

# THE FARMER'S EDGE



HURLEY & ASSOCIATES

Agri-Marketing Centers

## Creating Your Legacy

By Ben Hawkins

Over the past year, the Hurley team has placed renewed emphasis on the importance of discussing and establishing Operational Goals with the clients we serve. Operational Goals help provide guidance and clarity through the current and successive marketing years. Operational Goals we discuss with our clients sometimes lead to monetary or financial growth goals. We have also found discussions often take us down the path of longer-range planning.

Questions we ask our clients that generate discussion around operational goals include:

- What does this operation look like in 5, 10, or 15 years?
- What are your long-term objectives?
- What does your succession plan look like?

I have found the last bullet, specifically, has generated very valuable discussion. Another way to state the question is:

“How will YOU leave a Legacy?”

Dr. Adam C. Bandelli, Author of “What Every Leader Needs,” provides some guidelines in an article he wrote, titled “Creating a Legacy That Matters” for being both strategic and intentional with your succes-

sion plan. He states, “Your lasting value will be measured by succession and how well your people do after you are gone.”

Every grain or livestock operation and ag business relies on its shareholders (often family), as well as its trusted industry advisors to function properly. Industry advisors often include your Agronomist, Lender, Accountant, Marketing Consultant, Financial Planner, etc. Please consider all personnel that allow your business to operate.

Bandelli provides the following guidelines that I have made some minor adjustments to. Each farm business is unique. As you read through the guidelines below, I would encourage you to lean on the points that resonate with you and your operation.

**1.) Create the right mindset for legacy and succession.** Leadership is about influence. Influence is the ability to have a sustainable positive impact on peoples' decisions and actions. If you have influence, you think about the future and help move the business forward. You build a legacy by shifting the way you think about people, talent, and culture. When you work to create a legacy, you must focus on developing the right mindset. It becomes less about overseeing the activities of oth-

Continued on page 2



### IN THIS ISSUE:

- 1-2, 4 Creating Your Legacy
- 3, 4 Utilizing What You Pay For
- 4 Now Hiring
- 5 Consultant Spotlight: Tom Bovee
- Upcoming Client Appreciation Events
- 6, 7 U.S. Economy Posting Mixed Signals
- 7 HA Portal Highlight: Delivery Commitments

# Creating Your Legacy

By Ben Hawkins

*Continued from page 1*

ers. Instead, you need to identify the right people who can step into roles of increased scale, scope, and responsibility. You can only do this successfully by taking time to plan for the future.

**2.) Decide ahead of time the sacrifices you are willing to make** - Being a strong leader comes with great responsibility. Being a leader who leaves a legacy has an even greater price. When you work to create a legacy, you are thinking and decision-making becomes less about your personal or career priorities, and more about what you develop in your successor(s). That is why it is so important to know what you are willing to give up, so that others can go up. How much of your time are you willing to invest in your successors? What trade-offs are you willing to make for the long-term growth of the business? What changes does the business have to make? What improvements need to occur to best position the business for future success?

**3.) Take the initiative to start the process** - If you want to create a legacy, you must initiate the process. Some members of your team will have different agendas and motivations. Great leaders are proactive in planning their succession. They are strategic in how they think about the future and are not afraid to take on challenges that surface around preparing the business for key transitions. You must think about the long-term impact you want to leave on your people/family and the business. To do this successfully, you must make learning a lifelong pursuit for others. Take time to invest in the personal and professional relationships that matter most – the ones that are needed to build a strong bench for the future.

**“Progress always involves risk. You cannot steal second with your foot still on first.” – Frederick B. Wilcox**

**4.) Know your goals with each team member/partner** - The process of creating a legacy relies primarily on people.

It requires the selection of the right people and the right development processes for each individual. You must carefully choose your legacy carriers. Who are the members of your team who live out the values and beliefs of the business? Who are the strongest players on the team? Who has the tenacity and stamina to take the business to its next level? Being thoughtful about how you are building peoples' capabilities will ultimately determine how the business will thrive when you're gone. Are you including your successor in discussions and key decisions?

