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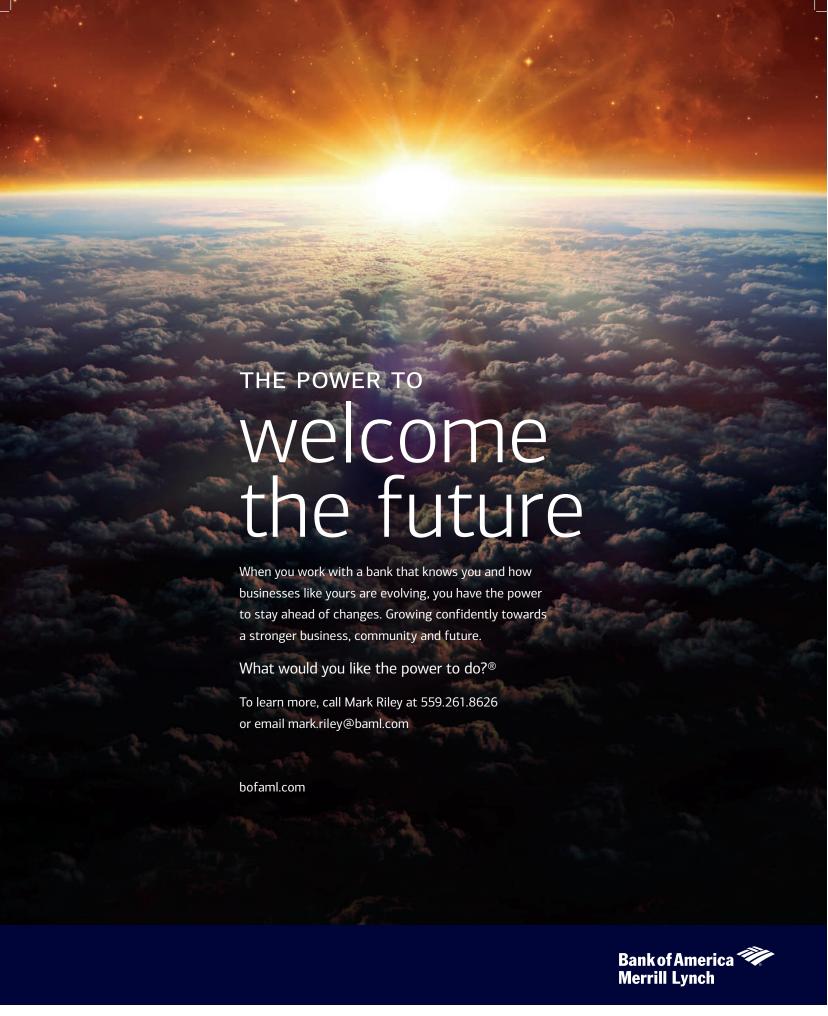


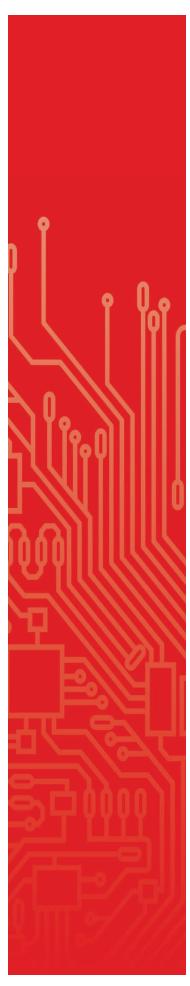












Publisher's

Welcome

The Business Journal is excited to host its second annual Power Breakfast event – 60 Ideas in 60 Minutes.

Six leaders from the Central Valley's most successful companies will share 10 of their organization's internal programs, philosophies and initiatives – both big and small – that can be applied to any business.

We've compiled their ideas in this publication so you can learn from proven strategies for improving employee engagement, developing ideas, being an effective leader and driving innovation.

