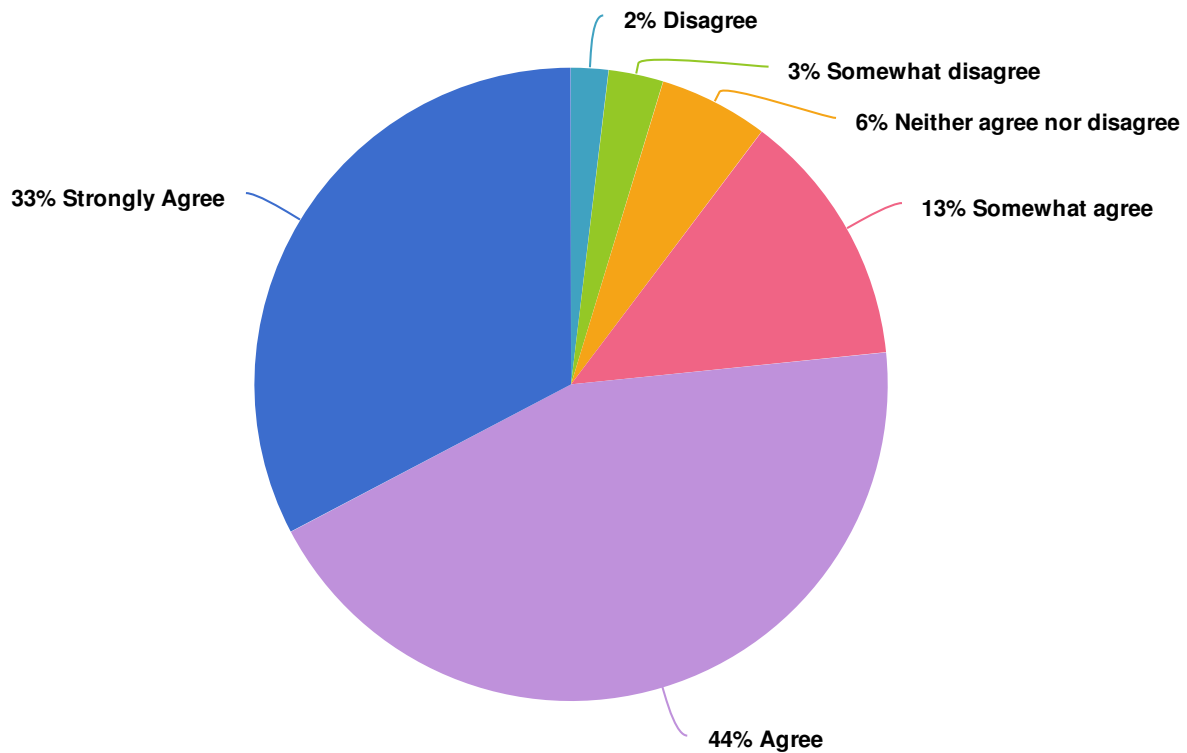
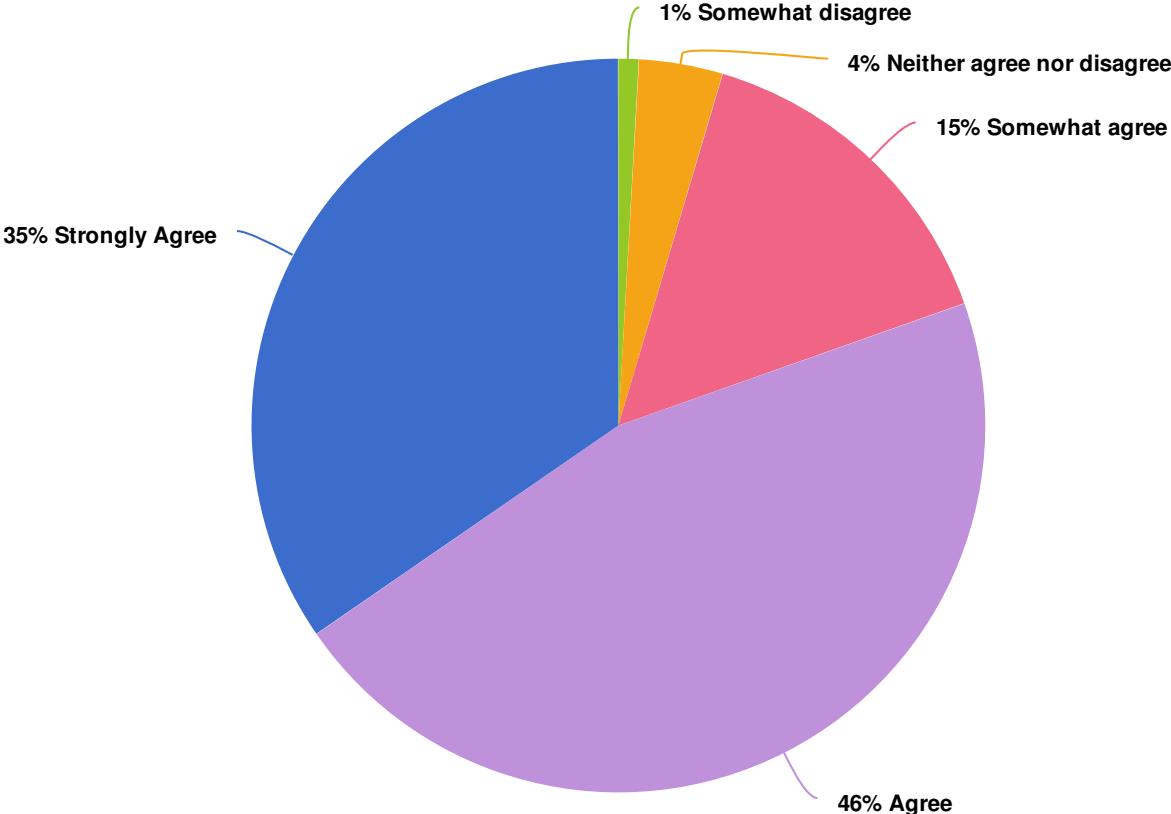


