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CHARLES SUKUP, Sukup Manufacturing Co.





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NOVEMBER 2015  
 VOLUME 4 | NUMBER 11



**Iowa Association of  
 Business and Industry**

Iowa Association of Business and Industry. "The Voice of Iowa Business since 1903" is the largest business network in the state (serving as Iowa's state chamber) with a long legacy of advocating for a competitive business climate in Iowa. ABI offers its nearly 1,500 member companies and their employees opportunities to network, learn best practices in lean processes, workforce, workers' compensation, controlling health care costs, employee drug testing, environmental issues and leadership. ABI works "to foster a favorable business, economic, governmental and social climate within the State of Iowa so that our citizens have the opportunity to enjoy the highest possible quality of life."

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## A VIEW FROM THE TOP



**Paul Gregoire**

*ABI Chairman*

*Emerson/Fisher  
 Marshalltown*

[paul.gregoire@emerson.com](mailto:paul.gregoire@emerson.com)

## Giving thanks

The focus of this edition of Business Record Iowa is a timely one. I hope you enjoy the feature article about what business owners are most thankful for. It is natural at this time of year to contemplate a subject such as this one.

At Emerson/Fisher, I am thankful to get to work with some of the smartest, most innovative people found anywhere. Thanks to these people and our customers, our company is the global leader in our industry.

At ABI, I am grateful to get to meet and work with our state's best business leaders. These are women and men focused on their employees, their businesses and on serving their customers. They are people who want to make Iowa better and who create economic opportunity every day.

One other quick note: It is not too early to make your plans to attend next year's Taking Care of Business Conference. ABI will hold its 113th annual convention in Sioux City June 14-16 of next year. Believe me when I say that you do not want to miss this event! At the conference, you will hear terrific, nationally known speakers, visit fabulous new venues, enjoy great hospitality and network with Iowa's best business leaders. Watch for more information soon, but reserve the time on your calendar now.

Every month, when the question is asked about who will lead the way in making Iowa an even better place to live and do business, the answer is "Why Not ABI?" Thank you for your support.

## EXPERT ADVICE

### A secret to leadership and team success: vulnerable trust

"I messed up." "It was my fault." "I don't know." Are these words that you would expect to come from a leader? What if I were to tell you the answer to this question is "Yes!"

Regardless of the industry we work in, most of us strive to be the best we can be. Whether it is having all the answers, meeting the tough deadlines or solving complex problems, we view each challenge as an opportunity to showcase what we are made of. When our weaknesses are exposed, we tend to come down too hard on ourselves, which often is exactly the opposite of what we should do.

In Patrick Lencioni's best-selling book *The Five Dysfunctions of a Team*, he discusses common ways that teams get derailed and ways to overcome them. According to Lencioni, at the very foundation of a successful team is trust. Not the type of trust where people can predict others' behaviors, but rather vulnerable trust — the kind where individuals are able to expose their weaknesses and mistakes in order to create a culture in which it is understood that "no one is perfect, but together we can compensate for imperfections and accomplish results nonetheless."

So how do you establish vulnerable trust on a team? The same way you can establish almost any behavior in a team: by modeling it at the top. Leaders who want to establish vulnerable trust on their team can do so by:

- Recognizing that vulnerability is different from weakness. Weakness is the inability to admit imperfections. But vulnerability is the first step toward overcoming them.
- Declaring what they know and what they don't, thereby making it clear that they are relying on the expertise of others to fill in the gaps.
- Being forthright about mistakes — and how they are going to learn from them.
- Not expecting perfection from others, but instead looking at imperfections as opportunities for continuous improvement.
- Embracing opportunities when "their idea may not be the best idea." Not only does this leave opportunity for new and better business practices, but team members will have more respect for the times when a leader does insist on his or her own ideas.

By modeling each of the above behaviors in conjunction with putting your best foot forward and always striving to be your best, you are taking the steps toward creating an environment where true teamwork can take place. So ask yourself, what could you start, stop or continue doing to establish a sense of vulnerable trust on your team?