We are confident their ideas will not only be inspirational, but also serve as a spark for new ideas that you can utilize to grow your business.

A huge thank you to our Presenting Sponsor, Bank of America, and also to our two Partner Sponsors, Fresno Equipment Company and Central Valley Community Bank.

Lastly, we want to thank our six outstanding speakers for making our sold-out event a success.

Jose Webster Jr.

3 Michael Der Manouel, Jr.

4 Jerry Dyer

6 Karen McCaffrey

7 Eric Rawn

8 Michael Shirinian

10 Marsha Vucovich







Meet the SPEAKERS

Michael Der Manouel, Jr. Michael Der Manouel, Jr. is well known in both business and political circles of Fresno County. The Der Manouel name is synonymous with risk management in the Central Valley, as Michael's father co-founded San Joaquin Valley Insurance in 1983. Michael acquired the business from his father in 1997, changing the name to Der Manouel Insurance Group in 2006. In 2018, global brokerage Hub International Limited acquired the assets of Der Manouel Insurance, with Michael remaining as president and CEO. Michael is active in GOP politics, chairing the board of the conservative Lincoln Club of Fresno County. Radio listeners can hear his daily commentary on News Talk KMJ 580 AM and 105.9 FM.

Jerry Dyer Chief Jerry Dyer has served the Fresno Police Department for 40 years. As a sergeant, he supervised several high-profile units such as the Special Weapons and Tactics Team (SWAT), the Patrol Tactical Team, the Major Narcotics Unit and also served as an Internal Affairs Investigator. Dyer rose through the ranks serving as a lieutenant, captain, deputy chief and as the department's first assistant chief of police. He was appointed police chief on Aug. 1, 2001, and is the longest tenured police chief in the history of the Fresno Police Department and is the longest serving police chief of one organization of any major city in the United States. Dyer has been married to his wife Diane for 39 years and has two children, four grandchildren and another on the way.

Karen McCaffrey Karen Bonadelle McCaffrey is the vice president of The McCaffrey Group, a leading third-generation homebuilder based in Fresno specializing in community development, residential construction, realty and mortgage brokerage. Karen and her husband Robert McCaffrey started McCaffrey Homes more than 40 years ago, and it has since grown into an award-winning homebuilding business. Today, having built more than 10,000 homes, McCaffrey Homes has been honored with many of the building industry's and community's highest awards and has been recognized as a Housing Giant by "Professional Builder" magazine numerous times. Karen and Robert are joined in business by their son Brent McCaffrey, son-in-law Ash Knowlton, and daughter-in-law Liz McCaffrey. Karen is the proud grandmother of Braden, McKenna, Bryce, Katelyn, Laina and Dylan. She looks forward to the next generation of McCaffrey Homebuilders carrying on the family tradition.

Eric Rawn Eric Rawn is founder and president of BCT Consulting, Inc., a premier computer technology company headquartered in Fresno. BCT has become one of California's most advanced network consulting firms, servicing more than 5,500 clients with offices in Fresno, Los Angeles, San Francisco, Chicago and Portland. BCT provides technology solutions and support for every type of organization and maintains 24/7 monitoring in our state-of-the-art network control center for data and voice communications. Under Rawn's 25 years of leadership, BCT has achieved record revenue growth and has been recognized as a fastest growing company in North America by both Inc. Magazine and Lead 411.

Michael Shirinian Michael Shirinian was born and raised in San Francisco. His family was in the hospitality business for more than 30 years, owning two theater lounges in Union Square. Shirinian moved to Fresno to go to Fresno State. While in college he worked at the Silver Dollar Hofbrau as a bartender, then manager. He has degrees in communicative disorders (BA) and audiology (MA). After college he worked at the California Ear Institute in Palo Alto, which is a neuro-otology medical center. At the California Ear institute he did clinical research audiology along with performing diagnostic procedures on the patient population. He moved back to Fresno to become part of the new ownership group at the Silver Dollar Hofbrau, serving as manager and/or owner for nine years. In 1994, he left the Silver Dollar to purchase the Elbow Room, at the time located at Palm and Shaw avenues. He relocated the Elbow Room in 1997 to Fig Garden Village where it currently operates.

