingshot's exclusive application program interface (API) lets you use different software applications without extra handling, re-organization or translation.
- Slingshot is simple to use and specially programmed to work with your preferred software and precision farm equipment—and make them better.

Make a difference.

slingshot™

1.800.243.5435

RavenSlingshot.com

FROM LEFT TO RIGHT:
ROLF PENNER
MARTIN HARDER
BRAD VANNAN



Game Changer

Canadian Wheat Board change opens the market, offers opportunities

BY HEATHER HUDSON

The views expressed in this article are those of the participants therein and do not necessarily reflect the position or policy of the Canadian Association of Agri-Retailers, its staff or Board of Directors, nor of Lester Communications. Please note that the Canadian Wheat Board was approached for comment but declined to participate in this article. A fourth panelist is planned for the Convention but was unable to be confirmed before the publishing deadline.

When it comes to changes to the Canadian Wheat Board, some of the panelists set to speak on this topic at the 2012 CAAR Convention couldn't be happier.

Rolf Penner is a third-generation farmer and Manitoban Vice-President of the Western Canadian Wheat Growers Association. Martin Harder is the Mayor of Winkler, MB and Founder of Delmar Commodities and

Jordan Mills. Brad Vannan is President and Chief Operating Officer of ICE Futures Canada. They are three of the panelists that will be on stage during the Canadian Wheat Board panel discussion at the CAAR Convention this month.

They will each bring a unique but complementary viewpoint to the table when they sit down together to discuss CWB de-regulation and how it will affect agri-retailers and farmers alike.

Rolf Penner

Penner may be the charts and numbers man at the table.

"I've spent a long time researching, poring over all kinds of data on the effect the regulations have had... and I've come to the conclusion that the Canadian Wheat Board didn't work in my interest or in farmers' interest in general."

Through price comparisons with similar, open markets in the northern



"I see opportunity every time I talk to somebody who's in the business, particularly smaller businesses."

– Martin Harder, Mayor of Winkler, MB and Founder of Delmar Commodities and Jordan Mills

United States, Penner claims that, "it is apparent very quickly how poorly a job the Canadian Wheat Board's done, whether it's a spot price or overall yearly average."

He's optimistic that with de-regulation, the freedom farmers will have to sell grain to whomever they please for a better price will also result in more diversity.

"I'm expecting to see an acreage shift back into wheat and barley acres, as well as more value added processing plants. There are a number of malting facilities built in the U.S. over the last 10 years that could very easily have been built in Canada. We'll see them start up here more now that they can

finally buy durum wheat directly from farmers."

Martin Harder

You'd be hard pressed to find a more ardent dissenter of the CWB than Harder. He's enjoyed a long career in agriculture with close workings with the board that he felt acted as his nemesis for most of that time.

He strongly believes that the goal of the CWB is and always has been to accumulate as much wheat as possible and get it out of the country as quickly as possible.

In his work at Delmar Commodities, he was instrumental in CWB buyback for producers shipping

to U.S. destinations, particularly for flour mills.

"I have seen the kind of bureaucracy that we had to go through in order to accomplish our goals... I can tell you of at least four communities where there would be no elevators and a dying community if I had not bought them and been involved in marketing grain on the non-CWB side. If the CWB had complete control, they'd [the communities] be gone."

His prediction for the future is simple: "For every job that will be lost because of the demise of the CWB, 100 will be created. I see opportunity every time I talk to somebody who's in the business, particularly smaller businesses... the smallest communities will have value added processing that will be added to their community, creating jobs for retailers and farmers."

Brad Vannan

For a strictly financial market perspective, Vannan is the man with both experience in and high hopes for ICE Futures Canada (the former Winnipeg Commodity Exchange).

"What the change in the CWB means to us is immediate opportunities to introduce new futures contracts for Canadian milling wheat, durum wheat. It also provides an opportunity to offer a different barley contract than we currently have."

He adds that this will be familiar to farmers because they're structured closely to the canola contract, which has become the benchmark price for canola traded internationally.

One of the biggest changes he anticipates is greater freedom for farmers to control their cash flow. "Under an open market, the farmer has an opportunity to grow spring wheat and determine if he wants to sell it early after harvest to generate cash or market it later in the year against other advantages that might come along. The Futures contract that we're introducing is a key tool to provide that type of choice and flexibility."