**5.) Prepare to pass the baton well** - Once you have prepared your people, you need to prepare for the transition. There is a real art to preparing a successor, and it does not always go smoothly. You must give yourself enough time to plan effectively. Bandelli says research conducted by his firm has found that 18 to 24 months is the right time frame. This enables you to work side-by-side with your successor to transfer knowledge, information, and power effectively. As you prepare to hand off to a successor, do everything you can to make for a seamless transition. And even then, plan to offer additional assistance without getting in the way. This must be a top priority if you want to have a lasting impact on the future sustainability of the business.

If you want to leave a legacy, you must look to people to carry it out. Find the right leaders and use the right preparation processes for each of them. Only as you pour yourself into your key talent will they be able to pour out themselves for others. No one can give what they do not have. The things you plan for today will determine the success of your people and the business in the future.

Conversations around Operational Goals are as valuable as any conversations I have with the clients I serve. It is never too early to plan for the future. Make sure you are having discussions and sharing your wishes and plan with the right people; your team.

*Continued on page 4*

# Utilizing What You Pay For

By Tyler Fruechte

The value of products and services has long been and will continue to be debated. Whether you are in the market for a piece of farm equipment or looking for the best vehicle insurance, sometimes it can be tricky to determine the “right” value for a product.

Coming from a background of sales, I have been on all ends of the table. I have had a stint selling life insurance as well as farm machinery. Selling something tangible is much easier than a hopeful lump of money that you will never see.

In each of those two professions, the relationships built between the salesman and customer are typically superficial. When it comes to Hurley & Associates' value, we want to rank it as one of the more valuable seats on your operation's board of directors. But beyond that we want you to utilize our services to their fullest potential. There are many reasons producers hire us: helping turn storage into a returnable asset, decoupling from the “white noise” of the markets, or you simply do not like to deal with the markets. All of these are viable reasons; however, I would be willing to bet the vast majority of our clients do not utilize our full array of tools.

The tools I am referring to do not encompass futures and options. They refer to the knowledge and experience your Hurley team holds. Added to that, is the remarkable visual that the Hurley & Associates online Portal now provides. For example, if a client is thinking about adding farmland: We have always had the know-how to run numbers and think objectively with our clients to draw a conclusion, but now we have the ease to streamline that process and adjust multiple figures very quickly. When that Client/Consultant relationship has transparency and trust, we can run different scenarios to show the route in achieving goals.

When I analyze the chaos of the previous 4-5 years, there is one thing that stands out. The operations that are not afraid to ask questions seem to be the most relaxed. Full disclo-

sure, there needs to be a high degree of transparency surrounding the operation's current situation and future goals for that to really take hold. For myself as a consultant, the questions themselves are not the meaningful aspect. It is seeing and hearing the passion to reach that end destination that means the most. The questions merely help map out the journey.

If you are like many farmers and struggle to build trusting business relationships; first off, know you are not alone, but secondly, I would encourage you to start peeling those walls away and start sharing your future plans with the team around you. You may find that objectives are easier to achieve when you are not the only one looking out for you. I like to think about working livestock as an example. When I am sorting off breeding groups, the only way my 5-year-old son knows how and where to move those groups is if I first walk him through and show him exactly what pen they need to go into. There is an awful lot of stress and confusion when I do not communicate that first. Taking the extra five minutes drastically reduced that strain and even more importantly, my son will stay outside with me and find joy in helping and doing things right.

I encourage you to take the extra time and educate your team as to the destination you see for yourself. Remember, individuals within the service industry (Crop Insurance Agents, Lenders, Consultants) are only successful if their clients are successful. However, if they do not know what success means how can we expect a favorable outcome? Everyone at Hurley & Associates wants to see you succeed and we hope to be part of it along the way.

