



STORIES OF THANKS:

ABI MEMBERS SHARE THEIR BUSINESS BLESSINGS

JACK MCFARLAND *President, Miller Products Co.*

KIM AUGSPURGER *President and Owner, Saxton Inc.*



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The Iowa Association of Business and Industry (ABI) is the voice of Iowa business. It is Iowa's oldest and largest business network, representing 1,500 businesses that employ more than 333,000 Iowans. ABI benefits members by advocating on their behalf at the statehouse, connecting them with decision-makers to share ideas and services, offering solutions and best practices for issues that affect their businesses and developing our state's business and civic leaders.

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A VIEW FROM THE TOP



Cindy Dietz
ABI Chair
Collins Aerospace
Cedar Rapids

ABI Events Provide Value, Keep Focus on the Future

Last month, ABI held its fifth annual Legends in Manufacturing Awards Dinner and the annual Iowa Advanced Manufacturing Conference. The dinner, sponsored by ABI and ABI's Elevate Advanced Manufacturing initiative, has become one of our state's top events for manufacturers. It's a celebration of Iowa manufacturing and an opportunity to honor and recognize ABI member companies and their leaders. It was an amazing night!

The annual advanced manufacturing conference, held the day following the Legends dinner, focused on supply chain and other significant content for participants. Great speakers and extensive networking marked the day with ABI members from across the state to lead off Iowa MFG Day, which was observed on October 4. But to quote ABI's Nicole Crain, every day is manufacturing day at ABI!

October also kicked off the 38th class of Leadership Iowa (LI)—the flagship program of the ABI Foundation that will engage leaders in a yearlong series of sessions. LI is the nation's oldest statewide leadership development program, and well over a thousand alumni are now working to make their companies and our communities better.

As these activities illustrate, ABI works all year long to advance an agenda that provides value to your business and keeps a focus on the future. Growing your business and growing Iowa communities is the top priority for ABI.

Finally, I couldn't list those fantastic events without mentioning the 2020 ABI Taking Care of Business Conference on June 9-11 in Cedar Rapids. Watch for more information soon, and make your plans now to attend. You will be glad you did! ■

EXPERT ADVICE

Showing Gratitude Pays Big Dividends



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With the Thanksgiving season in full swing, business leaders can use this time to reflect on what they find themselves grateful for, and as a means of cultivating gratitude amongst those they work alongside. While it may sound like another task on your list of things to do, gratitude can easily be woven into what's already on your calendar.

Say it and mean it

We often times believe that the people we interact with know how much we appreciate them, and what we appreciate about them, and this is not always the case. The greatest impact is made when they hear the words directly from you, which creates stronger bonds between you and others. Don't miss an opportunity to express gratitude for someone by saying it directly and sincerely to them.

Respect others' time

No one is short on meetings in their day. One way you can easily show respect and appreciation for people at work is to ensure

that the meetings you hold start on time, end on time, have clear direction and only contain the people that truly need to be there. It's also recommended that you communicate these intents before, during and after the meeting so that your team is aware of how you're intentionally respecting their time.

Serve together

Sometimes it's not about work at all, and as a reminder for all that you have accomplished in your careers and all that you have, teams can serve together to benefit those in the community. Not only does this help each person who participates to be more grateful individually, it also creates a stronger bond between those involved that will pay cultural dividends in the workplace through strengthened relationships, employee retention and a sense of purpose beyond the work being done in the office.

Enjoy this season of thanks, and take the first step today to show others how grateful you are for them. ■



Iowa Manufacturing Leaders Honored

Elevate Advanced Manufacturing Hosts 5th Annual Legends in Manufacturing Awards

Elevate Advanced Manufacturing honored the past, present and future of advanced manufacturing at the 5th annual Legends in Manufacturing Awards Dinner on Oct. 1. Over 200 people attended the event at the Meadows Events & Conference Center in Altoona.

Awards were presented to the following individuals and companies:

1. **C&S Products** in Fort Dodge won the Legend in Manufacturing Award (Under 100 Employees). Kevin and Karen Alsott accepted the award.
2. **Cemen Tech** in Indianola won the Legend in Manufacturing Award (100-300 Employees). Connor Deering accepted the award.
3. **EFCO** in Des Moines won the Legend in Manufacturing Award (300+ Employees). Al Jennings and members of his family accepted the award.
4. **Beth Townsend**, director of Iowa Workforce Development, received the Legend in Manufacturing Award (Manufacturing Champion).
5. **Fred Lisle** of Lisle Corporation received the Legend in Manufacturing (Posthumous Award). Members of his family accepted the award.