Marsha Vucovich Marsha Vucovich was raised in Fresno and graduated from UCLA. Following college, she returned to Fresno to join her family business, Fresno Equipment Company, an authorized John Deere agricultural equipment dealership with locations in Fresno and Five Points. Marsha learned the business from the bottom up, and is now the owner, president and CEO. Fresno Equipment offers a diversified line of agricultural equipment products and services, including precision ag technology. The company has served growers in the central San Joaquin Valley since 1961. Marsha has volunteered on several nonprofit boards, including the Ag One Foundation, and has been recognized numerous times for her community service.

Michael DER MANOUEL, JR.

President | Der Manouel Insurance Company

Be smart enough to be the dumbest person in the room and stay there as long as you can. Do it often. They aren't hard to find. Every industry has people and companies that are doing their business better than you are. Find a group to belong to. Take 3-4 days a year out to meet and listen. Fill up a notebook. And come home and fearlessly execute.

Put more oars in the water. Hoarding equity and delaying perpetuation is a fatal mistake that can kill your business and force you to sell. We added 8 shareholders in 2009 and tripled in size through the great recession. That was not an accident. Although we've since partnered with an international firm, we now have 16 local shareholders – more than any other insurance firm in our area.

Sour Mission, Vision, Values, Purpose and Beliefs are worthless unless they are aspirational, beyond your current grasp, and championed by the leader daily, weekly and monthly. Integrate your aspirations into everything – employee reviews, recognition, weekly messages to your team. I've written a Sunday email to our DMIG team every week since January, 2006. It can be powerful, funny, short, or serious. Seeing the leader engaged is everything. Driving changes in your business or organization is a multi-year, permanent process.

Profit is virtuous and important, yet in some quarters is under attack.

Profit allows for reinvestment, growth, charity and taking care of your team. Explain it, and defend it, because many resent profit without understanding. Educate your team – profit makes the world go around.

Read two books: "The Genius of Generosity" and "Toxic Charity" before you give another dime away to any human services organization. While all nonprofits have virtuous goals, many simply enable, instead of create, real life change. Before you give, they need to answer two questions: How are you helping people improve their situation? Can you prove it? If they pass those tests, then your support will have impact.

Once you find worthy organizations, tithe your annual profit to the community and watch mountains move and lives change.

Involve your team – it will give them purpose to know they are a part of something more important beyond business. We have our team nominate nonprofits for monthly awards and make requests during our budget cycle. Engagement on this issue can give everyone at your company a sense of greater purpose in their professional lives.



Treat all generations of employees in your company the same. Catering to the perceived needs of people based on age is absurd and creates division and confusion. Everyone, young and old, needs to buy in to your Mission, Vision, Values, Purpose and Beliefs – or do their work somewhere else. I think everyone knows what I am talking about.

Recruiting is all hands on deck all the time. Involve everyone. Pay your team for referrals that materialize into important team members. Look for talent in high quality organizations. I've found talent in fast food drive throughs and other professional organizations. If you believe in your industry your messaging will be easy. Recruiting is a big job, a tight labor market compounds our challenges to find the best people. Fill your talent pipeline before you need to.

There are some great hiring tools available to everyone at minimal cost. Use them to create profiles on everyone on your team to understand what makes them tick and how they interact with others. Take your best people in every position group and create a benchmark profile - and hire against that benchmark every time. This will slow your process down, but it is far superior to making a mistake in hiring.