---

*Tyler grew up on his family's grain and livestock farm north of Pipestone, MN. Hard work and responsibility are part of his core values and his foundation in the Ag industry. He graduated from SDSU with degrees in Agricultural Systems*

Continued on page 4

## Utilizing What You Pay For

By Tyler Fruechte

Continued from page 3

*Technology and Agricultural Business. Prior to Hurley, Tyler spent 5 years in the machinery industry as a salesperson and precision farming specialist discovering individual operator needs, optimizing machinery lines and integration into the operation.*

*Tyler and his wife Alissa believe there is no better place to raise a family than on a farm. They currently live on an acreage raising a flock of Dorset sheep, which they sell and show at regional and national events. Tyler and Alissa hope to instill core qualities in their children the same way they were raised.*

*Being immersed in agriculture his entire life, Tyler understands that gratification doesn't come without its' hardships. He appreciates the trust producers place with him that allows Hurley and Associates to become a partner in their operation.*

---

## Creating Your Legacy

By Ben Hawkins

Continued from page 1

I will end with a Steven Covey quote.

"We do make a difference – one way or the other. We are responsible for the impact of our lives. Whatever we do with whatever we have, we leave behind us a legacy for those who follow."

---

*Ben grew up on a small beef operation in southeast Minnesota. He graduated from North Dakota State University with a degree in agricultural economics and a minor in animal science. Upon graduation, Ben immediately took a position with AgStar as a loan officer and crop insurance agent out of Mankato, Minnesota.*

*Ben joined the Hurley team in 2009. He was impressed with Hurley's individualized approach to risk management*

# NOW HIRING

### **Charleston, MO**

Regional Manager

- Proven Leadership
- Passion for serving ag producers
- Team focused

### **Brookings, SD**

Farm Marketing Consultant

- Passion for serving producers
- Growth mindset
- Excellent interpersonal skills

### **Glenwood, MN**

Farm Marketing Consultant

- Passion for serving producers
- Growth mindset
- Excellent interpersonal skills

### **Brookings, SD, or Glenwood, MN, or Grundy Center, IA office**

Hog Marketing Consultant

- Passion for serving hog producers
- Growth mindset
- Team focused

**If you or someone you know may be interested in one of our open positions, please apply on our website.**

[hurleyandassociates.com/careers/](http://hurleyandassociates.com/careers/)

*marketing, particularly the emphasis placed on each producer's cash flow projections. His knowledge in marketing, finance, and crop insurance assists in his ability to help producers understand and manage their risk.*

*Ben, his wife and their three sons live near Lowry, Minnesota, running a small herd of registered Simmental beef cattle. He and his family are active in their local church, 4-H, and community. Ben enjoys showing and working cattle with his family, fishing, and other outdoor activities.*

## Consultant Spotlight: TOM BOVEE



### What do you most enjoy about your job?

The people. Between my coworkers and all the Hurley customers, you just won't find a better group of people.

### How did you get started in your career?

I am the oddity in the industry in that I didn't grow up on or near a farm. At my college graduation a family friend offered me a position at CHS, which I accepted. It was my first time in a grain elevator, and I had been hired to run the facility!

### What are you most passionate about when it comes to serving your clients?

Marketing is hard and it is one of the main things I believe farmers need help with. That combined with the impact I see that farmers have on the community every single day. When farming is good, life is good in these communities. I want to see farmers do well all the time because it benefits everyone.

### What would be your ideal vacation?

Going somewhere warm in February with my family and friends. The place doesn't matter as long as I've got them.



Tom grew up moving around the country with his parents due to his father's job. He has lived in several different states but always will consider Ashby, MN to be his hometown. Being around people who are hardworking and maintain solid core values is what brought Tom to the Ag Industry after growing up around but never in it his whole life. Tom graduated from Minnesota State Moorhead in 2004 with a degree in Biology but decided he was not finished with his studies, so he got his MBA from North Dakota State University in 2005. He worked as a life flight paramedic while finishing college but left that role to join Cenex Harvest States upon graduation. He spent 12 years with CHS growing his knowledge and skills in regard to grain merchandising. In December of 2019, Tom joined the Hurley & Associates marketing team in the Wheaton, MN location. Tom's knowledge of grain handling and elevator merchandising will be very beneficial in his future success with Hurley & Associates. He believes that helping farmers make better decisions will in turn benefit the entire community and all in it.