CHS Inc. - Organizational Challenges Assessment Results

1. My organization has faced significant change and challenge in the past 12 months.



2. My organization will face significant change and challenge in the next 12 months.

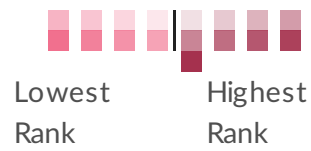


3. My organization's biggest challenges are:

| Item | Overall Rank | Rank Distribution | Score | No. of Rankings |
|--|--------------|-------------------|-------|-----------------|
| Recruiting and retaining talented employees | 1 | | 355 | 73 |
| Competitive Pressures/Industry Disruption | 2 | | 322 | 66 |
| Achieving profitability | 3 | | 302 | 61 |
| Employee engagement and motivation | 4 | | 284 | 67 |
| Attracting and retaining customers/clients | 5 | | 273 | 60 |
| Overwhelming workloads/having to do more with less | 6 | | 239 | 56 |
| Managing different generations in the workforce | 7 | | 208 | 53 |
| Building a climate of trust in the organization | 8 | | 206 | 46 |
| Continuous change/reorganization | 9 | | 202 | 45 |
| Leadership Development | 10 | | 197 | 47 |
| Building a strong organizational culture | 11 | | 192 | 37 |
| Safety | 12 | | 180 | 45 |



| Item | Overall Rank | Rank Distribution | Score | No. of Rankings |
|---|--------------|-------------------|-------|-----------------|
| Talent Development | 13 | | 166 | 41 |
| Implementation/Execution of work processes and projects | 14 | | 165 | 37 |
| Process Improvements | 15 | | 159 | 34 |
| Understanding and Driving Strategy | 16 | | 127 | 31 |
| Developing new products/innovation | 17 | | 112 | 28 |