Employee recognition is crucially important and almost nobody is really good at it. Adopt the 212 approach to keeping

your team engaged and acknowledged for extraordinary effort. At DMIG we have our employees nominate each other and describe how that team member went the "extra degree," highlighting by what Purpose, Value or Belief they exemplified with their effort. It's a good way to keep your corporate values relevant and active to all. www. inspireyourpeople.com

Jerry DYER





3 It is okay to think highly of the position you hold, but never think too highly of yourself in the position.

I have always felt undeserving to hold the position of police chief. Although I have worked hard, and furthered my education, I know my ascension through the ranks has more to do with God than me. Scripture states, "No authority exists except that appointed by God." Having this viewpoint has served me well. It has prevented me from becoming prideful and arrogant, which can serve as the downfall of any leader. When humility is part of your foundation, you become much more approachable, accessible, and appreciative of your position of authority.

Put people before goals.

When I was first appointed as the police chief, I was filled with excitement. I immediately established a vision, goals, and benchmarks. I asked my most trusted Deputy Chief if he thought we could accomplish the goals. He felt we could, but not within the one year timeline. I set out to prove otherwise. Every goal was reached in just nine months, however, at a tremendous cost. Key staff members were exhausted, some felt used and others unappreciated. I learned a valuable lesson. Although goals and timelines are important to every organization, relationships and employee health is far more important.

Data drives our decisions, but it must be accurate and timely.

Shortly after my appointment, I resurrected the department's crime data tracking system called Crime View. Identifying spikes in crime and crime trends at the onset allows me and my staff to develop strategies, deploy resources and be confident in our decisions. Unfortunately, I discovered early on that although the data was timely, it was less than accurate. As a result, we were potentially developing strategies and deploying officers into areas where trends did not exist. Had we not taken steps to verify the accuracy of the data, we would have wasted our resources. Today, we routinely audit crime data. Bad data equals bad decisions.

Let loose, but don't let go.
I have always been a very hands-on and detail oriented leader.
Much of this is due to the intense scrutiny law enforcement
faces and an attempt on my part to keep the department out of the
headlines. All of this changed when I announced my retirement in
2011. As I was serving in an interim role during the police chief recruitment process, I began to loosen my grip on the organization. Immediately my stress level decreased and I began to enjoy the job more. The
same held true for those who worked for me. Although my retirement
plans changed, my new found leadership style did not. So relax, let
loose a little, and enjoy the job.

 When a crisis comes, communicate early and often.

Leaders have a tendency to wait too long before communicating in a crisis. When there is an absence of facts, assumptions are made and rumors abound. When a crisis occurs, people want to know what occurred, why it occurred and what we are doing about it. That is why I engage early, gather whatever facts are available and make a public statement. When people see the leader respond and provide facts, it serves to bring calm to the situation and counter rumors. So engage in the crisis early, and communicate timely with or without all the facts.

"It's not in the budget, now what?"

I have heard leaders say, "It is not in the budget". This comment can serve to kill employee morale. I have tried to instill in my staff the idea that a lack of money should never be an obstacle to keeping our residents and our employees safe. We have had tremendous success creating and utilizing non-profit organizations to offset financial shortfalls. These non-profit organizations have allowed us to raise millions of dollars toward the purchase of equipment and technology to include helicopters, horses, canines, a SWAT vehicle, body worn cameras for officers and the Real Time Crime Center.

Never say "We Can't"

The words "we can't" are rarely spoken in police department staff meetings. When I hear someone say "we can't", I say, "when I hear someone say "when I hea

staff meetings. When I hear someone say "we can't," I say, "why not?" Good ideas are worth pursuing regardless of a lack of money or resources, or restrictive policies and rules that get in the way. Are we short on personnel, then partner with someone, or take advantage of volunteers. Are we short on money, pursue a grant or seek private funding. Are we lacking the skill set, contract out? Do we have a policy against it, and then modify the policy. Start with the words "we can" and watch the creative juices flow.

