

# LEADERSHIP LESSON: VULNERABILITY, TRUST, & HIGH-PERFORMING TEAMS

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WEST MICHIGAN CEO SUMMIT



# Where do I come from?

- 2,600 miles away from GR
- 80% of the world's emeralds
- Second largest producer of flowers
- #2 in the world in biodiversity
- Great people
- One of the best coffees you can get



A woman with long brown hair, wearing a white wide-brimmed hat and a blue patterned top, stands on a balcony. She is holding a Colombian flag (yellow, blue, and red horizontal stripes) which is waving in the wind. In the background, there is a panoramic view of a city with a river, buildings, and a clear blue sky.

That country is  
COLOMBIA (with an O)

# My first time in Grand Rapids, March 2013

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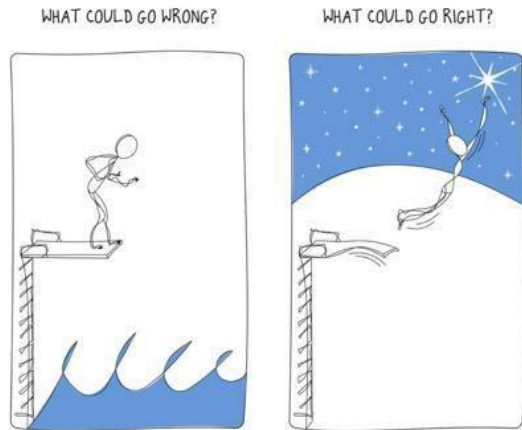


# Chasing a Dream, September 2018

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# SUMMER, 2022



Unexpected call

Why me

Impostor Syndrome

What should I do

Activate my personal Board of Directors

My family...

## Our Purpose – Multiplying Possibilities

At Roskam Foods, we believe in the power of purpose-driven leadership to generate value for all. And we're on a mission to optimize the potential of our people and brands.

## About Us

Founded in 1923 and headquartered in Grand Rapids, MI, we are a world-class manufacturer and trusted partner to many of America's iconic food brands. We operate 8 facilities in the US and Canada where we produce a wide-array of frozen, refrigerated and shelf-stable products.



## Operations Overview



2 million sq ft across 8 facilities – 5 in Grand Rapids, 1 in CA, 2 in Toronto, Canada