Don't miss a lively discussion that will include these three unique perspectives and that is sure to include further predictions on how CWB changes will shake out across the industry in the years to come. ♦

Help your employees get the training they need to advance their careers (and your business).

If they have the attitude you want, Lakeland College can help them develop the skills you need.

Agronomy, crop advising, environmental sustainability, financial management and emerging technologies are among the topics our crop technology students study.



Crop Technology is a diploma program offered at the Vermilion campus. Graduates have the foundation to pursue accreditation as a Certified Crop Adviser.

www.lakelandcollege.ca
1 800 661 6490 ext. 8579



NICOLE HARRIS

Communicating in a **Crisis**

Speaker Nicole Harris

BY HEATHER HUDSON

For most ag-retailers operating a business in a rural community, reputation is everything. Even when things are running smoothly, a simple miscommunication can set tongues to wagging and toss you into a defensive position.

Now imagine if there was a *real* crisis.

A fire breaks out in a plant, trapping employees. A storm causes a roof to collapse. A dangerous chemical spills in a warehouse located near the town's water source. An employee makes allegations of financial misappropriation of funds or sexual harassment. All eyes will be upon your company and the way you choose to handle it. What would you do?

If your blood pressure rose just contemplating some of the myriad things that could go wrong, you might want to sit in on Nicole Harris's talk on risk management communications issues at the upcoming CAAR Convention.

The President of Winnipeg-based Maverick Media Solutions, Harris knows a thing or two about risk management communications issues. As a former producer and TV/radio anchor, she's seen both spectacular and simple problems become fodder for the media and the public and she's bent on helping companies avoid becoming mincemeat.

"How you communicate with the public and the media during a crisis will set the tone for your company's reputation and brand. In a crisis, you have to be 10 minutes in front, not 10 steps behind in terms of managing the message," she said.

Harris's definition of a potential crisis is any issue that takes you away from the daily business of running your business. Problems have a way of snowballing when not satisfactorily addressed and you could find yourself with your credibility at stake in the span of a few hours.



She recommends cobbling together a team devoted to managing crises should they arise. Hold a meeting every quarter with department heads to discuss any smoldering issues that could potentially ignite and then have a plan in place to mitigate them. Identify your company's weaknesses, threats, risks and strengths. "The things that keep you up at night are the very items that you need to make a plan for should they ever become a reality."





“How you communicate with the public and the media during a crisis will set the tone for your company’s reputation and brand. In a crisis, you have to be 10 minutes in front, not 10 steps behind in terms of managing the message.”

– Nicole Harris, President, Maverick Media Solutions

The first course of action in a crisis is to gather all of the information you can. “You need to find out what happened, when, where, who is affected and how bad it is. Once all of those answers are on the table you can figure out a positive way to manage it from the inside before communicating to employees, suppliers, the public and the media.

“The media is a strong conduit that will get the message out. If you’re not working with them, they will be forced to dig up information from other sources that may not be accurate or flattering.”

Once the facts are out there, it’s time for the face of the company to respond with empathy and concern. “Don’t be glib, flippant or make jokes. Your response will affect public perception.”

Indeed, failing to respond in a timely manner and in the right way can make all the difference between strengthening your company’s image and shattering it.

Remember the Maple Leaf listeriosis crisis of 2008? Twenty-two people died and dozens more became ill after eating contaminated deli meats that originated at a Maple Leaf plant in

Toronto. Within hours of the confirmation, President and CEO Michael McCain was available to the media to accept responsibility and express empathy and concern.

Two years later, the company is back in the black and remains a trusted brand in Canada. Harris says things could have turned out very differently had they not taken such a transparent and communicative approach.

If you could use some crisis communication advice, stop by this session at the conference. For more information about Harris, visit www.maverick-media.ca. ♦



Ellis Farm Supplies Ltd. is a seed and agri-service company.

Our services include:

- Seed multiplication
- Variety evaluation
- Seed retail/wholesale
- Seed/grain cleaning
- Seed treating
- Crop spraying
- Create multiple NDVI maps/year
- Layer NDVI with VRT and yield maps
- Bulk grain hauling

Contact us to develop new alliances and partnerships so we can drive Canadian agriculture into the future.