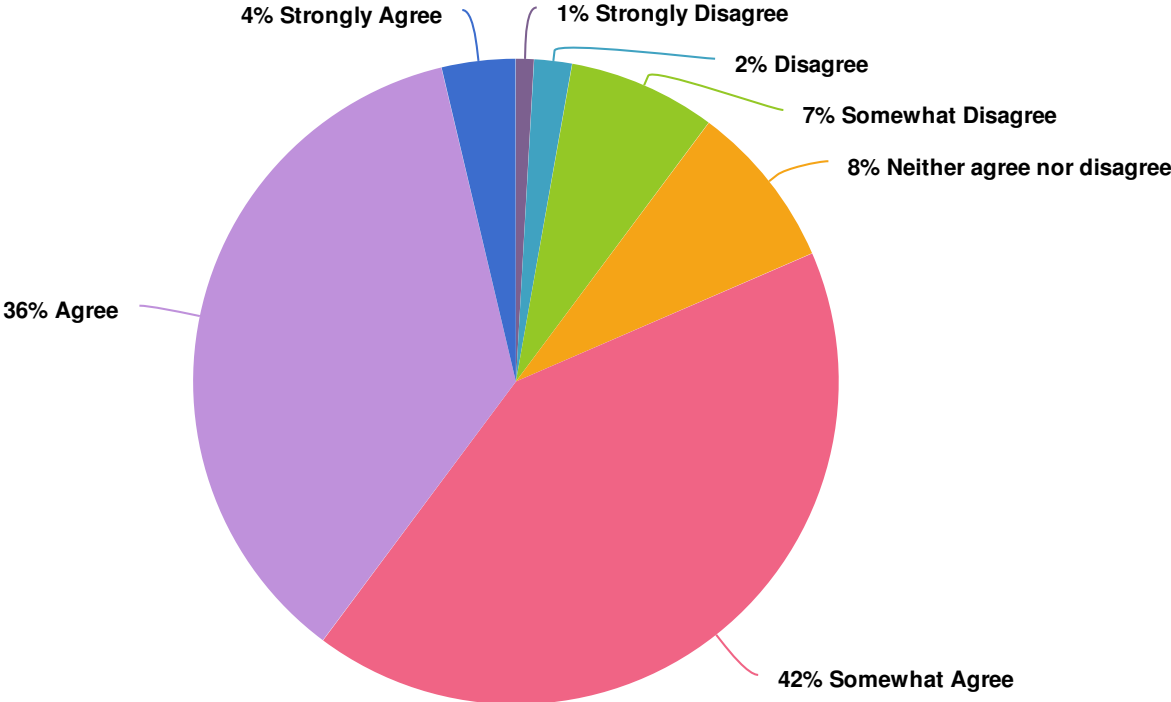


4. The skills my organization needs to be successful to meet our biggest challenges are:

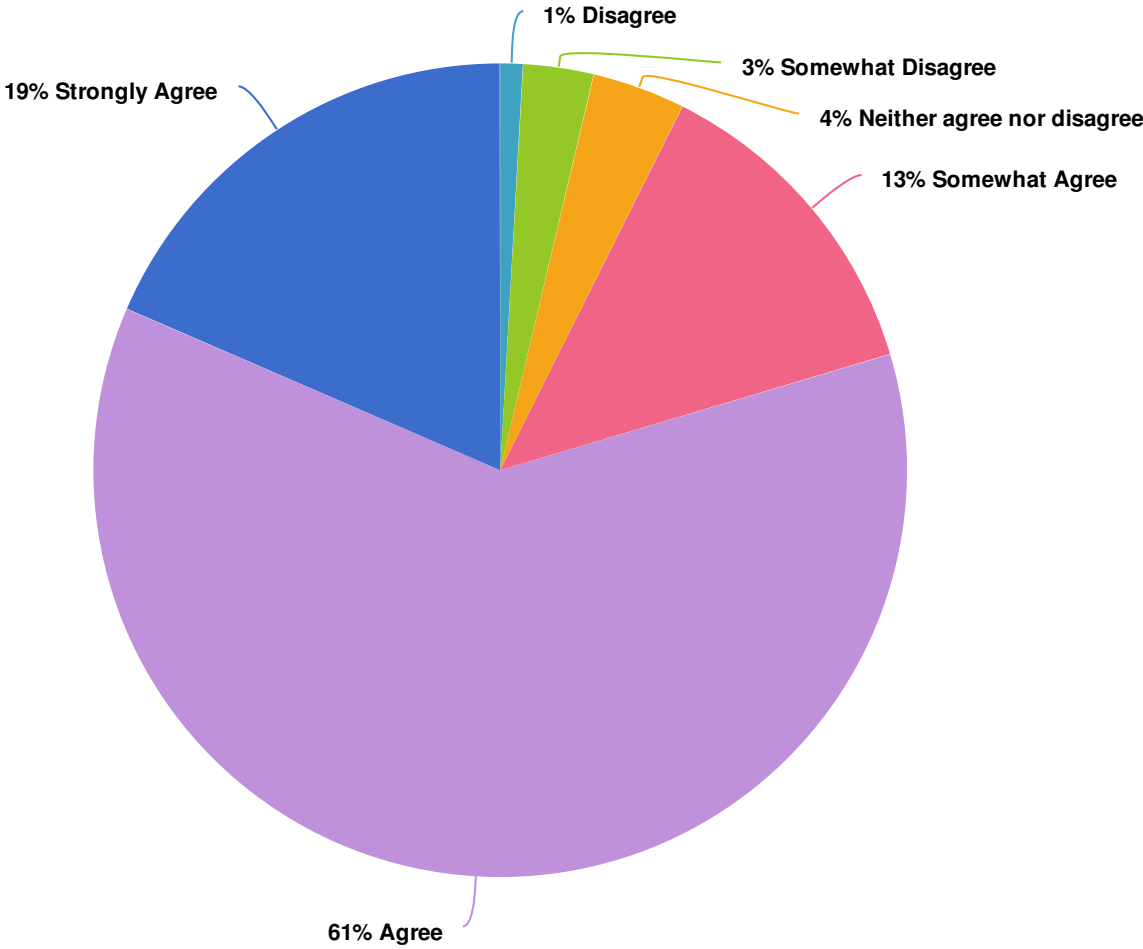
| Item | Overall Rank | Rank Distribution | Score | No. of Rankings |
|---------------------------------|--------------|-------------------|-------|-----------------|
| People Management | 1 | | 321 | 79 |
| Critical thinking | 2 | | 260 | 71 |
| Judgement & Decision-Making | 3 | | 250 | 66 |
| Service orientation | 4 | | 205 | 55 |
| Active Listening | 5 | | 174 | 50 |
| Creativity | 6 | | 160 | 47 |
| Coordinating with Others | 7 | | 151 | 50 |
| Cognitive Flexibility (agility) | 8 | | 143 | 42 |
| Emotional intelligence | 9 | | 135 | 40 |
| Complex Problem-Solving | 10 | | 127 | 42 |
| Negotiation | 11 | | 101 | 33 |
| Technical skills | 12 | | 98 | 33 |
| Quality Control | 13 | | 81 | 25 |