Over 2,400 employees dedicated to producing safe, quality food

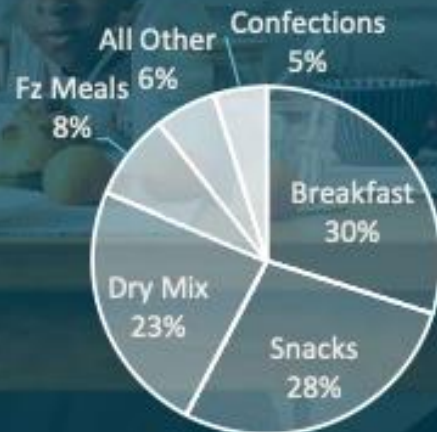


Over 50 processing and packaging lines with warehousing capability



Diverse operational expertise across multiple food platforms

## Key Product Platforms



## Strategic Objectives

**Organic Growth** – Outperform market and peers

**Diversification** – Manage risk through portfolio and geographical expansion

**M&A** – Add capabilities, diversification & reach

**Leadership** – Become the destination for strategic, brand-building solutions

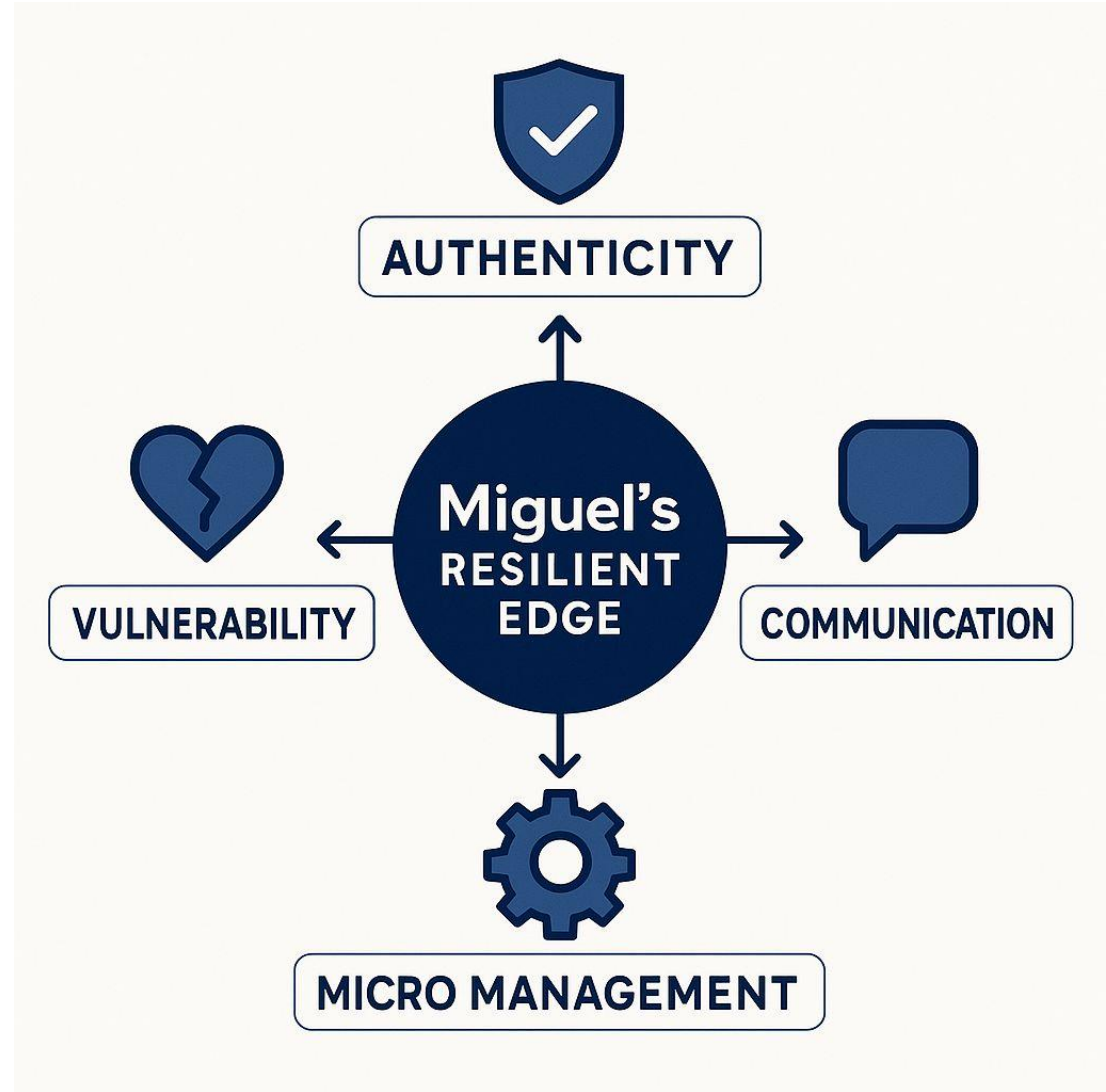
## Strategic Priorities

1. Accelerated Growth & Diversification
2. High-Performing Teams
3. Operations Excellence
4. Scalable Processes, Tools, Systems
5. Innovation & Sustainability Leadership

## Key Achievements

1. Reduced turnover from 40% to 15% via Employer of Choice initiatives
2. Successfully executed \$60MM+ in CapEx in the last 3 years to unlock growth for strategic partners
3. EBITDA growth in the last two years
4. Industry recognition for Sustainability & Innovation leadership