“These award winners are part of the reason why advanced manufacturing is Iowa’s largest industry,” said Mike Ralston, president of ABI. “Advanced manufacturing contributes \$29 billion annually to the state’s economy.”

Elevate Advanced Manufacturing, a program of the Iowa Association of Business and Industry (ABI), is a non-profit initiative that spreads the word about career opportunities in manufacturing.

Also recognized were 15 high school seniors, who in May each received a \$500 scholarship to attend an Iowa community college for a career in advanced manufacturing.

The Legends in Manufacturing Awards Dinner is Iowa’s largest celebration of advanced manufacturing. It’s followed the next day by the Advanced Manufacturing Conference, the state’s largest conference for that industry.

The Legends in Manufacturing Awards Dinner was sponsored by:

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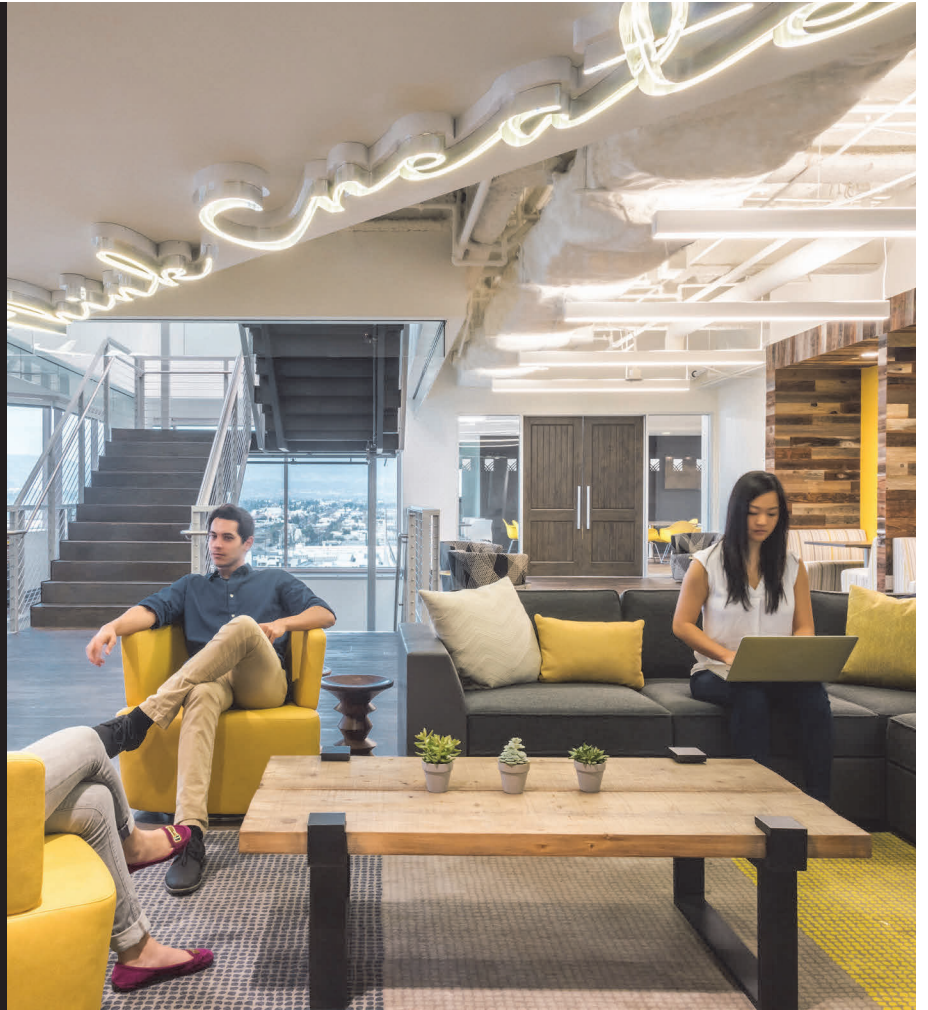
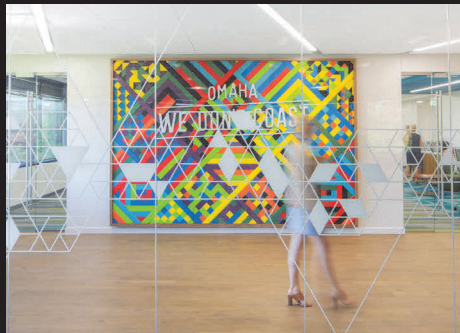
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AHEAD OF THE CURVE

Presenting ABI Foundation's Leadership Iowa Class of 2019-20

Launching the ABI Foundation's new year of programming, the Leadership Iowa Class of 2019-20 is comprised of 40 outstanding professionals from all across the state and a wide variety of backgrounds.