Phone toll free: 1-800-463-9209
Box 208, Wawanese, MB R0K 2G0
www.ellisseed.com | ellisseed@mts.net

**Proudly Serving
Canadian Farmers
and Agri-retailers
Since 1931**

**Nitrogen
Phosphate
Potash
Sulphur
Micronutrients**

Head Office: 905-672-5700
Winnipeg: 204-895-9685
Quebec: 450-658-0615
www.agricocanada.com

Agrico
Since 1931 agricocanada.com
“A Good Name to Grow By”



JODY DUNDAS

Strategy and Social Media

Speaker Jody Dundas

BY HEATHER HUDSON

Like most things in business, if you're going to use social media as a way to boost sales, you've got to do it right. A failure to do so could jeopardize your reputation.

"If you put out the wrong message, it can come back and bite you in the butt like you wouldn't believe," says Jody Dundas, Founder of Suckerpunch Creative, a communications company based in Winnipeg.

"Everything you say has to be weighed and repercussions anticipated before you put it out there... A social media strategy isn't about your neighbour's cousin's nephew creating a website or a Facebook page for you, it should be part of an overall communications plan."

In a talk entitled "Strategy and Social Media," Dundas will bring a common sense approach to the CAAR Convention for retailers who are already on or are contemplating jumping online.

The importance of strategy

Putting up a website or creating a Twitter or Facebook account and considering the job done is a waste of time, says Dundas. In fact, you might as well not have bothered.

"You have to ask yourself why you want to [have an online presence]? What is our plan from now until a year from now? What do we want to see from this strategy and how will we best represent our business?"

"If you don't have the time or wherewithal to do it right, keep your money and don't potentially damage your business by getting involved in social media."

Is social media right for everybody?

Dundas says it's worth retailers' and farmers' time to look at the social media options available to figure out how you can turn these tools to your use. He acknowledges it might not be right for everyone.

"For a retailer in a small, rural catchment area who socializes with customers in the coffee shop every day, does it matter if you're 'friends' on Facebook? Maybe not, but there are other opportunities.

"If you want to dip your toes in the water, Twitter is one of the better options. It allows you to give short, snappy updates which could be interesting to customers that they can choose to ignore or not and it takes very little time on your or their part."

How to do it right

The Internet is a 24/7 communications channel and needs to be monitored and acknowledged regularly. Here are just a few ways to stay engaged.

Find out what other people are saying about you. You don't have to intentionally be online to be mentioned. Check the comments sections of online articles relevant to your business or online forums where people are writing reviews of products. You may find you need to mitigate what's being said with your own message.

Be proactive and attentive. Dundas says the biggest thing people fail to appreciate is that the Internet is a two-way street. "If you're just putting stuff out there and not engaging others, you're misusing social media." Don't miss out on





AGROSOLUTION
NATURAL GROWING POWER

For Increase in Yield & Quality

DISTRIBUTION PARTNERS **WANTED**

Direct Enquiries to:
info@greenfield-fertilizer.com

Please refer to the New
Technologies feature in the
December 2011 issue of
Communicator (page 66) to
read about this product.



G GREENFIELD FERTILIZER CORP
Edmonton, Alberta, Canada

www.greenfield-fertilizer.com

www.agrosolution.eu

facebook.com/gfc.agrosolution

twitter.com/GFCagrosolution

“A social media strategy isn’t about your neighbour’s cousin’s nephew creating a website or a Facebook page for you, it should be part of an overall communications plan.”

– Jody Dundas, Founder, Suckerpunch Creative



the opportunity to interact with your customers and potential clients – respond to their questions on your website quickly (not months later) and inspire an open dialogue by posting questions or comments about the industry on Facebook or Twitter.

Look for opportunities. “Look for platforms [online] where people are talking about the industry, particularly your segment of it, and have your agronomist or other specialist answer questions and offer sound advice. You can always end it with, ‘It’s always best for us to come and have a look at your problem and address it in person. Would you like to set up an appointment?’” says Dundas.

Consider social media a relationship-building tool. If you think of Facebook or Twitter as solely advertising mechanisms, you’re misusing the medium. “If you look at it as a one-way street, you’re going to have no friends on Facebook,” says Dundas. “Don’t look at it as an opportunity to cram all the things you have on sale down people’s throats. Start conversations by asking questions, commenting on current events or thanking folks for a great season and asking how you can serve them even better next year.”