**Rachel Spyksma**

*ATW Training Solutions*

[rachel@atwtraining.com](mailto:rachel@atwtraining.com)







# ◀ EVENT REWIND

## 2015 Advanced Manufacturing Conference

SEPTEMBER 30 | ALTOONA



Clockwise from left: Kim Augspurger of Saxton, Inc., Steve Jacobs of BCC Advisers and Brad Hansen of BMO Harris Equipment Finance Company, chat during a networking break at the Advanced Manufacturing Conference; Jeremy Bout, host and executive director of Edge Factor, discusses how to engage the next generation of manufacturing employees; keynote speaker Matthew May, right, talks with Larry Carlstone and Cynthia Goro of Business Legacy, LLC, after his speech.



Clockwise from top left: An attendee speaks with Mary Beth Hart of BIPAC about the organization's efforts to help educate employees about participating in the upcoming Iowa caucuses; more than 225 attendees watch a presentation by Jeremy Bout; Bout speaks with conference attendees following his presentation.



# Legends in Manufacturing Awards Dinner

SEPTEMBER 29 | ALTOONA



Clockwise from top left: Iowa Secretary of Agriculture Bill Northey, left, speaks with Todd Sommerfeld of Kreg Tool, Nate Weaton of Hillphoenix Specialty, and Charles Sukup of Sukup Manufacturing before the event; representatives from Emerson Fisher pose for a photo in front of the Legends backdrop; Wendy Mihm-Herold of Northeast Iowa Community College, Valerie Newhouse of Iowa Lakes Community College and Joleen Rogers of Iowa Lakes Community College talk during the networking reception; representatives from Agri-Industrial Plastics enjoy a networking reception before the dinner; Rick Meyer and Mark Everson of Alliantgroup talk with ABI President Mike Ralston. Everson spoke during the Iowa Advanced Manufacturing Conference.



Left: Roger Hargens of Accumold and Jane Hargens talk with Scott Heemstra, Greg Steggerda and Drew Vogel, all of Vogel Paint, during a networking reception. Right: Mark Hanawalt of United Equipment Accessories talks with Bob Wersen, Sharman Wersen, Ralph Bright and Nicole Bright, all of Interpower.





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## CAPITOL BUSINESS



## WERSEN RECEIVES 2015 ADVOCACY AWARD

Interpower Corporation President Bob Wersen routinely refers to himself as an Iowan by choice.

In 1995, Wersen moved his company, which manufactures power cords, cord sets and other electrical components, to Iowa from California, where the state's tax and regulation climates were stifling Interpower's growth.

Upon moving to Oskaloosa, Wersen immediately became engaged in Iowa's business and political communities, meeting with lawmakers and taking an active role in the Iowa Association of Business and Industry (ABI).

His continued commitment to sustaining Iowa's business climate and promoting economic growth make him an obvious choice for the 2015 Advocacy in Action Award.

"Bob and his wife, Sharman, could have moved anywhere in the U. S., and we're fortunate they chose Iowa," ABI President Mike Ralston said. "Bob has been a vocal advocate for smart business policies that grow Iowa jobs."

Wersen has been a vocal advocate for Iowa business issues over the past two decades, inviting legislators to visit his facility to discuss the importance of policy decisions that drive economic growth and add jobs. He takes part in ABI's annual Legislative Reception and Business Day on the Hill events, and regularly contributes to ABI's Iowa Industry PAC at the Platinum level.

Wersen has also been an integral component of ABI's overall success. He serves on the ABI Board of Directors and is a past chairman of both ABI and the ABI Foundation.

The Wersens also own and operate Tassel Ridge Winery in Leighton.



Bob Wersen of Interpower, center, receives the 2015 Advocacy in Action Award. Wersen is pictured with, from left, ABI Chairman Paul Gregoire; Wersen's wife, Sharman; Nicole Crain, ABI Senior Vice President, Public Policy; and ABI President Mike Ralston.

### ABOUT THE AWARD

The Advocacy in Action award was created in 2014 to recognize ABI members' commitments to ABI advocacy efforts.