They will travel to communities throughout the state for a series of two-day sessions from October through June. Each session provides participants with an in-depth, first-hand look at an important issue facing our state by way of discussions with subject-matter experts, interactive experiences, industry tours and more.

Session locations and topics change annually. This year, the class will visit Perry, Iowa Falls, Fort Dodge, Des Moines, Muscatine, Glenwood, Council Bluffs and Waverly. Their year will culminate with the ABI annual conference in Cedar Rapids. This year's session topics include agriculture/renewable resources, education, government, manufacturing, community vitality, economic development and healthcare.

Following these leaders' commencement in June, the ABI Foundation's work continues with the five-day student programs, Business Horizons for high school students taking place at Central College July 19-23 and Leadership Iowa University for college students August 9-13. It is through the investment of these individuals that we can create a continuum of success for future generations.

Join us in congratulating these leaders in creating a legacy in Iowa for growth and innovation!



CLASS LIST (Name, company)

Kirsten Anderson, *Equitas Solutions*
 Chad Baker, *Renewable Energy Group, Inc.*
 Rick Ballinger, *Deere and Company*
 Tania Bowman, *Dean Snyder Construction*
 Kari Boyens, *IMEG Corp*
 Travis Crawmer, *Iowa Air National Guard*
 Donna Dostal, *Pottawattamie County Community Foundation*
 Brenda Dryer, *Ames Chamber of Commerce*
 Jordan Engbers, *Pratum*
 Shannon Erb, *Decatur County Development Corporation*
 Cathy Lee Fredrickson, *Principal Financial Group*
 Jayme Fry, *Bankers Trust*
 Sheryl Garst, *The 712 Initiative*
 Katie Gieszler, *MidAmerican Energy Company*

Alicia Heun, *Landus Cooperative*
 Theresa Hildreth, *Martin Hildreth Company, Inc.*
 BJ Hoffman, *Hardin County*
 David Hofmann, *ISG*
 Katie Holtz, *PigEasy*
 Grant Johnson, *Balance Autism*
 Shari Kastein, *Family Crisis Centers, Inc.*
 Matthew Kruse, *Commstock Investments*
 Jessica Maldonado, *PolicyWorks*
 Traci McBee, *Wellmark Blue Cross & Blue Shield*
 Brian McCormac, *BrownWinick*
 Lane McMullen, *United Fire Group*
 Trevor Meers, *Graham Construction*
 Christa Miede, *The VGM Group*

Alberto Munoz, *Kemin Industries*
 Benjamin (Benji) Nichols, *Inspire(d) Media*
 Kim Reem, *Mission of Hope*
 Jaron Rosien, *City of Washington / JP's 207*
 Greta Rouse, *GLCC & IGL Family of Companies*
 Emily Saveraid, *Iowa 4-H Foundation*
 Nick Sorensen, *City of Jefferson*
 Jenny Steffensmeier, *Steffensmeier Welding & Mfg., Inc.*
 Haywood Stowe, *Collins Aerospace*
 Scott Walter, *EFCO Corporation*
 Rebecca Whitaker, *College of Engineering, University of Iowa*
 Mark Williams, *132 Intelligence, Surveillance & Reconnaissance Group*

Class Co-Chairs: **Brian Aust** (*Graham Construction, Des Moines*) & **Jacqueline Kiple** (*John Deere ISG, Urbandale*)



CAPITOL BUSINESS



Caucus Countdown

Iowans recently went to the polls to cast ballots for local representation on city councils and school boards. In less than two months, Iowans once again have the opportunity to ensure their voice is heard. Instead of a primary, Iowa holds a caucus to determine our selection for each party's presidential candidate.