Forgive and forget. You will last longer.
As a leader we should expect to be used, sued, betrayed, undermined and maligned, but we must never take it personal. Although it may hurt, it is not our role to seek vengeance. I am thankful God has given me the ability to forgive people who have hurt me. Although the hurt is personal, it is important that we not personalize it. People who learn how to forgive and forget will last longer in their leadership position. Holding grudges takes energy. Forgiveness creates energy.

When you think you have the answer - listen.

Oftentimes when a problem arises, a solution will come to mind. Instead of going into a meeting with my staff and sharing my solution, I have learned to wait and listen to their thoughts. It is amazing how many times I have walked out of the meeting with a completely different solution then I went in with. When different perspectives are shared, better solutions are developed. So when you think you know the answer, listen.

Leaders must remain calm in the crisis.

Regardless of the organizations we lead, there will always be a crisis at hand. In the world of policing, a multitude of crisis occurs daily. The success of a leader is determined by how calm they remain in a crisis. When we lose our composure or show panic, we lose our effectiveness as a leader, as well as the confidence of the people. Just as panic and fear can become contagious, so can calmness and composure. As leaders we must remain calm in the crisis. Our employees deserve it.

Karen MCCAFFREY

Vice President | McCaffrey Homes

Embrace technology. Technology has allowed us to better communicate with our team and our consumers. With the simple click of a mouse, we can visually show how a garage becomes a bedroom or bring to life a residential village at build out before construction has commenced. Today's technology can help you be more effective communicators thus improving business efficiencies and customer satisfaction.

Surround yourself with good people and invest in them. You are only as good as the people around you – build a team of good people and create an environment where they can do great work collaboratively. Invest in your team so they feel connected and knowledgeable. Have fun together to foster a team atmosphere, relieve stress, and enjoy each other. When your team is strong and aligned with your philosophy, you are able to deliver what your consumers need and desire.

Earn the trust of your consumers and your team. Trust is essential for business success. Trust is earned by honoring your commitments, doing what you say you will do, and showing integrity in your interactions. When your team trusts you, they believe in the work. When your consumers trust you, they believe they are getting the best. Earning trust happens every day and at every step of your performance.

Communication, communication, communication, communication. Communication is important in all relationships, and your relationship with your consumer is no exception. Be proactive in your communication to your customers – you can never communicate too much. Have systems in place for communicating effectively with consumers before, during, and after your business dealings with them. Notify them in advance of what to expect or what may come their way to avoid dissatisfaction and strengthen their trust in you.

Adaptability and flexibility are the name of the game. No matter what the industry, the ability to adapt and be flexible are the mark of thriving businesses. Being flexible in your business processes will allow you to be able to adapt in responding to the unexpected. Market conditions and the changing consumer desires and needs require you to constantly evolve. Anchor yourself in strong core beliefs around what you deliver, but constantly challenge how you deliver it.

Dream big! Allow yourself to dream. If you were not limited by resources or infrastructure, what could your business do? Being practical is prudent, but let yourself envision new possibilities. Engage your team to be creative and innovative to improve the experience for your consumers and the quality of your service. Harness the creative process and allow yourself and your team a chance to dream!

Set meaningful goals. Set realistic and meaningful goals to ensure that everyone on your team understands what the goal is and what they are working toward. Clarity of purpose is the mark of a successful team – it is your roadmap and the clearest way to measure the success of a business. Continually monitor your performance against those goals to make the adjustments needed to meet your goals. Remember: that which is measured, improves.

Manage expectations. It is important to set expectations so team members have a clear understanding of what is expected of them – clarity of role results in high performance. Equally important is that businesses set realistic standards for their consumers and then exceed them. By first setting expectations for your consumers and then exceeding them, you will establish a strong bond and trust with your consumers.

Contribute to your community. Be committed to giving back to your community. Your business has an important role in building and strengthening community – understanding this not only builds context for the work you do, it contributes to success. Dedicate your time and resources to investing in the community so that it continues to be a vibrant and thriving place to live, work, and play.

