



Empire State Forest Products Association

The people behind New York's healthy forests and quality wood products

www.esfpa.org

47 Van Alstyne Drive / Rensselaer, New York 12144 / p: 518-463-1297 / f: 518-426-9502

ESFPA Future Leaders Curriculum

The curriculum is designed around two major components. First, there are 4 “mentoring sessions”.

Future Leader participants will be paired with a current industry leader from the ESFPA Board who will work with, i.e. mentor, and participate with the **Future Leader** for the year. There will be both virtual and in-person components to the mentoring sessions.

Second, we are partnering with Farm Credit East in providing their **GenerationNext** Leadership Training Program. This program will be in person at three separate day long sessions. **Future Leaders** will be responsible for their own travel and accommodations if necessary. We will schedule the dates and locations of these sessions once we know who the Future Leader Participants are.

Finally, the **Future Leaders** will attend Forestry Awareness Day in March of 2023 and ESFPA Board meetings in October of 2022 and 2023.

October 20th ESFPA Board Meeting Fort Ticonderoga Hotel, Lake George

Future Leaders will be introduced to their mentors and attend the ESFPA Board meeting. Leadership packages will be provided to **Future Leaders** and will include:

- ESFPA accomplishments, our views, history
- The latest brochures/pamphlets/one pagers we are using
- A sample legislation tracking (John Bartow will provide whatever is current at the time) ESFPA bylaws

GenerationNext Program #1 Participants will attend the November Farm Credit East sessions

Session 1: Leadership & Management

- Presentation Topics:
 - Leadership & being a better boss
 - Org charts
 - Behavior and leadership styles
 - Situational leadership
 - Self-Assessment exercise
 - Communications & meetings
 - Bring out the best in your workers
 - Hiring: Recruiting, job descriptions, interviewing
 - Onboarding
 - Coaching & mentoring

- Rewarding and compensation
- Retention
- Termination
- Protocols

Mentoring Session #1 - Must be completed by December 1st.

Session to include:

1. Overview of the current status of the industry.
2. Overview of what ESFPA is and does.
3. Identify current challenges/opportunities facing our sector.
4. Discuss ESFPA's reactions to the previously mentioned challenges/opportunities.

Mentors give a brief summary as a committee report at the December Board meeting

GenerationNext Program #2 Participants will attend the December Farm Credit East sessions:

- Presentation Topics:
 - Why are numbers important?
 - The Balance Sheet
 - The Income Statement / P&L
 - Budgets
 - Benchmarking
 - Partial budgeting
 - Capital Investment
 - Efficiency measurement and management
 - Enterprise analysis
 - Profit & cost centers
 - Business proposal case study

GenerationNext Program #3 Participants will attend the January Farm Credit East sessions

- Presentation Topics:
 - Marketing for commodities
 - Marketing for consumer or B2B sales
 - Competition
 - Pricing
 - Advertising & promotion
 - Target marketing & demographics
 - Customer service
 - Identifying & evaluating risks
 - Risk management tools
 - Evaluate results & review strategies

- Personal risk management
- Dealing with change
- Innovation
- Conflict resolution
- Farm transfer and estate planning / entity formation
- Management transfer
- Retirement planning
- Wrap-up and review of key topics
- Final group discussions

Mentoring Session #2 - To be completed by February 15th.

Topics to include:

1. Working with legislators-do's/don'ts
2. Overview of current legislative priorities
3. Forestry Awareness Day-what it is, why it's important, how it works

Forestry Awareness Day – Future Leaders to attend early March

- Will be paired with a seasoned FAD participant for each meeting. Ideally not the same person each time to be able to observe different styles of communication and leadership.
- Allow them to introduce themselves as a part of this program in addition to their current job title, showing that the forest products industry is invested in our future so the lawmakers should be too.

Mentoring Session #3 – to be completed by March 15th

Topics to include:

1. Corresponding with state agencies/ally organizations-do's/don'ts (John Bartow will provide support if needed)
2. Go over the groups that we deal with and what they do. I know that when we meet there are a ton of acronyms for different organizations that we collaborate with, and it can be overwhelming at times to keep track, of who does what and how they help us.
3. Making meaningful connections

Future Leaders will attend a meeting with John Bartow with an affiliate group to be determined by him. One or two participants per meeting. Can discuss the group they will be meeting with and objectives for the meeting with their mentor ahead of time.

Mentoring Session #4 – To be completed by August 15

Session to include:

1. Visit a member business (not one the same as where they work).
2. Talk about what makes them a leader in their organization.
3. What are a few things that keep them up at night?
4. Where do they see their business in 5 – 10 years.

5. How much do they value networking and working with their peers on issues facing our sector? (I.e. value of membership in ESFPA.)

2023 ESFPA Regional Meetings

Future Leaders to attend at least one regional meeting. Give a brief presentation of why they were interested in the program and what they got out of it.

October 2023 ESFPA Board Meeting

Future Leaders to attend October Board meeting and give feedback to the Board their time in the program. Certificates of completion to be presented to **Class of 2022 Future Leaders**. Encourage the **Future Leaders Class of 2023**.