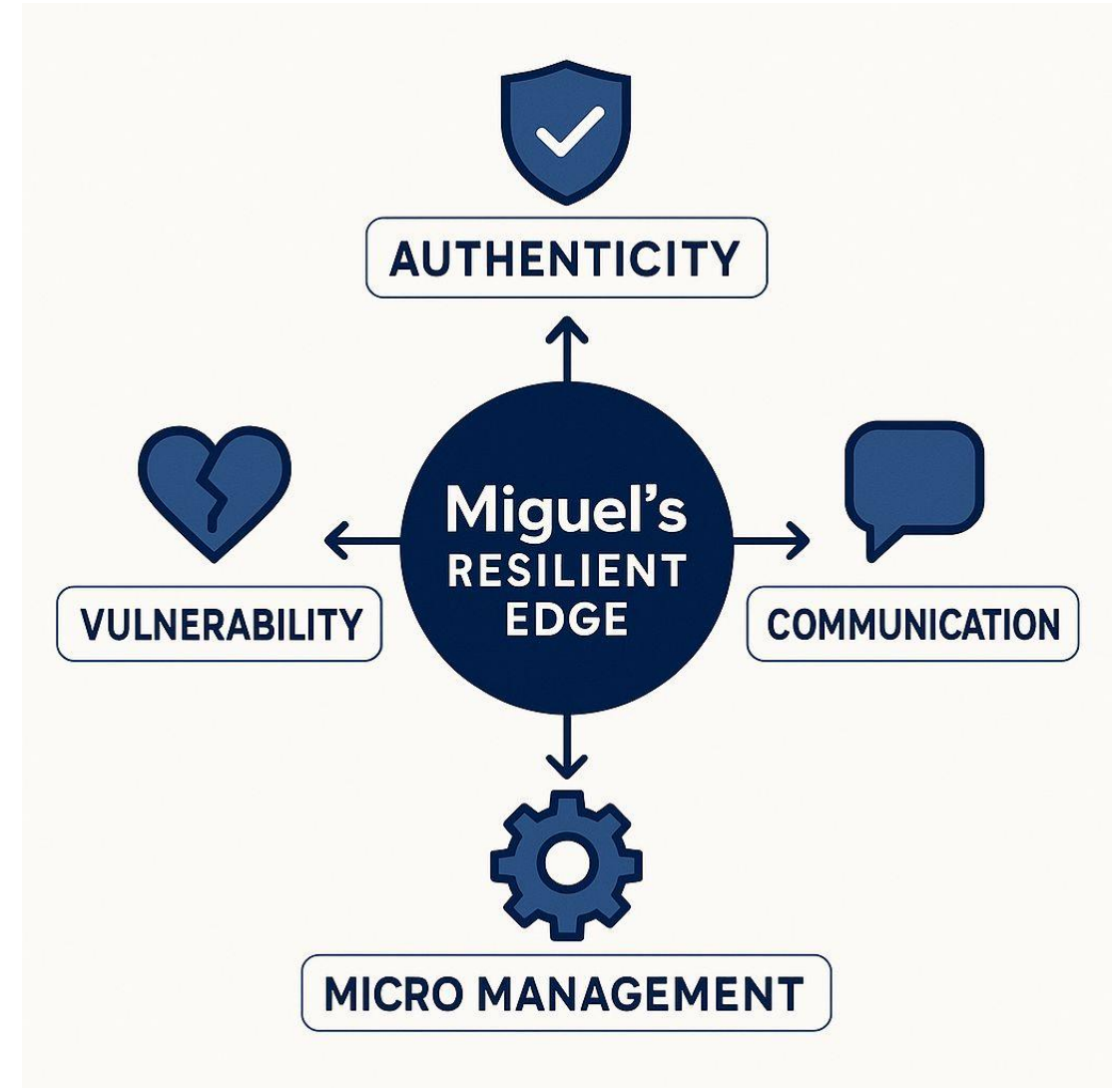
# My Resilient Edge



# AUTHENTICITY

Relieves us of the burden of pretending and building different types of personalities