Enjoy the ride! It's more than alright to have fun – in fact, it's critical for sustainable success. People are drawn to those who enjoy themselves. Don't take yourself too serious because there is creativity in laughter and fun. Like everything in life, there are ups and downs. But, you become more resilient in the downs if you celebrate and embrace the ups. Have fun and enjoy the ride!

Notes

Eric RAWN

President | BCT Consulting

Jump to the Next Level with Technology.

Technology can make or break business growth. Whether it is online social media marketing or through innovative technology working within your company, knowing how to coordinate and facilitate technology can be a challenge, but can pay off its weight in gold when accomplished correctly. Social Media Marketing and Search Engine Optimization and/or Pay Per Click strategies will help get you in front of a large amount of people quickly.

Write down your Goals. Sit down a few times every year, list out and compare your goals from the previous year and identify where you're going and how you're getting there. It's important to keep this list updated and steer the ship in the direction you intend to head. Business changes quickly and staying ahead of your competition will help your success. If you aren't changing, they are. Keeping your goals documented will help you visually review where you've been and where you're going.

Quick to Fire, Slow to Hire. The wrong employee can spread issues throughout an organization like a wild fire and cause morale problems among other harmful issues with your staff. Take the time to find the best candidate for the position, while at the same time, making sure that anyone who isn't a fit is allowed to move on to another career opportunity that will benefit them more. Letting someone go can be a blessing in disguise and isn't or shouldn't always be negative.

Dial in your Business with a Dashboard.

Write out a dozen dials (similar to a car's dashboard) including Pricing, Customer Service, Employee Satisfaction, Marketing and others that are specific to your company or industry, and dial those in until they are fully optimized and allowing you to achieve maximum efficiency. Each dashboard item may have sub-categories, for example Pricing, especially when using specific marketing techniques, which allow you to view and optimize multiple strategies.

The Squeaky Wheel Gets the Grease. But sometimes the squeaky wheel gets replaced. Have a good strategy on whether you want to focus on fixing the 10% of your customers that take 90% of your time or if you would rather let them go. I've found that whether a client or an employee, when there isn't a good fit for either side, it is better to move on and allow both parties to find satisfaction and meet expectations with someone that works.

Word Travels Fast. Good PR is always great for any company, but bad PR travels so much quicker. Obviously, you want to limit the amount of negative or bad experiences your customer (or even employees) have, but when there is an issue that comes up, attempt to fix it by going above and beyond. Create an experience that shows they matter, that you care and will do whatever it takes to make the situation right.



Communication. Keeping good communication with customers or staff is one of the most important areas that can never be highlighted too much. I've never found over communication to be worse than under communicating. Making sure that your communication is always clear and precise can save everyone problems and reduce miscommunication incidences. Try to remove as much ambiguity as possible, for example, "I saw the man with binoculars" could be taken one of two ways.

Time Management Tips and Tricks. While most things can and should be discussed through other communication methods (such as email, phone call or even IM/Text), I've found that keeping in person meetings under 25 minutes not only saves time, but also helps make them more productive and to the point. How many of your meetings run longer than you expect or longer than they should last? Bring a timer into your meeting to help keep the conversation moving forward. To help keep a focus on your meeting length, set start times off the top of an hour, such as 2:10pm or 10:50am.

360. Help keep your employees happy, they'll take care of your customers who will then be loyal to your company. It's the circle of life that allows you to maximize the benefits to everyone involved. Employee retention is always a big topic and helping keep your staff fresh and energized can be difficult. Try introducing new perks, such as gym memberships or baskets of fresh organic fruit around the office. It's probably the little things that make your company special, so focusing on them can make a big impact for those that devote so much of their time to the company.

Empower and Delegate. I found early on that delegating can be a powerful way of growing and expanding a business. Empowering your employees to feel responsible and accountable can give them a feeling of power over their career while also helping you grow a business with employees that care about their tasks and projects. Learn to let go and allow others to make mistakes, learn and grow.