Iowa voters will have a lot of issues to weigh when they caucus on Feb. 3. Do you know what your top priorities will be? Where do business issues rank? The Iowa Association of Business and Industry, in partnership with BIPAC, has put together an Iowa Caucus Toolkit to help prepare you and your employees to make an educated decision at caucus time.

Use the Iowa Caucus Toolkit to learn more about the caucuses and help educate your employees on how to participate. Visit www.iavotes.com to see the toolkit for yourself. Some of the top features include:

Step-by-step guide to participate: Did you know you must be a registered voter with one of the major political parties—Republican or Democrat—to participate? Participating in a caucus can be intimidating, especially for those attending for the first time. The Caucus Toolkit features videos that break down how the process works for both the Democrat and Republican caucuses.

Engagement tools and ideas: Increasing voter participating and engaging more employees is a priority for ABI. Use our email templates, videos, posters and other free resources to help encourage your employees to participate on Feb. 3.

Social media: Follow @iavotes on Twitter and Facebook for the latest caucus news and ideas on how to engage your employees in the process.

As we enter the season of Thanksgiving, Iowans should be thankful for the many opportunities we have to help shape the field of presidential candidates for the rest of the nation. Although the advertisements and constant barrage of candidates, media and staff can sometimes seem never-ending, the spotlight on Iowa and the trust the public puts in us to help select the next president of the United States cannot be understated.

Make sure you take advantage of the opportunity Iowans have as a first-in-the-nation state to hear from and evaluate candidates, and make an educated decision on caucus night. The Iowa Caucus Toolkit is an excellent resource to help you and your employees get informed. ■



Nicole Crain

Senior Vice President, Public Policy
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JACK MCFARLAND *President, Miller Products Co.*

KIM AUGSPURGER *President and Owner, Saxton Inc.*

November is a time to reflect on the things that mean the most to us — and to bundle up for the upcoming monthslong cold spell. As Thanksgiving draws near, we asked a few business leaders across the state what they are most thankful for in their professional lives.

Here are some of the responses, and the stories behind them.



PHIL JONES:

Vice President and General Manager, Rada Manufacturing Co.

THANKFUL FOR RECEIVING OPPORTUNITIES FROM THOSE CLOSEST TO HIM



It was up to me to succeed or fail. There have been hard things along the way that shape us and have not been fun, but they are important.”

It's been a winding road, both professionally and personally, for Phil Jones to end up in Waverly as a senior executive for Rada Manufacturing, a major cutlery producer.

Jones grew up in Huxley and attended the University of Northern Iowa. He graduated with a degree in public administration, but had some experience in business and biology courses. Through his hometown connections, he landed a summer job at a Pella Windows manufacturing plant in Story City during his college years. That was his first taste of manufacturing. It was also the first of many opportunities he seized from close allies in his life.

“That’s one of the themes of my story: opportunities,” Jones said. “That was my first flavor of working in a manufacturing environment. There were great people, and it was a good experience.”

Jones met his wife at UNI, and they both moved to Westminster, Colo., a suburb of Denver, in 2007 when Jones started working an internship with the city. They started a family, and through Jones’ many mentors in the area, he started to operate a local water utility.

“That helped me learn how to work with folks of all backgrounds,” Jones said. “We worked — sometimes literally — in the trenches on waterline projects or water breaks.”

Another connection — a former intern supervisor — brought Jones and his family back to Iowa in 2012 to become Waverly’s city administrator. Both Jones and his wife grew

up in Iowa, and they had an itch to move back and raise their family there. After a few years in Waverly, Gary Nelson, the president and CEO of Rada Manufacturing in town, reached out to Jones about working for the company as his successor. In November 2015, Jones joined the company in his current position.

It was a challenging transition from city official to manufacturing, but Jones took some overarching themes that were similar between the two jobs, particularly communication, vision and leadership. It also helped that he had a wonderful mentor in Nelson.

“He has taught me to become a strong young leader coming into a company,” Jones said. “He taught me to learn from and honor the people who have been here for a long time and to keep it going. But also finding ways to make the changes necessary to take us into the next generation.”

Jones was named a 20 Under 40 by the Waterloo-Cedar Falls Courier in 2016 and is line to become Rada Manufacturing’s next president. It’s a successful career by any measure, but he’s quick to credit those who helped him earn opportunities and get where he is today.