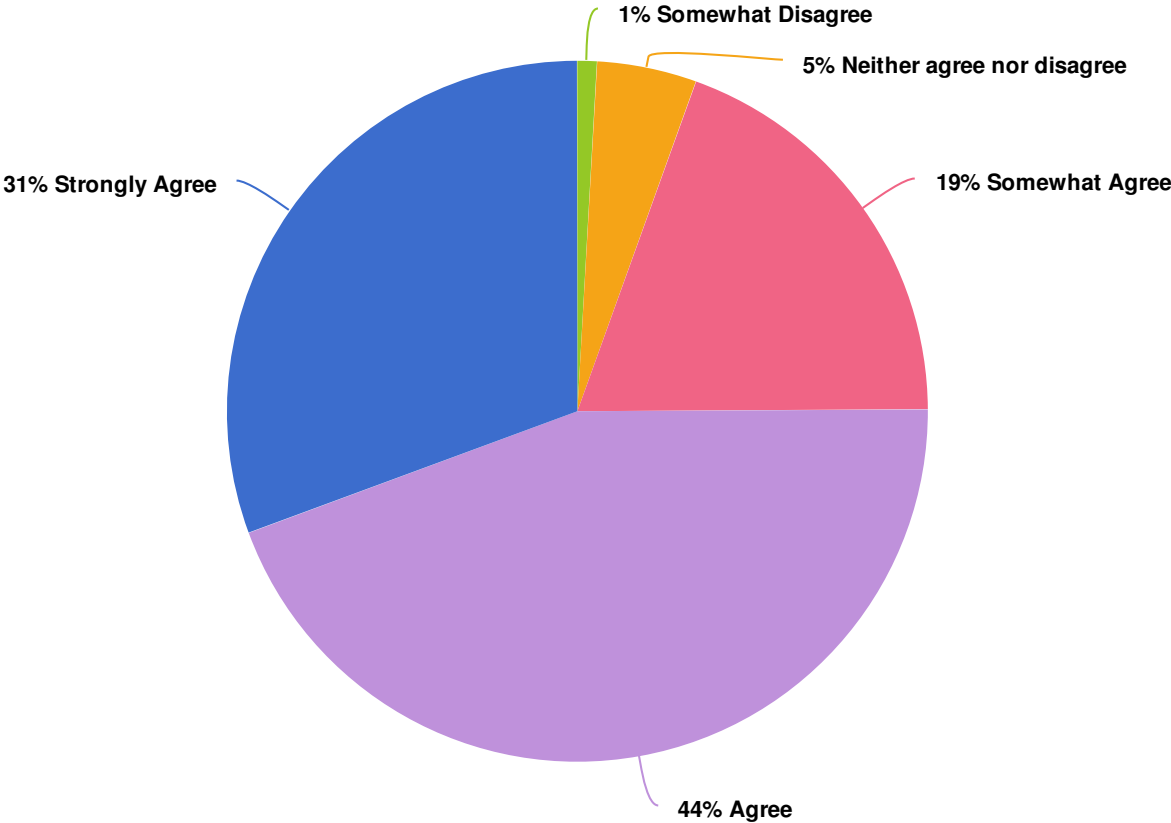
5. Most people in my organization are highly engaged (energized by the organization's goals and values and motivated to contribute to its success).



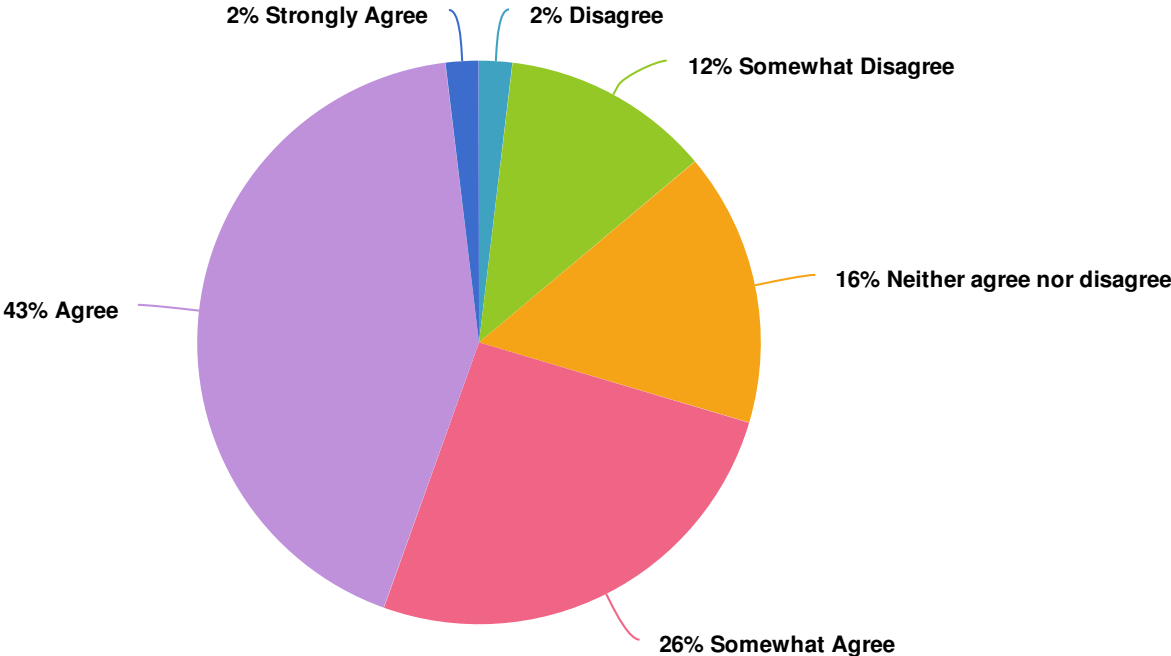
6. In my organization, our leaders are highly engaged (energized by the organization's goals and values and motivated to contribute to its success)