The award honors an ABI member who demonstrates the following characteristics:

- Impact on legislators and pro-jobs legislation.
- Mobilizing grass-roots advocacy.
- Raising public awareness.
- Individual investment in ABI's Political Action Committee, IIPAC.
- Other efforts that make the applicant/organization deserving of this award.

## NEED TO KNOW

## Present at the 2016 Conference

Kathy Anderson, [kanderson@iowaabi.org](mailto:kanderson@iowaabi.org)

The 2016 Taking Care of Business Conference will take place in Sioux City, June 14-16. Iowa Association of Business and Industry (ABI) members who have not been to Sioux City recently will be thrilled with the stunning Orpheum Theatre, exceptional hotels including the Hard Rock Hotel and Casino, Stoney Creek Inn and the Marina Inn, outdoor bands and a transformed riverfront.

The theme for the 2016 Conference is Dare to Be Different. The goal is to create a business conference unlike any you've attended in the past while maintaining the world-class educational and networking experiences typical of this premier event. I encourage you to place the dates on your calendar and book your hotel room now. Registration will open in January. More information can be found at [www.abitakingcareof-business.com](http://www.abitakingcareof-business.com).

With the goal of creating a radically different conference in mind, the 2016 ABI Conference Committee is looking for presenters who can raise the bar and provide interactive educational opportunities that will leave participants thinking, "That was incredible." ABI is looking for interactive and engaging sessions that take the event beyond the confines of a customary conference breakout session. This is an opportunity to present before a group that will include more than 500 influential business leaders from across Iowa. You can find the RFP submission form on the ABI website.

**The deadline to submit an RFP is Nov. 20.**



Iowa Association of  
Business and Industry

## 2016 Critical Business Updates

The Affordable Care Act and proposed rules from the Department of Labor mean big changes for businesses.

Learn about rules and implementation strategies for companies of all sizes.

**November 17, 2015 | Des Moines**

**March 1, 2016 | Sioux City**

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**Visit [www.iowaabi.org](http://www.iowaabi.org) to register.**