“All these amazing people that have given me these gifts,” Jones said. “It was up to me to succeed or fail. There have been hard things along the way that shape us and have not been fun, but they are important.”

JACK MCFARLAND:

President, Miller Products Co.

THANKFUL TO WORK IN THE MANUFACTURING INDUSTRY

Jack McFarland likes to say he was born into the manufacturing business, and he’s not exactly wrong.

On the day McFarland was born in 1947, his father started working at Miller Products Co., a Des Moines-based machine shop that created bicycle kickstands, most notably for Schwinn. By 1956, McFarland’s father had bought the business and expanded the shop beyond bike stands, which were dropped as a product in 1957. In 1964, Miller Products moved from Des Moines to Osceola, where it currently operates.

Today, Miller Products, which McFarland bought from his father in 1992, is an on-demand machine shop, making parts for a number of industries but most often for agricultural, irrigation and construction equipment products.

“I got to celebrate a birthday by coming to work on his work anniversary,” McFarland said. “I’ve been looking for a real job ever since. I feel fortunate that I had that opportunity, and it’s treated me very well. It gave me the opportunity to get a good education and learn a lot about business.”

In his youth, McFarland worked in the shop as a draftsman for engineers, helping lay out plans for different parts. When he was old enough, he started operating machinery

and driving trucks to deliver products to customers.

After buying the business, McFarland expanded his portfolio in 2001 by buying a computer numerical control, or CNC, machine shop in Tucson, Ariz. That company makes products out of aluminum and plastic for medical and aerospace defense customers. And this past December, he purchased a machine shop in San Diego.

He also made some changes to the existing company. For 30 years, Miller Products was affiliated with a trailer manufacturer in Osceola because McFarland’s father wanted to “make something big and paint it red.” But McFarland closed the business in 2007 because it wasn’t in line with the company’s area of expertise.

During McFarland’s half-century career in manufacturing, he’s learned a few things. But one thing sticks out: The business is certainly not easy.

“There are multiple variables and a constant state of change you have to deal with,” McFarland said. “There’s a combination of competition, customers, regulation, and it’s gotten even more complex in later years with the global economy effect.”



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KIM AUGSPURGER:

President and Owner, Saxton Inc.

THANKFUL TO WORK IN THE COMMERCIAL INTERIORS INDUSTRY

The situation would have been almost paralyzing for many young individuals just a few years out of college. But that wasn't the case for 23-year-old Kim Augspurger.

At that young age in 1982, Augspurger was tapped to essentially run a company, Saxton Inc., a commercial interiors company based in Des Moines, after her previous boss relocated to Texas. She probably should have been scared, but her blissful ignorance served her well.

"I was probably the fifth employee of the company, and Tom Saxton [the owner and founder] told me I was in charge. I just said, 'OK,'" Augspurger said. "I didn't know what I didn't know."

That position switch led into a long and successful career for Augspurger, who is now the president and owner of Saxton. While the path to where she is today was unique, commercial interiors was something she wanted to tackle when she was in college.

Augspurger went to school for interior design at the University of Iowa and graduated in 1979. She wanted to work in the commercial industry, but a steady stream of rejections came her way from architectural companies in the area. She quickly realized she needed to move to a larger city to find the right job.

At about the same time, she received a call from an employee at Saxton who had previously critiqued some of her work in college.

"She said she had more work than she could get done

and asked if I'd be interested in temporary employment," Augspurger said. "I said, 'Sure, I can come work for you for a while.' So I did that. I'm really thankful I got that call, and we just stayed busy and I never left."

Today, Saxton is a comprehensive commercial interiors company. Services include design consulting, furniture sales, connections for installation, coordinating and executing projects — "anything you see in the interior space is something we could provide," Augspurger said. Clients span the country and locally in Des Moines.

Augspurger believes her industry doesn't get as much love as it should. Office and workspace design are becoming essential as newer generations enter the workforce with unique expectations. Many times, those expectations revolve around the workplace.

"It's a great profession, and I think it's underappreciated," Augspurger said. "I think when people hear 'interior design,' they think interior decorating. There's a portion of that we do, but there's so much more. It's hard to understand until you're really exposed to it. There's a lot of moving parts than people realize."

Her favorite part of the business? The reaction she receives from pleased clients.

"My favorite quote of all time, 'Our space has everything we need and nothing we would have asked for,'" Augspurger said. "That's really rewarding."