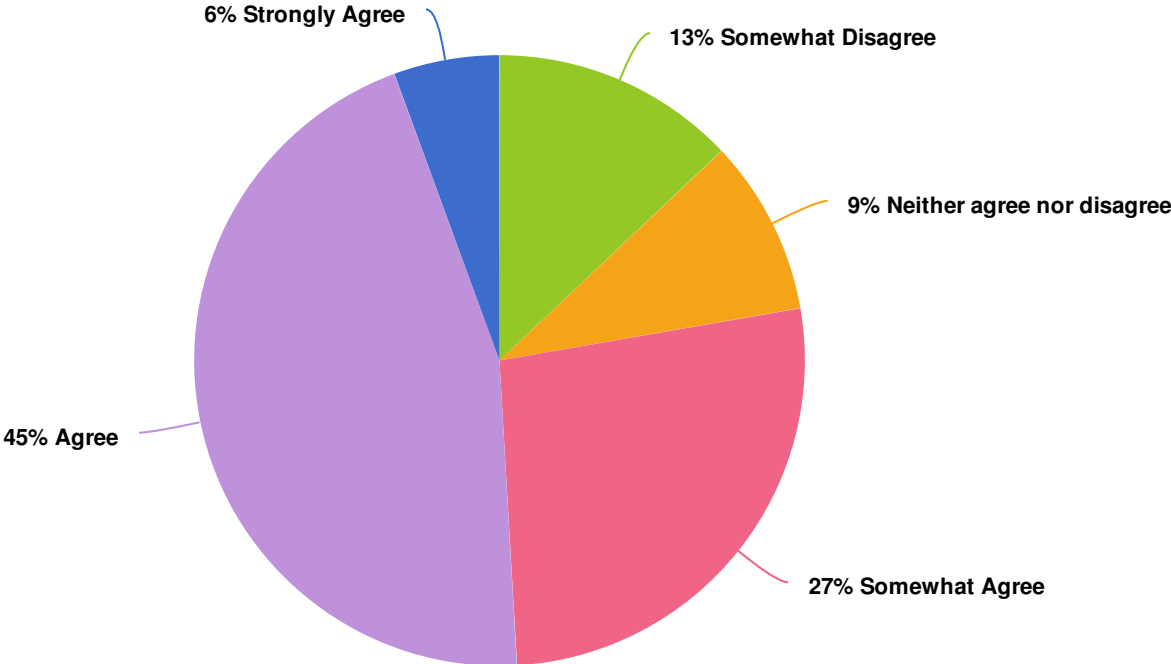
7. I feel energized by my organization's goals and motivated to contribute to its success.



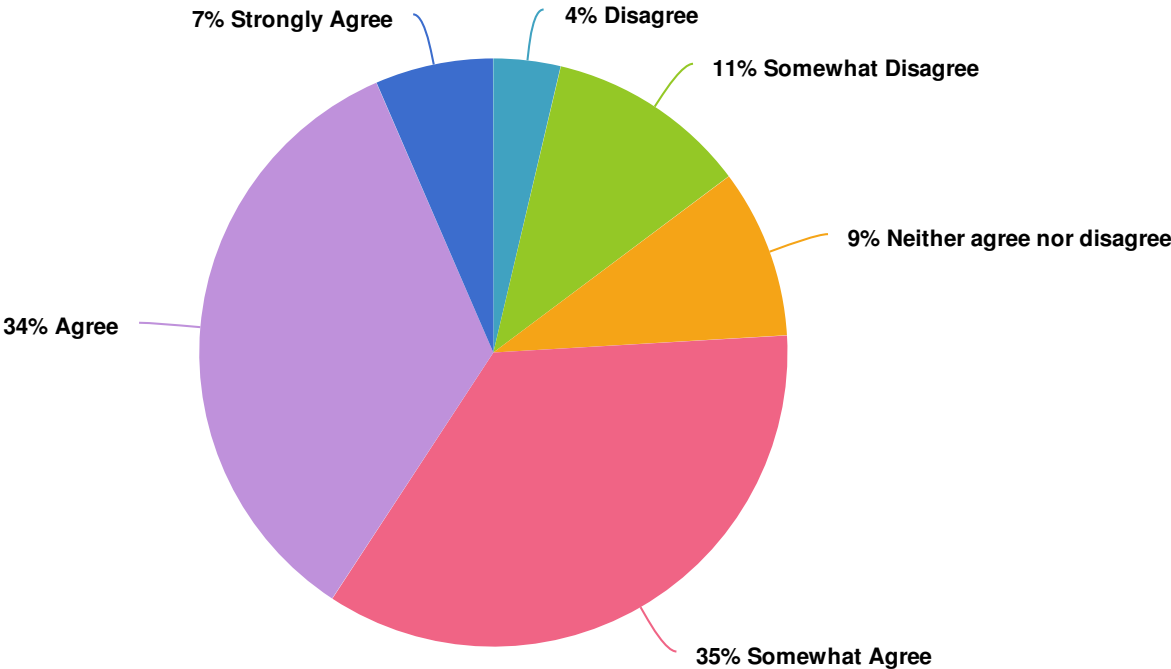
8. Our organization operates with agility and resilience.



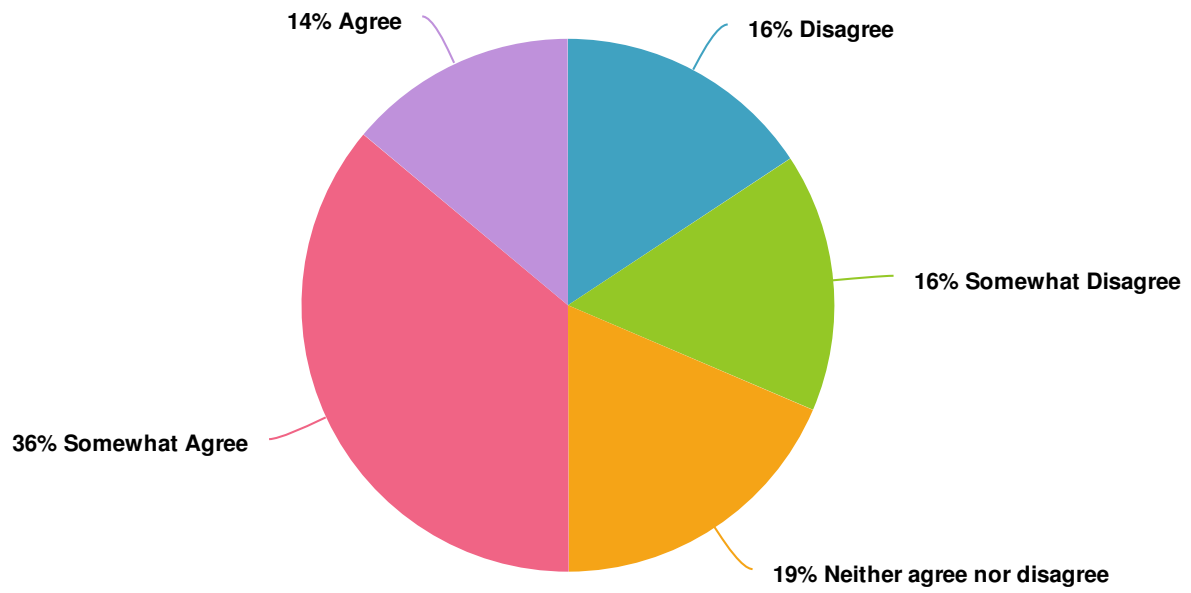
9. The majority of the leaders in my organization are able to manage change effectively.