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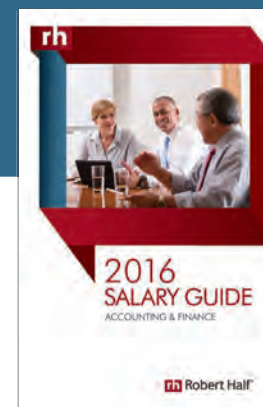
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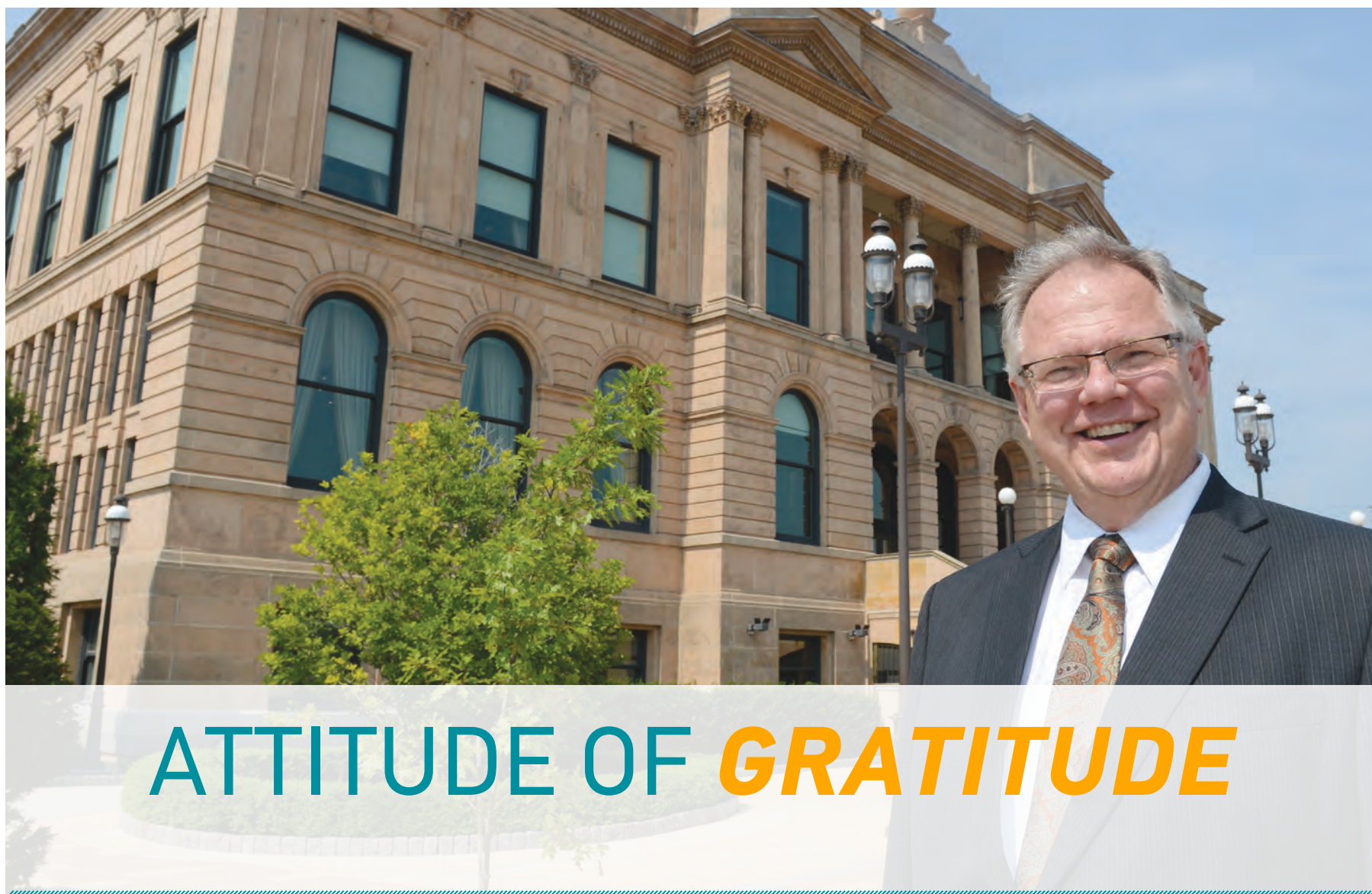
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Eugene Sukup, seated, started Sukup Manufacturing in 1963. The company has grown dramatically but remains family-owned.



A Sukup employee applies a company logo during the production process.

Each fall, Charles Sukup reflects on all he has to be thankful for as he sees farmers harvest their crops and transfer them to grain bins manufactured by Sukup Manufacturing Co.

"That's very gratifying to see the farmers with a bountiful harvest," he said. "It always brings a smile to my face."

Sukup, his family and his employees at the Sheffield-based manufacturer take seriously the role their products play in helping to store grain and provide food for an ever-growing world population.

"There really isn't a higher calling than feeding the world. Preserving and protecting the grain that's produced is our mission," Sukup said.

Sukup Manufacturing was established in 1963. At the time, farmers were transitioning from storing ear corn to storing shelled corn. Charles' father, Eugene Sukup, built a stirring auger to help ensure that the shelled corn would dry consistently.

For nearly four decades, Sukup focused exclusively on building the best accessory parts in the industry. However, in the late 1990's, consolidation within the industry was squeezing the company out, Charles Sukup said. The company decided it was time to start manufacturing grain bins.





“Our office looks out on cornfields and grain production,” he said. “We love being in northcentral Iowa. The ag business here is wonderful and being right in the middle of cornfields helps us stay focused on the most important part of our business – our customers.”

Charles Sukup, Sukup Manufacturing Co.