I think when people hear 'interior design,' they think interior decorating. There's a portion of that we do, but there's so much more."

MOLLY VARANGKOUNH:

President, Hy-Capacity

THANKFUL TO WORK IN A FAMILY BUSINESS

Hy-Capacity is a company that is built on family — from the ground level all the way up to leadership.

Just ask Molly Varangkounh, the third generation of her family to lead Hy-Capacity, a Humboldt manufacturer of tractor parts. The family aspect of the business isn't just reserved for Varangkounh. It extends to the floor, where there are employees who have worked at Hy-Capacity for dozens of years.

"We really are a family business in that some of us are blood related and others are family by choice," Varangkounh said. "Within our small, close-knit company, we do operate as a family, even if we're not technically related."

Varangkounh said that at one point in the company's recent history, about 50% of employees had a family member who worked at Hy-Capacity.

"We take that as a compliment," she said. "Just to work in a family atmosphere, work in a small community, we're a small enough big company that we know each other on a personal level in addition to our business strengths."

Hy-Capacity's history starts with Varangkounh's grandfather, James Olson, who was a tractor mechanic who used

to work at a dealership in Humboldt. After his uncle died, Olson took over the local tractor shop. He regularly saw the same parts failing on tractor after tractor and decided to do something about it.

Olson took existing tractor parts and beefed them up. He called them "higher capacity" parts — the company's namesake — and sold them to local farmers. Today, Hy-Capacity, which was officially founded in 1978, sells all kinds of tractor parts, including clutches, water pumps, torque amplifiers, seats, cab kits and more. Business extends across North America.

The business employs about 125 people, and throughout Hy-Capacity's history, leadership has always tried to treat each one of its team members as family. That tradition has continued with Varangkounh, who took over the business in 2013.

"We're very, very consistent about putting ourselves in the shoes of our team members and thinking about how a decision might impact them," Varangkounh said. "How do we make sure that we communicate this effectively so they understand what's going on? We're by no means perfect, but we certainly try to be flexible."



Within our small, close-knit company, we do operate as a family, even if we're not technically related."



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EYE ON INDUSTRY

Appreciating Opportunities



Fred Paulsen

Principal,
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Growing up in Iowa and living here my entire life, I have experienced many cold and snowy winters. As a kid, I viewed those snowy mornings as opportunities to make a few bucks shoveling the sidewalks.

In business and in life, being able to see the opportunities in adversity influences how you approach those situations. Iowa business leaders certainly face challenges daily, but the ability to see the positive and the potential is crucial to the success of our businesses, employees and communities.

The fall harvest activity is clearly visible along the interstates and

rural roads late into the evening, and it reminds me of the opportunities created by agriculture here in Iowa. As a CPA with clients involved in a variety of businesses, it's easy to see how many operations are tied in some way to agribusiness.

The Thanksgiving holiday offers us a time to express what we are thankful for in our business and personal lives. As the harvest concludes, I pause to appreciate all those involved in agricultural industries and the opportunities they create for businesses in Iowa. ■



We may be known for our farms and fields, but the truth is, we're renowned for other kinds of fields too, like bioscience (we're a global leader), finance (we're kind of a capitol for capital) and advanced manufacturing (our No. 1 business sector). Iowa is where inspiration becomes innovation. We invest in people who dream big and act boldly. If you belong on the cutting edge of your industry, you're in the right place. For more information, visit iowaeconomicdevelopment.com.

THIS IS IOWA / Ames, IA

TOP TIPS

Cultivating Gratitude at Work



Kate Washut
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farreachinc.com

Most of us were raised to say, “Thank you,” when we’re the recipient of kind words or deeds. But this simple gesture can sometimes be missing in the workplace. The benefits of having an “attitude of gratitude”—including psychological and physical health improvements, an increase in empathy and reduced stress—are well-documented. But it takes a purposeful effort to bring this grateful mindset into your business.

These simple strategies can help you get started:

- **Lead by example** – A simple but thoughtful hand-written note from a leader can do a lot for a team member’s sense of purpose.
- **Thank the thankless** – Those in the spotlight who tend to get all the accolades rarely do what they do in a bubble—there’s typically a lot of heavy lifting done in the background. Recognizing the efforts of those behind the scenes can go a long way in maintaining their motivation.