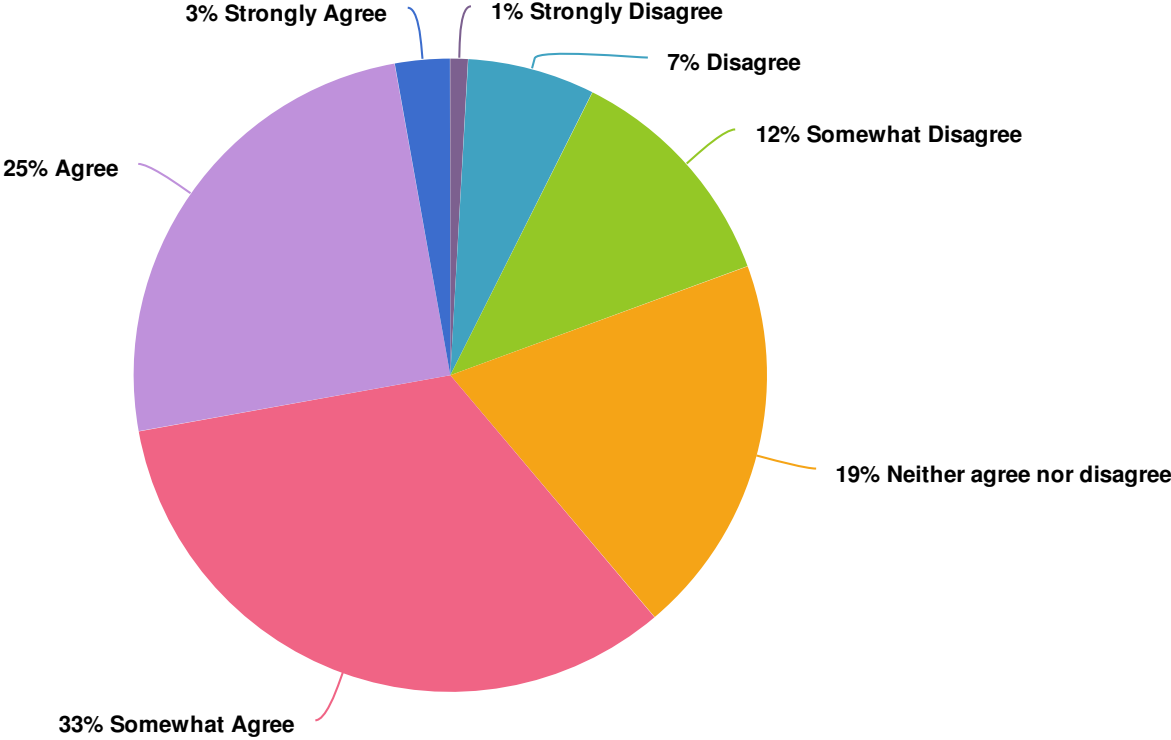
10. In my organization, we engage in productive conflict and debate during discussions.



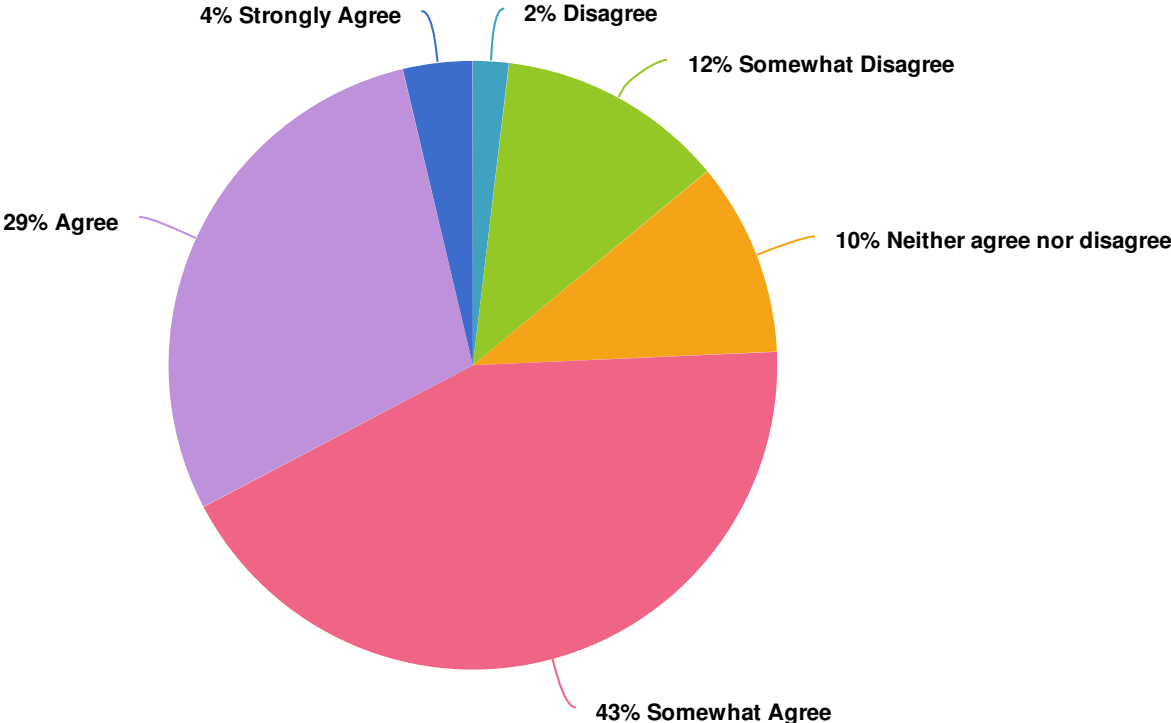
11. People avoid difficult conversations in my organization.