Dundas calls it like he sees it, so don’t miss an informative and common sense talk designed to keep you in the loop of this ever evolving new medium. ♦



JOE MARCOUX

Overcoming Sales Objections

Speaker Joe Marcoux

BY HEATHER HUDSON

Forget runner's high, is there anything more adrenalin-pumping than closing a sale?

Not according to Joe Marcoux, Founder of Just Did It Training and Consulting. And if you're in the market for sound advice on overcoming sales pitch objections, you won't want to miss his high-energy presentation at this year's CAAR Convention.

"I've been in sales for 25 years, have owned businesses and written a book on it, but nothing is more satisfying than showing sales professionals how to hone their skills through the SOS – Sales Objection System. It's incredible what people can accomplish with this method," he said.

You don't have to be a natural at selling to pick up some valuable tips on increasing sales, retaining customers

and scoring referrals. In fact, the more "raw" you are to the process the better you'll be able to look at sales in a whole new way.

While Marcoux won't give away his signature two-step process before his workshop, he says it's simple, elegant and he'll have participants doing it in their sleep.

Here's a sneak peek at some of the concepts he'll cover:

Building relationships

Achieving a meaningful sale is all about building a relationship, says Marcoux, adding that it starts with showing interest.

"The challenge most sales people have is that they're not asking enough questions. It's great to pitch a product, but you've also got find out the needs

of the customer. It's no different than striking up a conversation with an attractive person and asking for a date. Nobody is drawn to someone trying to be interesting – they want someone who is showing interest in them."

Solving a problem

Too often, sales people deal with an objection by taking personal offense or justifying the expense of an item. Marcoux says a different and more effective way to look at it is that you're there not to sell a product, but solve a problem.

"It doesn't matter if you're selling herbicide or seed or anything else, it's not about price, it's about the value you're providing. If you can prove to your customer that you're going to





“It doesn’t matter if you’re selling herbicide or seed or anything else, it’s not about price, it’s about the value you’re providing. If you can prove to your customer that you’re going to solve a problem for them, they won’t be asking for a ‘deal’ anymore.”

– Joe Marcoux, Founder, Just Did It Training and Consulting

solve a problem for them, they won’t be asking for a ‘deal’ anymore.”

Practicing

According to author Malcolm Gladwell, it takes 10,000 hours to become masterful at anything. The Beatles reportedly logged that much time jamming before they hit the big time and it’s not hard to believe that famed golfer Tiger Woods did the same.

Marcoux says the same principle applies to selling. “We’re dealing with skills here, not talent. It takes time and practice. We’re going to hammer it in this workshop. If you go home and do it for three to five minutes every day before you start your sales day, you’re warmed up and ready to go.”

Boosting confidence

“When you’ve covered all the common sales objections coming at you, you’ll be ready. I always find that when you’re prepared, they don’t come anymore because you know how to handle it before the customer even gets there,” says Marcoux.

When you build rapport by expressing empathy with the customer and finding out exactly what they need, the sales job is easier and you’re more likely to secure repeat business.

If you want to sell with the greatest of ease, don’t miss this inspiring workshop that’ll give you all the tools you’ll need. For more information about Marcoux’s program, visit www.justdidit.biz. ♦



One Big, Versatile Family

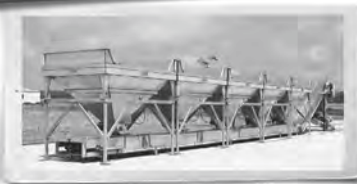
The Layco Family of Products.



Our versatile range of dependable equipment is custom-designed by our qualified engineers, backed by our complete service and parts department, delivered on Yargus trucks, and installed by Yargus’ trained employees. Our family is there for yours, every step of the way.



SUPER FLOW ROTARY BLEND SYSTEMS



VOLUMETRIC & DECLINING WEIGHT BLEND SYSTEMS



BUCKET ELEVATOR LEGS



TAPERED AUGER
VERTICAL BLENDERS



CHAIN PADDLE CONVEYORS



TOWER BLEND SYSTEMS



TANK STORAGE SYSTEMS



PORTABLE CONVEYORS



OVERHEAD WEIGH HOPPERS

Visit www.yargus.com to see our full-range of equipment.