*Not a moment of life is wasted on a farm. Others may have been more places but haven't outlived me.*

– Jim Fischer

## Upcoming Client Appreciation Events

### GRUNDY CENTER, IA

August 18th

Managing Risk-Crop Insurance  
At the Grundy Center Community Center  
10:00 am to 12:00 pm  
Doug Burns with Farm Credit Services of America presenting. Bring neighbors and friends. Lunch to follow.  
Please register on website

### BROOKINGS, SD

August 15th, 16th, and 17th

Dakota Fest 2023  
Doors open at 9:00 am closed at 4:00 pm  
We have single day passes and lunch tickets for clients.

August 16th

Client Appreciation Social and Supper  
Mitchell, SD  
At the Highland Conference Center  
Social from 2:00 pm to 5:00 pm  
Supper from 5:00 pm to 6:00 pm

# U.S. Economy Posting Mixed Signals

By John A. Johnson

The U.S. Economy is enjoying a respite in the raging inflation rates of the past 16 months or so. Recent strength in our stock indices has economists coming out of the woodwork with opinions concerning the much-predicted recession that we have heard so much about. At this point, a person can literally pick his/her preferred opinion concerning the length and severity of any recession, or even if he or she thinks that one is eminent. Those ideas vary from the idea that we are already in a recession, and this is going to get worse, to the recession that has never happened and is not likely to start. There are signs and statistics to substantiate either view or every scenario in between.

There is one indisputable fact that is weighing on the camp that the recession is already here and going to get worse. Consumer spending is responding to higher prices of almost every product or service that we need or have to buy, by simply buying more, even at the increased costs. The obvious argument there is that there is a limit to the "well" of consumer spending, defined by available cash, and at some point, we will reach that limit. That is true, but the fact is we do not seem to have reached that limit yet.

On the other hand, (that phrase led President Harry Truman to say if he could ever find a one-armed economist, he was going to hire him. He was so tired of hearing them say, "on the other hand") credit card balances are going up at an alarming rate to some, while others say, "That is simply a sign that consumers are paying higher prices for more goods and services, so what else is new?"

There is even the third camp of predictors that say that we are beginning to experience the so-called soft landing which would be the most ideal outcome of any recession. We have been watching the economy for many years and have lived through our share of recessionary times but have yet to see or experience what we would consider to be a soft landing. In all the recessions we have been involved in, we have seen people lose their jobs, automobiles, homes and even their families in certain cases when the financial pressure became too great.

There is one more group that many of us, especially our politicians, are overlooking in this case. That is the people who have jobs and were fairly comfortable only a couple of years ago and have managed to keep their job along with periodic raises. There are too many cases where those wage increases have not kept pace with inflation. When prices inflate at 8-10% per year and one's income rises 2-4%, that person loses ground economically. If that salary provided only the necessities prior to the onset of the inflationary period, those people have taken a substantial pay cut. That is hard to swallow in a time of runaway prices for gasoline, necessary repairs, and especially groceries of every kind. Eating out or entertainment especially begin to suffer, along with any other luxury or discretionary spending. Necessities take center stage, and we are working to survive. The Lord only knows we do not need any accidents, sickness or major repairs to the car or house to come along, that can completely derail the family budget.

In the latest report, the inflation rate is reported at an annual rate of 3%, which is very close to our Federal Reserve's stated goal of 2%. The problem is that the percentage compounds itself. The reported 3% is on top of the 9% for the previous year's rate. Simple math tells us that from only 2 years ago, we are looking down the barrel of a 12% inflation rate. Not too many of us have managed to achieve the level of increased income that it takes to maintain their prior lifestyle. Common sense says to stay "even," we have to increase earnings at least equal to the rate of inflation in order to survive economically.