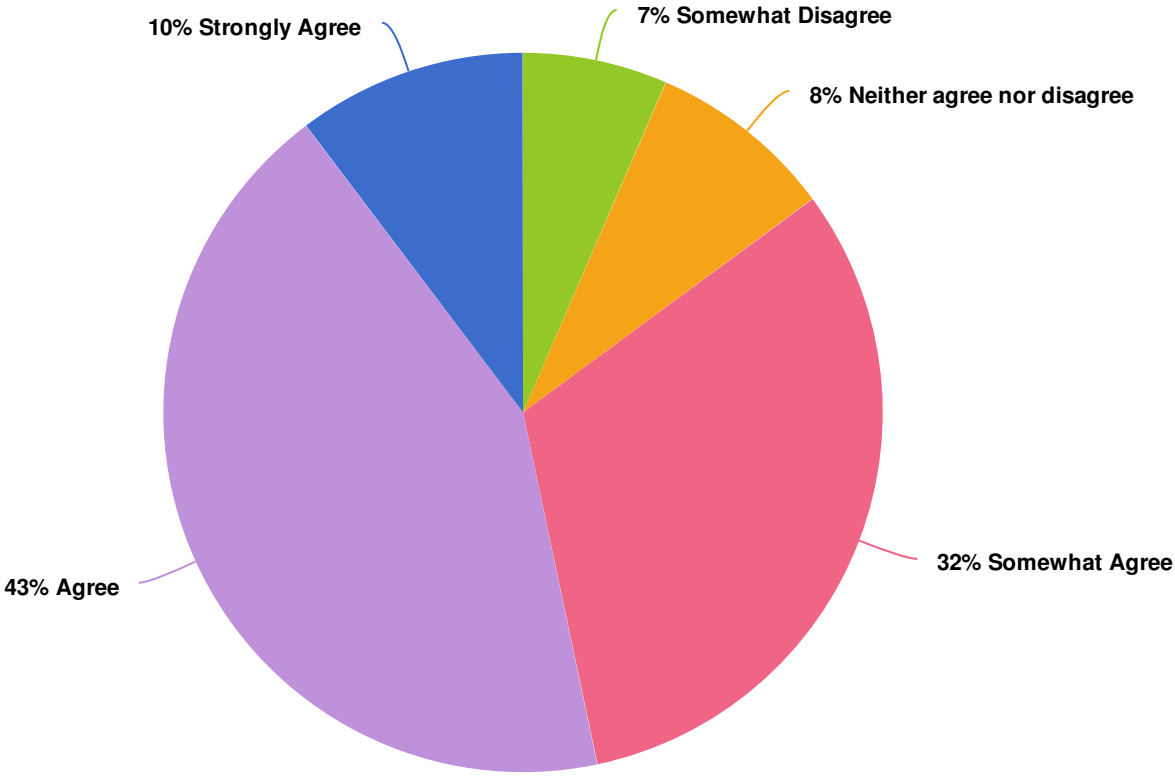
12. In my organization, we have a feedback rich culture (leaders/managers provide constructive feedback on the work of team members).