Now it is the fastest-growing grain bin companies in the country. “Originally, in order for us to survive and grow in making accessory products, we had to have the very best accessories and be top in the market,” Charles Sukup said. “We’re the only company that got into grain storage and drying first by specializing in accessories and then broadening into grain bins. Others went the other way. Accessories were the afterthought,” he said. The company’s ability to innovate and think outside the box has been essential to its success, Sukup said. “We like to encourage our employees to really put an emphasis on new ideas,” Sukup said. “We have some talented people who, although they may not have a four-year degree, are very sharp and innovative.” The company has more than 80 patents. Sukup and other company leaders work to build strong personal relationships with their employees, customers and suppliers. The company employs about 560 people at its Sheffield facility. The location helps to keep everyone grounded, Sukup said. “Our office looks out on cornfields and grain production,” he said. “We love being in northcentral Iowa. The ag business here is wonderful and being right in the middle of cornfields helps us stay focused on the most important part of our business – our customers.”



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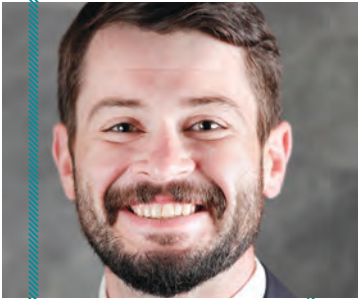
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## A CUSTOM PUBLICATION FOR ABI

**CHRIS HALL, *Iowa Representative in House District 13, Sioux City:***

"My family and friends form my support structures in life. I'm thankful for the laughter and guidance they provide more than anything. I'm proud of my community's recent growth and success, and am grateful for free time outdoors. Come visit us in Sioux City."

**DEBI DURHAM, *Director, Iowa Economic Development Authority:***

"I am most thankful that Iowans are problem-solvers. Whether that means transcending politics to work together to create an opportunity from a challenge, or our amazing Iowa companies that are innovating to solve world hunger or cure ebola. Iowans, by nature, will do what it takes to get the job done. I'm so thankful to be part of that culture that we foster here."

**PAUL GREGOIRE, *Global Vice President of Human Resources, Emerson/Fisher, ABI Chairman***

"I am thankful for those that came before me and took the time to pass along their wisdom, even if I did not realize how valuable it was at the time. I continue to be thankful for the chance I have to learn every day from others – especially my wife."

In growing as a leader I understand that the success that lies ahead is a by-product of my past failures – both personally and professionally – and the lessons learned along the way."

**CHARLIE RICHARDSON, *Plant Manager, AKS Precision Ball Co., ABI Board of Directors Executive Committee member***

"I'm thankful for God's blessing that provides us with so many things; for this great country that gives us the freedom and opportunities to provide for our families and live the life we choose; for my family's health and wellbeing and for the many other blessings we often overlook."

**JACK HASKEN, *President/CEO, Jackson Mfg., Inc., ABI Board of Directors member***

"I am thankful for my wife, Sarah McDonald Hasken and two wonderful children Heather and Taylor, and now my new son-in-law Matt Pearson."

On a professional level, I am finishing my third year of being President/CEO of Jackson Mfg., Inc. I feel honored to have the reigns of Jackson Manufacturing and enjoy the challenge to grow and run this plastic injection molding business. I have a great team here."

**MARK WYZGOWSKI, *CPA, Managing Principal – Heartland, CliftonLarsonAllen***

"I'm thankful for my wife, Julia, for putting up with me for 25 years and for our three wonderful daughters who make me proud every day. I am thankful for CliftonLarsonAllen affording me the opportunity to make an impact within the organization. The faith they put in me drives me to be the best I can be."





**LANCE GUNKEL, *Chief Operating Officer, Sherpa Investment Management***

"I'm thankful for the ability to explore and seek new experiences in both my professional and personal life. Away from the office I like to test my physical limits through endurance events – ultramarathons and Ironman triathlons. My wife and I encourage our kids to explore in order to gain more confidence in tackling an adventure that's outside of their prior experience and comfort zone.

At the office, new experiences come through the ability to work with clients that each have a unique set of circumstances and goals."



**NATALIE BATTLES, *President, Capture Marketing***

"I am thankful for the opportunities I have to work with Iowans across the state on issues regarding health care and education. There are so many ways we can help others and sometimes the challenge may seem so great, so I appreciate every day that I get to work with my colleagues and clients."