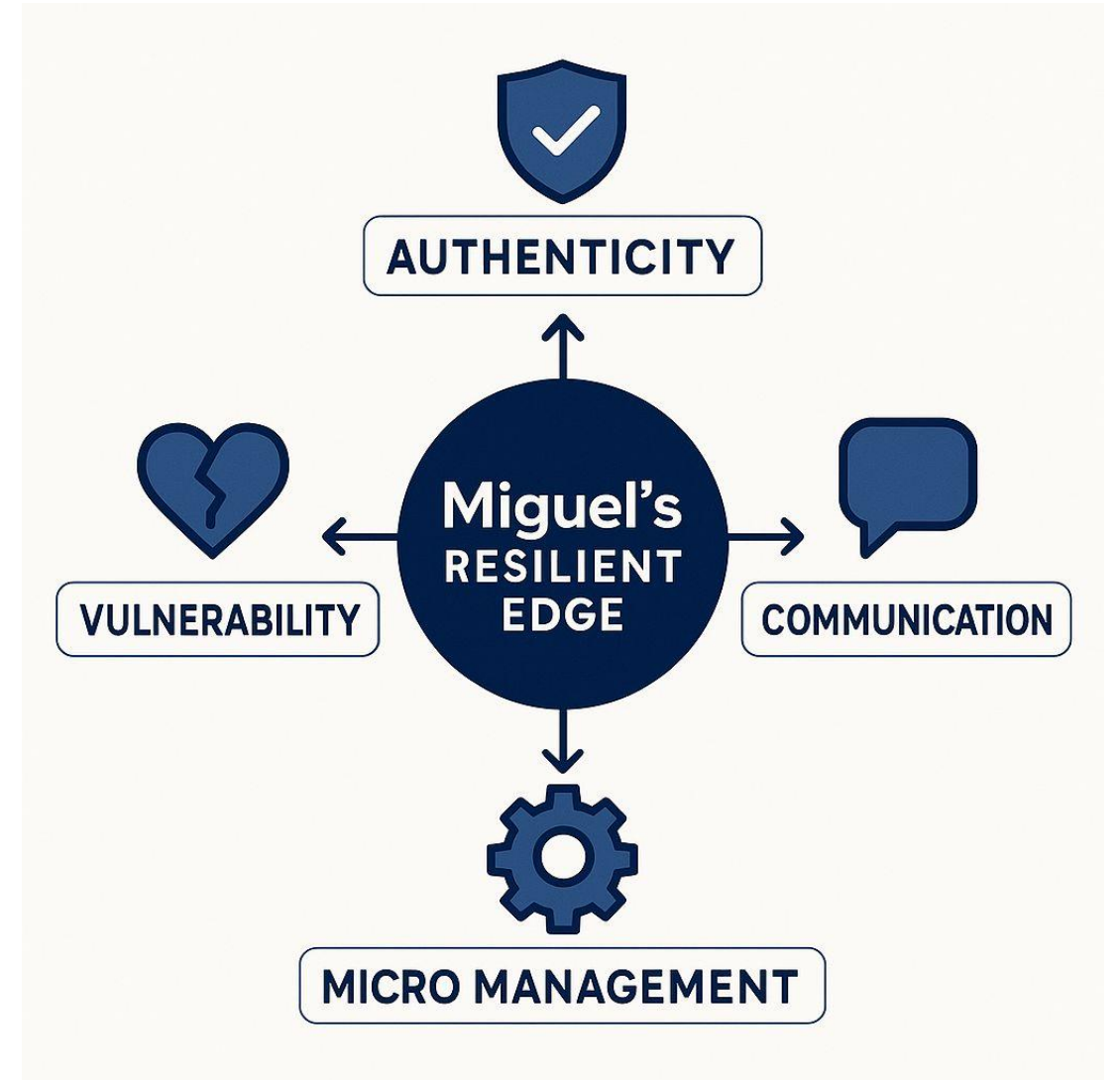
Makes clear for everybody who I am and what to expect from me