- **Be specific** – Tie your gratitude to outcomes if you can to reinforce positive behaviors and add value over the long run.
- **Keep it up, even when everyone is busy** – Gratitude can be a big motivator when the team is in crunch mode.
- **Make it easy** – All-company meetings or even a simple online platform for giving ad-hoc shout outs are great ways to encourage the team to show their appreciation.

Give it a try and I think you’ll see that the impact of cultivating a culture of gratitude at work can have a positive effect on engagement, productivity and your bottom line—and it doesn’t have to be hard (or costly). ■

GET TO KNOW

Meet Our Newest Members

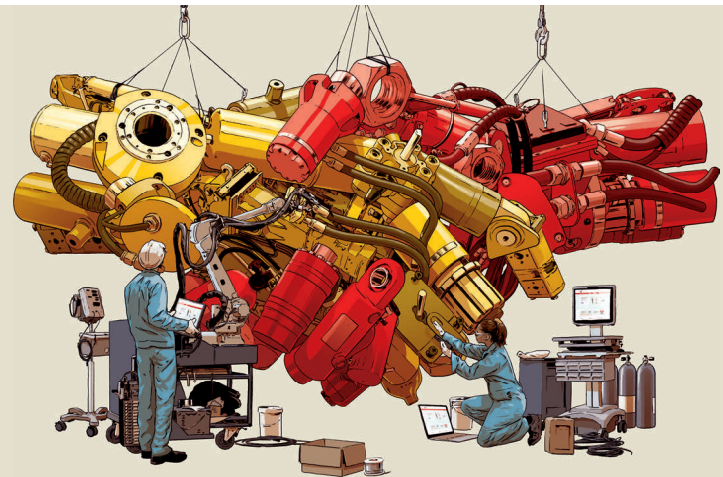
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CALENDAR OF EVENTS



NOVEMBER 12-13

Manufacturing Technology Roadshow

Tour Locations from Ames to Minneapolis

DECEMBER 5

Connecting Statewide Leaders

Fort Dodge | 10:30 a.m.

DECEMBER 5-6

Leadership Iowa

Fort Dodge

JANUARY 15

Legislative Briefing and Reception

Iowa Events Center | Des Moines | 4 p.m.

MARCH 5

Connecting Statewide Leaders

Muscatine | 10:30 a.m.

MARCH 5-6

Leadership Iowa

Muscatine

MARCH 11

Iowa Business Day on the Hill

ABI Office | Des Moines

APRIL 2-3

Leadership Iowa

Glenwood/Council Bluffs

MAY 7-8

Leadership Iowa

Waverly

JUNE 9-11

Taking Care of Business Conference

Cedar Rapids Convention Complex | Cedar Rapids

JUNE 9-11

Leadership Iowa

Cedar Rapids

Visit www.iowaabi.org and click the "Events" tab for details on upcoming events.

Communication, No Assumptions Key to Succession Planning

Since our daughters are not quite ready for owning part of the family business, I was referred to a friend and fellow ABI member, Molly Varangkounh, whose family is further along in the process of transitioning ownership in their family business (Hy-Capacity Tractor Parts in Humboldt, Iowa). Molly's interview is paraphrased with some examples in the following bullet points.

- The key factors revolve around communication and not assuming.
- Communication should start early and stay open for the best outcome.
- There is or can be a variance in how different generations think; be sure the next generation wants to own the business.
- Is the next generation ready to own or carry on? Do they have the business skills, knowledge and leadership acumen?
- If they do want to continue the family business, are there any non-negotiables from the older generation on what the future holds? How much involvement is expected from the retiring owner, or will the owner be hands-off?
- Is that non-negotiable worth not having a family member as part of the future of the business?
- Make sure you are open to listening to what the next generation's ideas are for the business. Don't criticize but problem-solve to get a better understanding for both parties.
- Make rules early and before emotion can affect the outcome. For example: Will non-relatives be allowed to be owners? Does that include spouses of direct family members?
- Make the expectations of children coming into the business known, whether it is education requirements, outside experience, special skills, leadership training, etc.

I think the start of any conversation in passing on the business to the next generation starts early by exposing children to what your business involves. Let them witness as much as they can while maintaining a solid work-life balance. As they mature into high school and college age, let them know that the possibility exists if they would ever desire to join the family business. Then wait and see what happens as they decide on career paths and continued education. All good things come to those who are patient.



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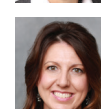
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