**ADAM SCHWEERS, *Owner, Computer Concepts of Iowa, Inc., Carroll Mayor***

"I am thankful first of all for my wife of 15 years and two boys. I'm thankful to celebrate 10 years owning Computer Concepts of Iowa and for my nine employees who work hard advancing our company every day.

I'm thankful to be located in Western Iowa where there are so many successful multi-generational family-owned small businesses who are committed to quality and community. I'm thankful for my time serving as Carroll's Mayor and the continuous improvement I see in our community, not to mention the tremendous opportunity for growth."

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Rowena Crosbie, President





# AHEAD OF THE CURVE



The opening session of Leadership Iowa included a scavenger hunt in which LI class members had to break into teams and complete a variety of obstacles.



Top three photos: Members of the 2015-16 Leadership Iowa class participate in an introductory exercise during their opening session in Perry; bottom left: Class members pose for a photo outside the Carnegie Library Museum; bottom right: Bill Clark of the Carnegie Charitable Trust addresses LI participants.

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Iowa Community Foundations is an initiative of the Iowa Council of Foundations



## TOP TIPS

# 3 Steps to Better Employee Relations



**Kathleen Riessen**

*Measured Intentions*

kriessen@measuredintentions.com

With unemployment near 3 percent, many companies are looking for ways to help their current employees work better together. You can apply these three marketing communication strategies to help everyone understand your company's overall vision and move forward together.

1. Identify your company why. This is a 10-words-or-less statement of why your company is in business. To do this, gather your key employees/owners in a room and ask them what the business does, how it's done and, lastly, why are you in business. Allot no more than two hours for this exercise. It is best when facilitated by a third party that can challenge your team with unbiased questions regarding the answers. Your why should be meaty and belong to your company. It shouldn't be able to be slapped on another company and still make sense.
2. Ask your employees to identify their personal why. This is their reason for being. Knowing your why is similar to having a personal mission statement that helps you establish a personal vision for your life. If you get stumped on this process, list everything that is important to you. Then take each item away and see how this makes you feel. The one you can't get rid of is typically your why. This process is both personally and professionally rewarding. For some, this is an affirmation of the choices they have made. For others, this is a wake-up call to make changes to focus on things that are important to them.
3. Have the employees compare their personal whys with the company why. Do these align? In some cases, they don't, and then you need to look at realignment or helping them succeed somewhere else. In most cases, they do. This portion of the exercise provides support of the company why and is a reminder of the reason the company exists.

Have you identified your personal why and your company why? Would you like help implementing this in your company? Call us at 515-868-0240 or email us at kriessen@measuredintentions.com with any questions.



## CALENDAR OF EVENTS



### NOVEMBER 17

#### 2016 Critical Business Updates

ABI Office | 400 E. Court Ave., Suite 100 | Des Moines  
9:00 AM – 3:00 PM

### NOVEMBER 17

#### Friend of Iowa Business Reception and Wine Tasting

Tassel Ridge Winery | 1681 220th St. | Leighton  
4:00 PM

### DECEMBER 10-11

#### Leadership Iowa Session

Waverly

### DECEMBER 10

#### Connecting Statewide Leaders

Wartburg College | Waverly  
10:30 AM – 1:00 PM

### JANUARY 13

#### Legislative Briefing and Reception

Embassy Suites | Des Moines  
3:30 PM – 6:30 PM

### MARCH 1

#### 2016 Critical Business Updates

Stoney Creek Hotel & Conference Center | 300 Third St. | Sioux City  
8:30 AM – 3:00 PM

### MARCH 3

#### Connecting Statewide Leaders

Grinnell Mutual Reinsurance Co. | Grinnell  
10:30 AM – 1:00 PM

### MARCH 8

#### 2016 Critical Business Updates

Dubuque  
8:30 AM – 3:00 PM

### MARCH 15

#### Iowa Business Day on the Hill

ABI Office | 400 E. Court Ave., Suite 100 | Des Moines  
9:00 AM – 11:45 AM



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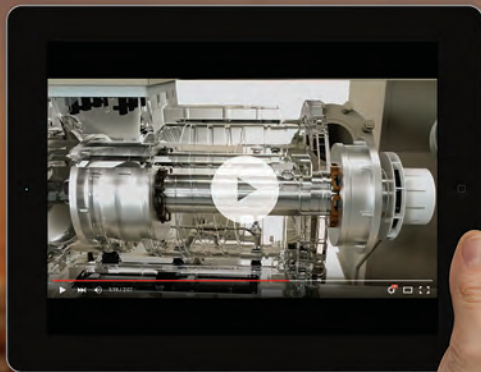
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## JOIN US