# COMMUNICATION

Always two-way

Interacting/listening  
with all stakeholders  
at every level

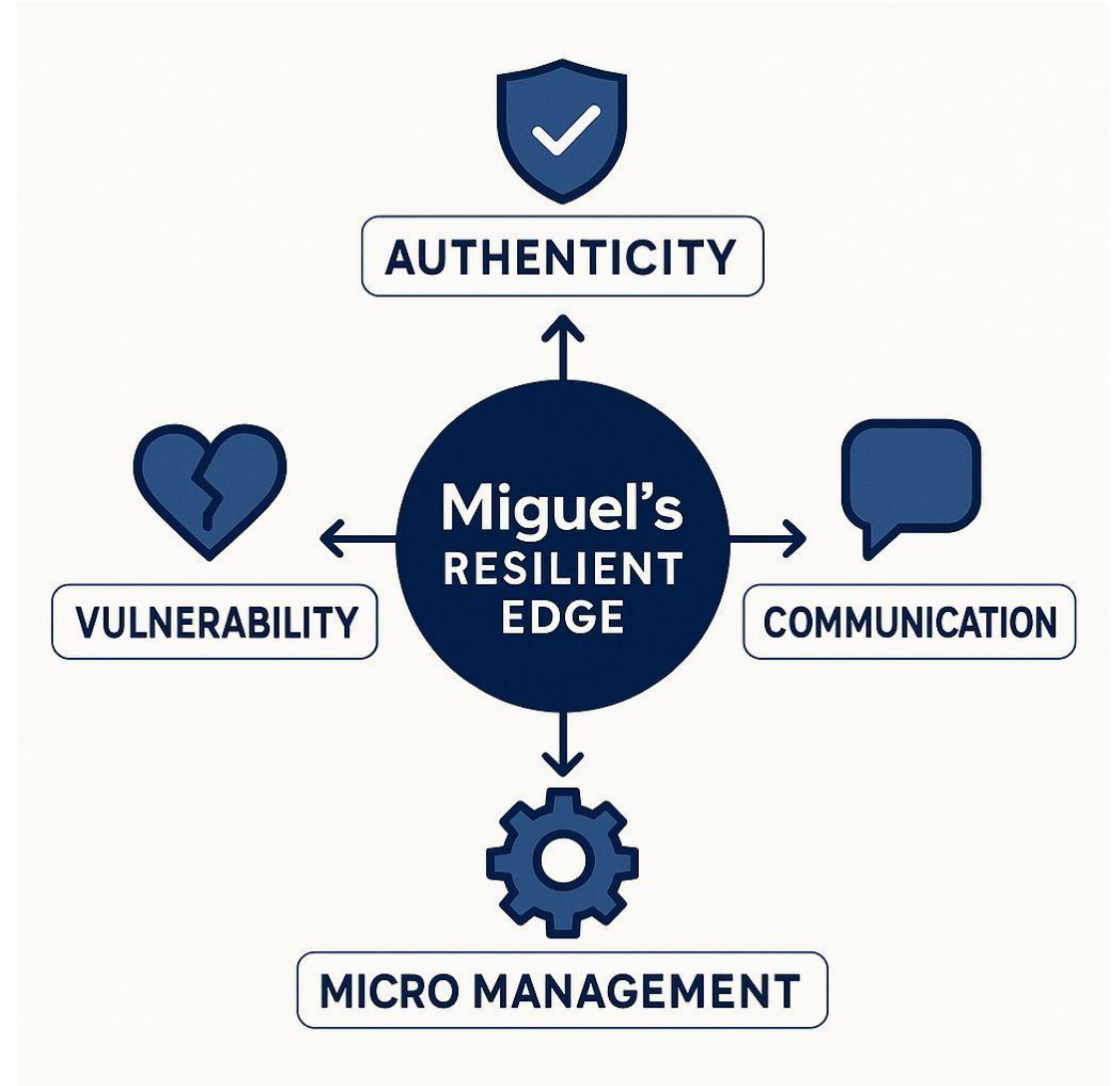


# MICROMANAGING (MYSELF)

Being on top of details. Connecting the dots.