Mike SHIRINIAN



Owner | Elbow Room

There are no good deals without good people. Quality staff attracts and maintains quality patrons. Quality patrons help us attract and maintain a loyal, top-notch staff. Our guests are our partners in success. Quality vendors are my partners in success. If you hire people not aligned with you from an integrity and/or philosophical perspective it's a bad deal internally for your team and will ultimately be unsuccessful. If you associate with customers who are poorly intentioned they will find a way to subvert the deal that even a mountain of legal work can't negate. Bad people will find a way to screw things up. Bad people=bad deal.

Is what's going on outside your business exceeding what's going on inside your business? If so...you have problems. Being streamlined and having a work structure yielding insightful industry information is critical to seeing where you need to go. Project, project, project, where are you heading and are you adjusting and fine tuning constantly to get there? With this in mind...taking care of today is your insurance policy for your future success.

Re-imagine your business from the bottom up....Not the top down. In this digital age coupled with social media it's imperative that your business decision-making is founded in how you're perceived, represented and reviewed by your guest. Careful and professional use of social media will help you more clearly understand your product, staff efficiency and image. Making decisions in a vacuum at the top of your organization could be founded in partially or completely false assumptions. Your guest is always your best focus group. Having a guest feedback mechanism (both in person and via social media) built into your business is essential.

stand for? My core values are: (1) the customer is the purpose of our work not an interruption of our work. (2) Treat everyone as though you invited them into your house. (3) Do something each day to make one new guest. If you and your team do this, growth becomes exponential. Your business philosophy and culture must embody these principles. These three elements transcend talent and experience. Talent and experience are negated if these three elements are not intrinsic to you and each team member. I want a team that genuinely looks through the guest's eyes. If it's not right for the guest...we don't do it. These elements are essential to maintaining a winning culture.

Your mind and heart need to be in synch and lined up. Your internal compass is a seamless combination of these two elements. Proper and accurate technical information and metrics regarding your business is a must. Once that's achieved....You can then create business decisions that are good for the guest while making a profit. Intrinsically a happy guest is good for the heart and mentally you feel good about yourself and what you're providing.

What are your points of distinction? It's all about the details. Anybody can get the big picture right. At every level of your organization each person has to have the same core philosophy with a detailed understanding of product, service and a desire to be a problem solver for the guest. Own the fundamentals. Teach and re-teach is the only way to ingrain not only the fundamentals but the fine points.

What is your story? This is your biggest asset. Your staff and customer feel bonded with you when they know you, what you're about and what you stand for. They are an integral part of your continuing story. They are your marketing arm spreading the word. They are your "friend". Remember...if all things are equal people do business with their friends. Within reason...even if all things are unequal...people still do business with their friends. Why? Because they have confidence you will handle their needs in a personalized, detailed fashion. Make time daily to call 8-10 people you do business with or might do business with.

Running your business is different than being the business. Find the daily balance required to: (a) financially view your business with proper metrics to evaluate your performance; (b) talk to your entire staff...in some fashion....Every day; (c) engage your customer along with your team to some degree daily. Everyone loves to have the owner's attention.

On't settle for .220 hitters on your team. You can't make chicken pie out of chicken feathers. This baseball metaphor applies. Don't bring

people on board who can't or won't line up with you philosophically. Don't hire average. Hire diverse, talented, complimentary people who make your team better. Quality and service never go out of style. If those things aren't central to your company you will be viewed like a commodity. Once that happens... you're done. You therefore have no points of distinction separating you from the competition.

Treating your team (and your team treating each other) like you treat your guest/customer. Genuinely living this will engen-

der a respect and trust level on your team that will elevate them to new heights. Gone will be suspicion and distrust. Replacing that type of culture with acceptance and encouragement is essential to each team member offering their best effort and ideas. I have found that many; many times my least compensated staff has offered the most insightful solutions. There is no "bottom" of the lineup. Everyone is expected and encouraged to contribute in a meaningful way.