LAYCO
MATERIAL HANDLING EQUIPMENT



yargus
MANUFACTURING, INC.

Canest Equipment Contact: Larry Hicks P: 519.842.5618 E: canest@oxford.net
Ontario, Quebec, New Brunswick, Nova Scotia, Prince Edward Island

DyTerra Corporation Contact: Dean Sever P: 204.885.8260 E: dsever@dyterra.com
Manitoba, British Columbia, Alberta, Saskatchewan



ANDREW COYNE

Hot Issues, Cool Head

Friday's closing keynote speaker Andrew Coyne

BY HEATHER HUDSON

The challenge to feed 9 billion people by 2050 is an attainable goal that is well within our reach, according to one of Canada's most respected journalists.

"There's never been a higher proportion of the world living longer lives in better health with more food. Famine used to be widespread across the planet... but now it's down to maybe five percent of the world, mostly in Africa. It's been all but obliterated everywhere else," said Andrew

Coyne, columnist for Postmedia newspapers and former national editor of *Maclean's* magazine.

"There's still a lot of work to do but we're so much better off now with a much larger population than there's ever been."

Coyne will bring this trademark blend of academic sensibility and considered realism to the CAAR Convention in a talk that will touch on hot button issues like the Canadian political and economic climate,

supply management and his take on the challenge of feeding our growing population.

A regular member of the "At Issue" panel on CBC's *The National*, Coyne has written for *The Globe and Mail*, *The Financial Post*, *Saturday Night* and *The New York Times* and is the recipient of two National Newspaper Awards and the Hyman Solomon Award for Excellence in Public Policy Journalism.





“We’ve seen in the agricultural sector enormous gains in productivity in the developed world. The developing world now has the opportunity to catch up by adopting technologies that have already been put in place in the developed world.”

– Andrew Coyne, Journalist, Postmedia Newspapers

With a graduate degree from the London School of Economics, he brings a scholarly outlook to the political climate and isn’t afraid to speak his mind about where policy makers and political players should be focusing their attention.

On supply management: “We’re paying between two and three times the world market price for the staples of every Canadian family’s diet: eggs, chicken, turkey, cheese and more in a way that obviously hurts consumers. I don’t know how any political party, particularly from the self-proclaimed progressive end of the spectrum, can wrap their minds around a policy that jacks up the prices of basic foods to poor families.”

On the economy: “We’ve been relying in recent decades on the rapid expansion of the labour force. Instead of adding more machinery, we’ve been adding more workers... now we’re entering a period when labour is going to be relatively scarce and we’ve got to make up the difference with higher productivity. That’s got to be a real national objective and it will require a lot of changes in policy to make that happen.”

On feeding 9 billion by 2050: “We’ve seen in the agricultural sector enormous gains in productivity in the developed world. The developing world now has the opportunity to catch up by adopting technologies that have already been put in place in the developed world.”

Raised in Winnipeg, Coyne brings an appreciation for the no-nonsense spirit of Western Canada, especially those in the agriculture industry. “Western Canada has brought a lot to the table in terms of changing the political culture in Canada. [The west] has an interesting democratic instinct and no tolerance for pretension and people putting on airs,” he said.

Don’t miss Coyne’s address at the CAAR Convention for a unique take on today’s most important issues. ♦



Canada’s #1 Resource for Pest Control Information

Toll Free: 1.888.789.4313
www.savvyfarmer.com

Savvy Farmer Key Features

- Every treatment to control any weed, insect, disease, or rodent in over 700 crops
- Quick Search feature finds control products in seconds
- Instant access to Labels, MSDS sheets, Safety information
- Identification photos for over 1,000 pests
- **Look-Alikes tool** – quickly identify generic and private label versions of popular brands
- **Savvy Search** – the industry’s best label search tool
- Easy-to-use filters to sort treatments according to residual profile, modes of action, PHI, toxicity, etc
- Information is updated every week
- Mobile access on all major smart phones

Savvy Farmer is a web-based software packed with all the pest control information you need to serve your farmer customers

CAAR Communicator Special
(Offer expires March 30, 2012)

Savvy Farmer Pro:

\$99⁰⁰

(regular \$349⁰⁰/yr.)

To take advantage of this special offer:
go to **savvyfarmer.com**,
click on **BUY** under **PRO VERSION**,
and enter Promo Code **CAAR8440**