Balancing decisions that are needed for the short, middle, and long term

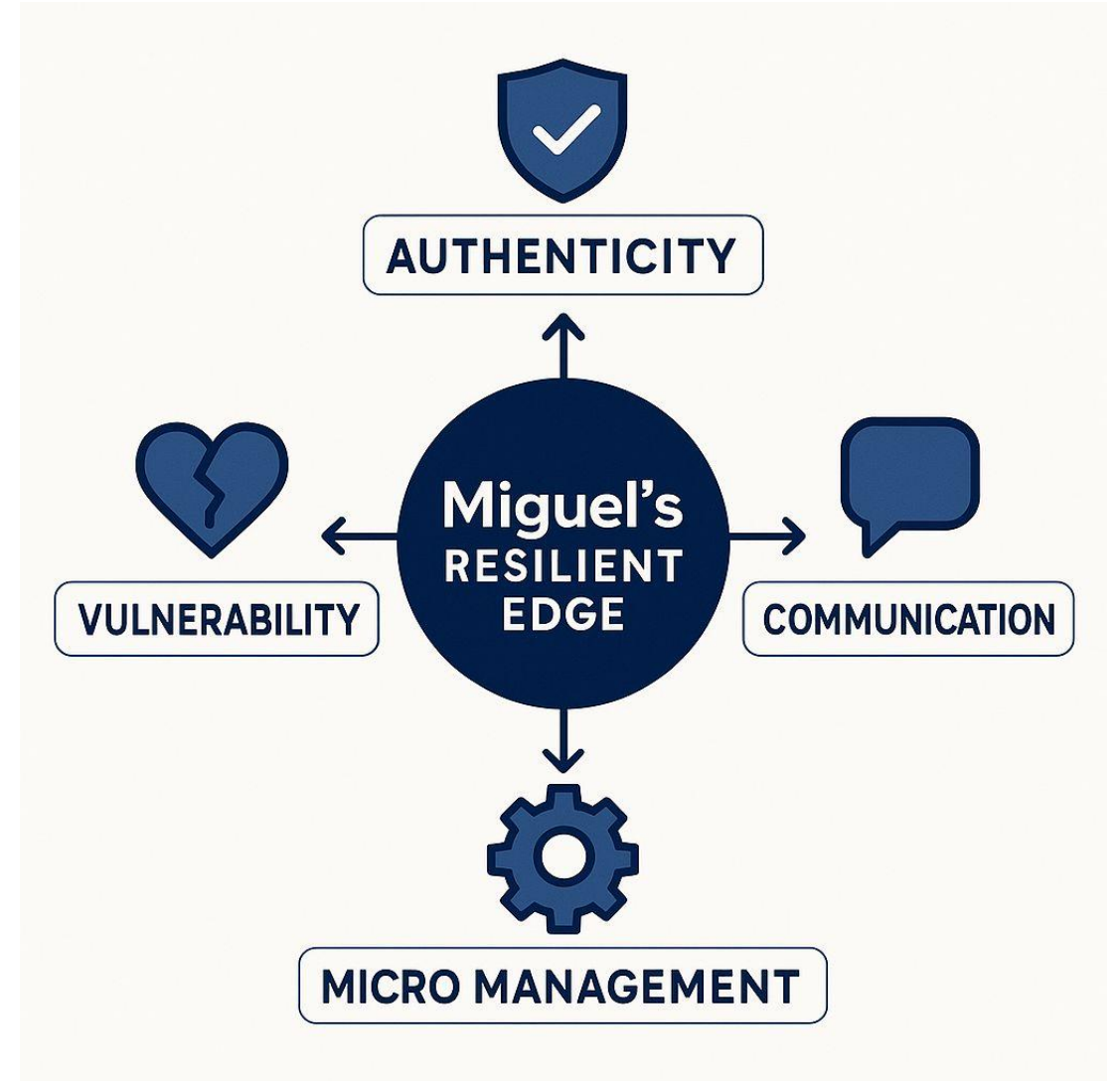
Every action has a ripple effect. Micromanaging is anticipating them to accelerate the decision-making process.