Marsha VUCOVICH



President & CEO | Fresno Equipment Company

Collaboration. Successful companies often follow a collaborative approach to management decision-making. Most good ideas benefit from the kind of fleshing out that only occurs in a group discussion. I've found that collaboration tends to occur naturally in a healthy business environment where employees are appreciated for their knowledge of the industry and customer base. Collaboration builds teamwork. When employees get along with one another and their opinions are valued, then their best ideas come to light.

Customer Service. Customer service should be among every business' core values. Customer service should be a commitment to the customer's short-term and long-term success. For us, it means developing a relationship with the customer, anticipating their needs, and providing the right solutions to ensure success and satisfaction. Salespeople should be account managers, not order takers. Businesses should also utilize marketing tools such as Customer Relationship Management (CRM) software and customer experience surveys to gather and respond to important customer feedback.

Employee Development / Training. Having an active training program for your business is essential to attracting and retaining good employees. Technology is driving a great deal of change in the products we sell and service, and employee training has become a requirement. Training allows us to set up our employees for success by providing classes, goals, accountability, and rewards. We've found that training also provides us with the ability to promote more employees from within our organization as opposed to hiring from the outside, and that helps build the culture we're looking for.

Strategic Planning for the Future. The most important factor to the continued success of any business is strategic planning for the future. Our plan is a five-year forecast of where we want to be and how to get there. It includes short-term and mid-term goals for sales and market share, financial performance, and growth. The most challenging part about strategic planning is the research that's required to determine the most effective steps to achieve our goals, and then tracking our progress and effectively communicating that to our team. Preparation and follow through are essential to a good business plan.

Code of Ethics. Ethical conduct is about more than a company's reputation and image. It's about sustaining a culture where values and principles provide a guide for employees to treat each other and the company itself fairly, and with respect. Our Code of Ethics is included in our employee handbook. A well written Code of Ethics reflects the company's character, values and business style. It defines what is expected of everyone as a representative of the company: to act with integrity and honesty, strive for performance excellence, and to be accountable for our actions.

Workplace Safety. The importance of safety on the job can't be overstated. Every business should have strict safety programs and training procedures in place in order to keep the working environment safe and productive. This is especially true in an industry such as ours where service technicians are working on heavy diesel equipment every day. While having safety protocols in place will also help manage costs, I can't think of anything more important on a day-to-day basis than ensuring the safety and well-being of our employees.

Empowerment. An effective way for account managers to achieve goals is to empower them with the responsibility of managing their own time with accountability over results and company resources. No one likes to be micro-managed, and a wider degree of freedom and latitude helps build trust and respect. Regular performance evaluations with coaching and feedback will provide the

Express Gratitude. Don't underestimate the value of expressing gratitude to employees. Often it is as simple as saying "thank you," or sending an email or handwritten note. It's easy to fall into a groove where you expect certain results, but it's important to never take accomplishments for granted. Remembering to show appreciation keeps things in perspective. However busy you are, you can only do so much for your business by yourself. Recognizing others is not only the right thing to do, it can increase your team's performance and job satisfaction.

Giving Back. It's good policy for businesses that have a history of success to give back to the region they serve. Successful businesses should contribute to organizations that support their community, their customers, and their industry. Support can be in the form of financial donations, memberships, partnerships, and volunteerism. Giving back can be a healthy way to engage employees to work together in teams such as non-profit charity walks and runs.

Interns. Businesses can benefit greatly from an intern program! We've made a practice of hiring college students as paid interns during the summer months. It's a win-win opportunity for the students and the company. Students are eager to obtain temporary job experience and mentorship. The company benefits from hiring students who provide a fresh perspective, are often tech-savvy, and can return as full-time employees following graduation.

necessary guidance.





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