### CONNECTING STATEWIDE LEADERS FORUMS TAP IOWA EXPERTS

Learn about some of the top issues facing our state during the Iowa Association of Business and Industry's upcoming Connecting Statewide Leaders forum series.

These popular forums bring together experts from around the state to discuss important issues and present ideas. Topics for the 2015-16 series include education, business and industry, and public safety.

These events are held throughout the state in conjunction with Leadership Iowa. Join us for the first Connecting Statewide Leaders event on Dec. 10 in Waverly for a discussion on education and the opportunity to meet members of the 2015-16 Leadership Iowa class.

Mark your calendars to attend all three Connecting Statewide Leaders events.

Dec. 10: Discussion on education in Waverly

March 3: Discussion on business and industry in Dubuque

April 7: Discussion on public safety in Council Bluffs

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## BY THE NUMBERS

**150** The number of schools and community colleges across Iowa that offer **Microsoft IT Academy**, a program that provides a complete information technology education solution that bridges the world of education and the world of work. The Iowa Governor's **STEM Advisory Council** has partnered with Microsoft Corp. to bring this special training program to students all across Iowa.

The program is now in its second year of deployment. So far, nearly **1,800 student certifications** have been issued, as well as **147** Professional Development Exams, which are taken by teachers. This industry-recognized certification can give students a competitive advantage when applying for college or a career. The Governor's STEM Advisory Council was created with the understanding that increasing interest in **science, technology, engineering and mathematics** is critical to regaining Iowa's historical legacy as a leader in education and workforce development. **To learn more, visit [www.iowastem.gov](http://www.iowastem.gov).**



## EYE ON INDUSTRY

# MANUFACTURING LEADERS RECOGNIZED AT LEGENDS DINNER

Nearly 200 people gathered at Meadows Events Center in Altoona on Sept. 29, to celebrate one of Iowa's largest industries and the business leaders who have helped drive its success.

The inaugural Legends in Manufacturing awards dinner was an opportunity to recognize outstanding leaders in manufacturing, including individuals, companies and organizations of all sizes.

The event was put together by Elevate Advanced Manufacturing, a program of the Iowa Association of Business and Industry (ABI).

More than 60 nominations were received for five awards, and the selection process was difficult, ABI President Mike Ralston said.

"It's an honor to recognize the founders and leaders of these amazing Iowa companies and to thank them for the outstanding contributions they make to our state," Ralston said.

### WINNERS INCLUDED:

**BOB WERSEN** of Interpower, Oskaloosa  
(Category: Under 100 Employees)

**DICK SMITH** of Agri-Industrial Plastics, Fairfield  
(Category: 100-300 Employees)

**DREW VOGEL** of Vogel Paint, Inc., Orange City  
(Co-Winner; Category: 300+ Employees)

**CHARLES SUKUP AND EUGENE SUKUP** of Sukup Manufacturing Co., Sheffield  
(Co-Winner; Category: 300+ Employees)

**JACK MCMAHON** of Barker Company, now known as Hillphoenix Specialty  
(Category: Posthumous)

Iowa Association of Community College Trustees and Iowa's 15 Community Colleges  
(Champion)



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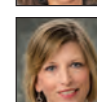
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ABI is Iowa's oldest and largest business network, representing almost **1,500 businesses** of all types and sizes employing **over 310,000 Iowans** in all **99 counties**. If you are not sure if your organization is a member of ABI, contact **Dorothy Knowles** at 515-235-0568 or [dknowles@iowaabi.org](mailto:dknowles@iowaabi.org).







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