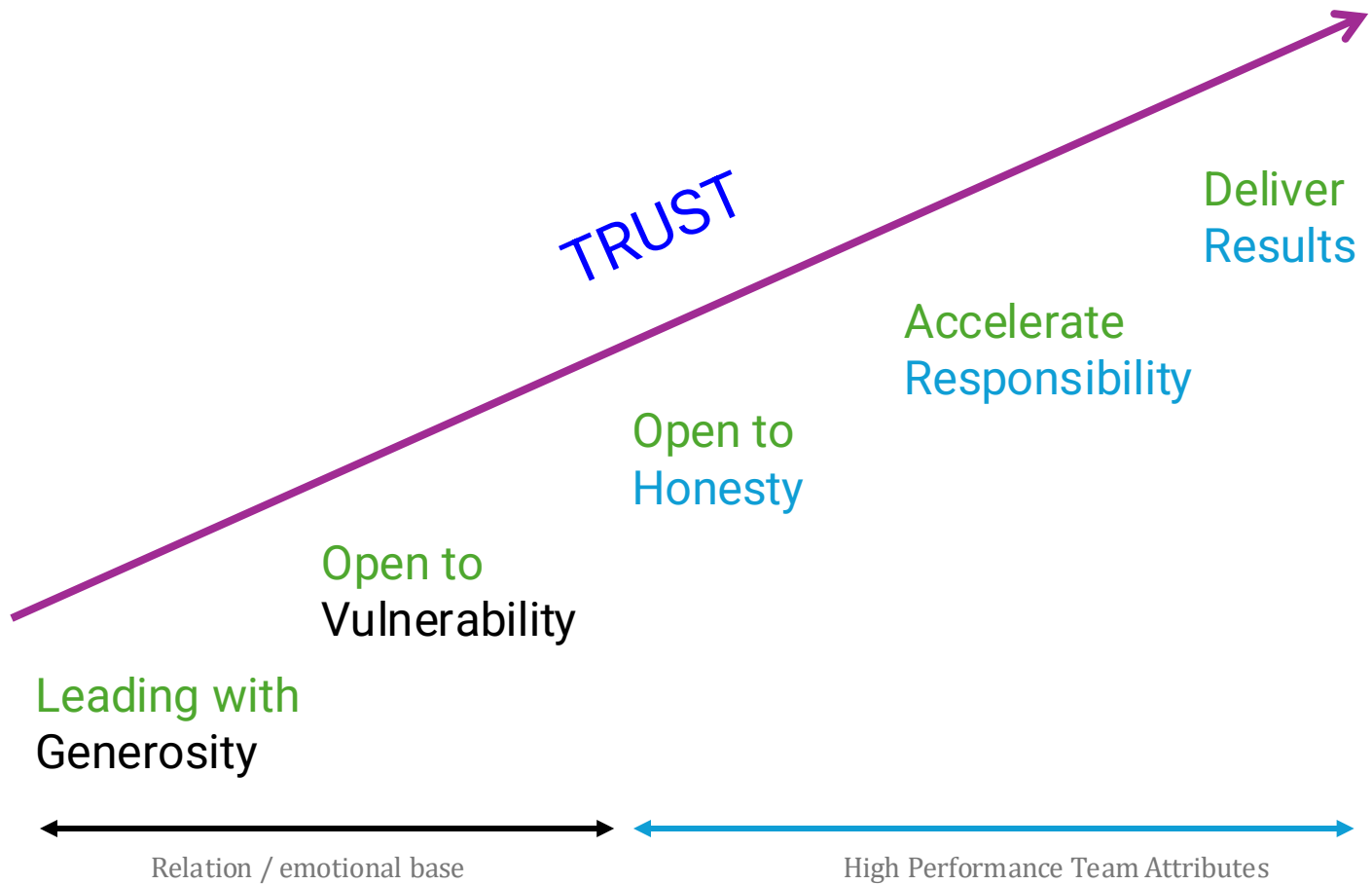
# VULNERABILITY

Understanding our own and others' emotions

Being honest about who we are and what we need to improve



# THE POWER OF LEADING WITH AUTHENTICITY \*



\*Source: Connected Success, Keith Ferrazi