We have always had a certain number of labor strikes around the country, but we are hearing more about those in the past 6 months or so, as workers in many occupations run into the so-called wage/inflation gap. Even the writers and actors of Hollywood are walking the picket line, demanding more money and better benefits. Latest news reports are rife with reports of airline pilots and workers striking as our country's air traffic becomes increasingly snarled.

When we weigh the potential outcomes, we are prompt-

Continued on page 7

# U.S. Economy Posting Mixed Signals

By John A. Johnson  
Continued from page 6

ed to ask, what will be the outcome of all this? As our friend Dennis Gartman famously said so many times, "Time only shall tell."

Internationally, the major economic news centers around the war in Ukraine. This war has become a proxy war between the U.S., who is allied with Europe and Ukraine, against Russia and China. The rest of the World's countries who are interested, are aligned with one or the other of those alliances, some vacillate between the two. Some even trade with both, and as it turns out, favor mostly their own economic interests more than anything else.

World agricultural news and markets today are most affected by the fact that the Russians have withdrawn from the agreement, negotiated by United Nations and Turkey, between Russia and Ukraine, which allowed the unimpeded shipping of agricultural products out of certain Ukrainian ports. Ukraine is very important to the World's grain export trade, being the third largest exporter of wheat, corn, and other grains. Their ability to maintain their ability to export that grain has been turned off and on like a water faucet during this agreement. That start/stop dynamic has been responsible, along with recurrent hot dry weather in certain areas of the U.S., for much of the machinations in the World's corn and wheat markets for the past two months.

*John A. Johnson has worked for Hurley & Associates since 2000. John is semi-retired now living the life of chasing grandkids. John is based in Sikeston, MO.*

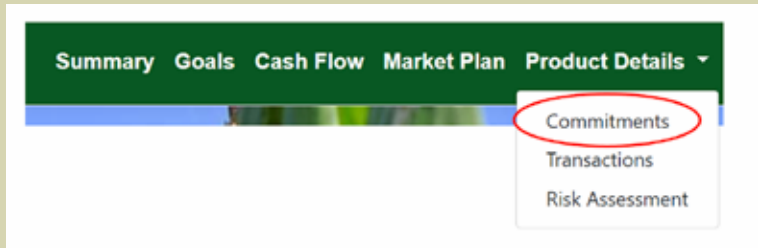
# HA Portal Highlight

## Delivery Commitments

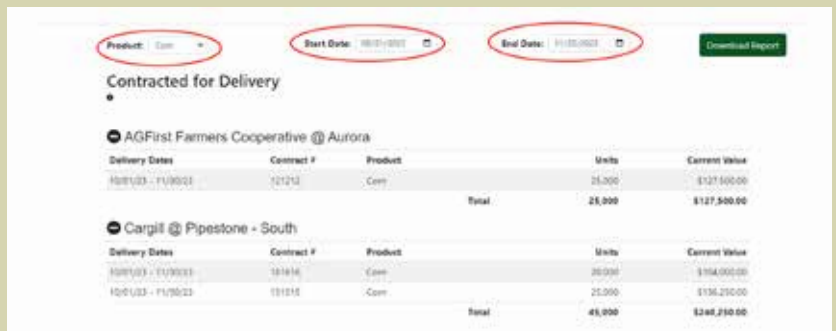
By: Mindy Whitehill

The Hurley portal is a great place to help you prepare for your harvest delivery plans. You can review the location, timeframe, and quantity factors of your delivery commitments and then customize a delivery printout for whomever is hauling your crop. For example, you can specify a certain crop and a date to narrow down your specific delivery needs. Here's how you can do it.

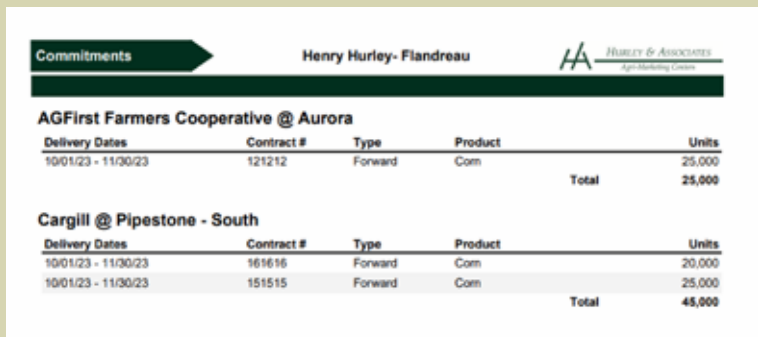
1. Go to Product Details and then select Commitments.



2. Then Select your product(s) and specify the start and end date.



3. Lastly, you can click on the green Download Report button to e-mail or print it. This report will not have any value (\$) on it, so you can keep that information private from your drivers.





**HURLEY & ASSOCIATES**

*Agri-Marketing Centers*

415 E. Marshall  
PO Box 471  
Charleston, MO 63834

Phone: (573) 683-3371  
Toll Free: 1-800-524-0342  
Fax: 573-683-4407  
email: [info@hurleyandassociates.com](mailto:info@hurleyandassociates.com)  
[www.hurleyandassociates.com](http://www.hurleyandassociates.com)

Except as otherwise noted, the contents of this newsletter are copyrighted materials of Hurley & Associates Agri-Marketing Centers of Charleston, Inc. and contain trademarks, service marks and trade names of Hurley & Associates Agri-Marketing Centers of Charleston, Inc. and/or affiliates. ALL RIGHTS ARE RESERVED.

While the information contained in this newsletter is derived from sources which are believed to be accurate and timely, there may be inadvertent factual inaccuracies or typographical and other errors, and the information is not warranted or guaranteed for accuracy or completeness. Any opinions expressed herein are subject to change or correction without notice and Hurley & Associates Agri-Marketing Centers of Charleston, Inc. and its affiliates disclaim all liability for errors or omissions in these materials, and disclaims all liability for the use or interpretation by others of information contained in this newsletter. This material should be construed as the solicitation of trading strategies and/or services provided by Hurley & Associates, Inc. noted in this newsletter. We believe positions are unique to each person's risk-bearing ability, marketing strategy, and crop conditions, and therefore, Hurley & Associates Agri-Marketing Centers of Charleston Inc. does not give blanket recommendations. Any examples given are strictly hypothetical and no representation is being made that any person will or is likely to achieve profits or losses similar to those examples.

Decisions based on information contained in this newsletter are the sole responsibility of the reader, and in exchange for receiving this information, the reader agrees to hold Hurley & Associates Agri-Marketing Centers of Charleston, Inc. and/or its affiliates harmless against any claims for damages arising from any decisions that the reader makes based on such information. The risk of loss in trading commodities can be substantial, therefore, carefully consider whether such trading is suitable for you in light of your financial condition. Past performance is not indicative of future results, and there is no guarantee that your trading experience will be similar to past performance.

**Trent Hurley, Chief Executive Officer**  
**David Hurley, President of Hurley & Associates, Inc.**  
**Ida V. Hurley, Founder**  
**Dennis E. Hurley, Chairman of the Board**

## LOCATIONS

Grundy Center, IA  
319-777-7952

Britton, SD  
605-277-1750

Wayne, NE  
605-705-4040

Brookings, SD  
605-705-4040

Cologne, MN  
320-634-4001

Wessington, SD  
605-554-0230

Glenwood, MN  
320-634-4001

Canyon, TX  
979-272-2182

Caruthersville, MO  
573-333-1138

Snook, TX  
979-272-0539

Charleston, MO  
573-683-3371

Edna, TX  
361-782-6715