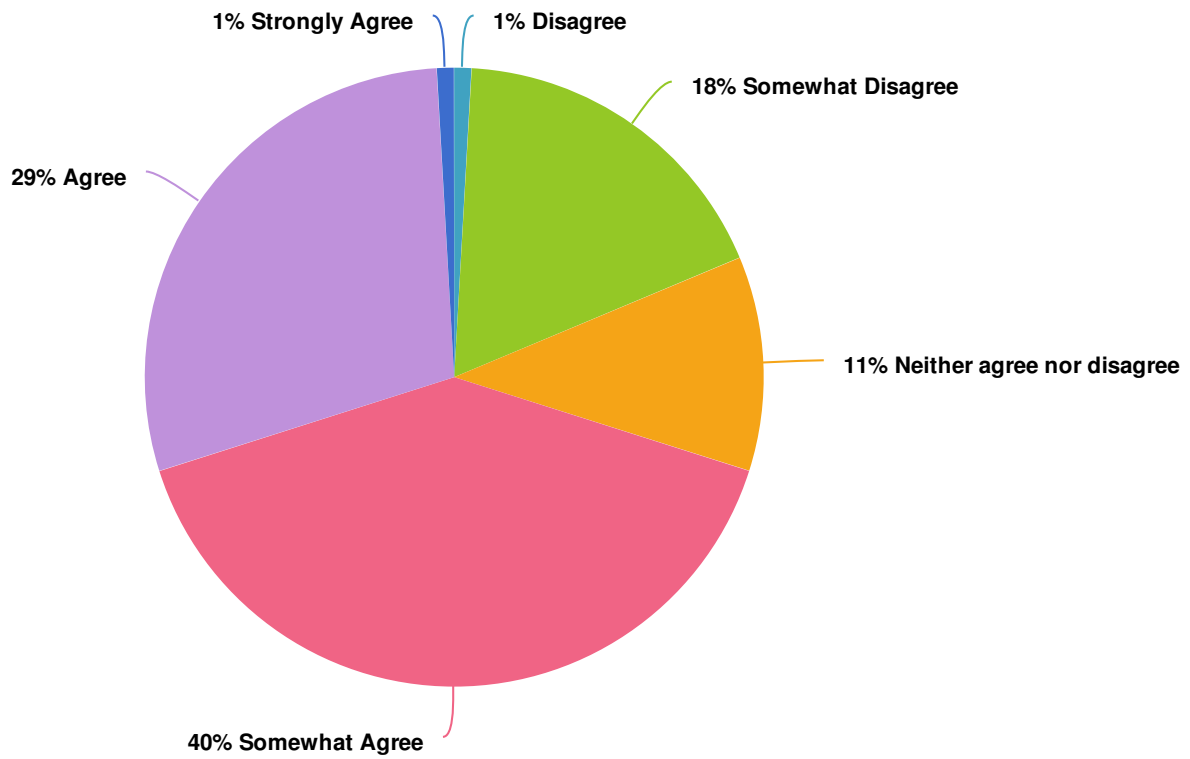
13. Our leaders communicate effectively with employees and encourage high performance.



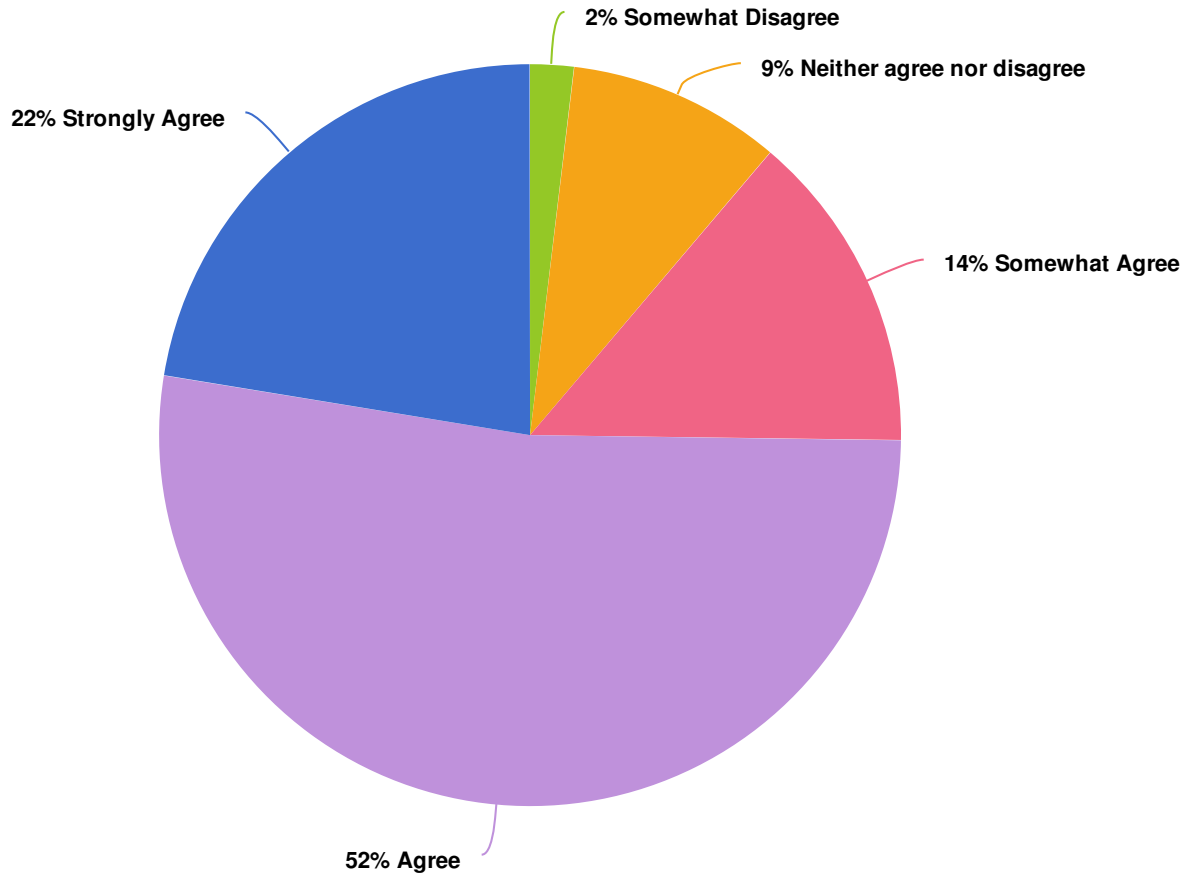
14. Most people in my organization give extra effort.



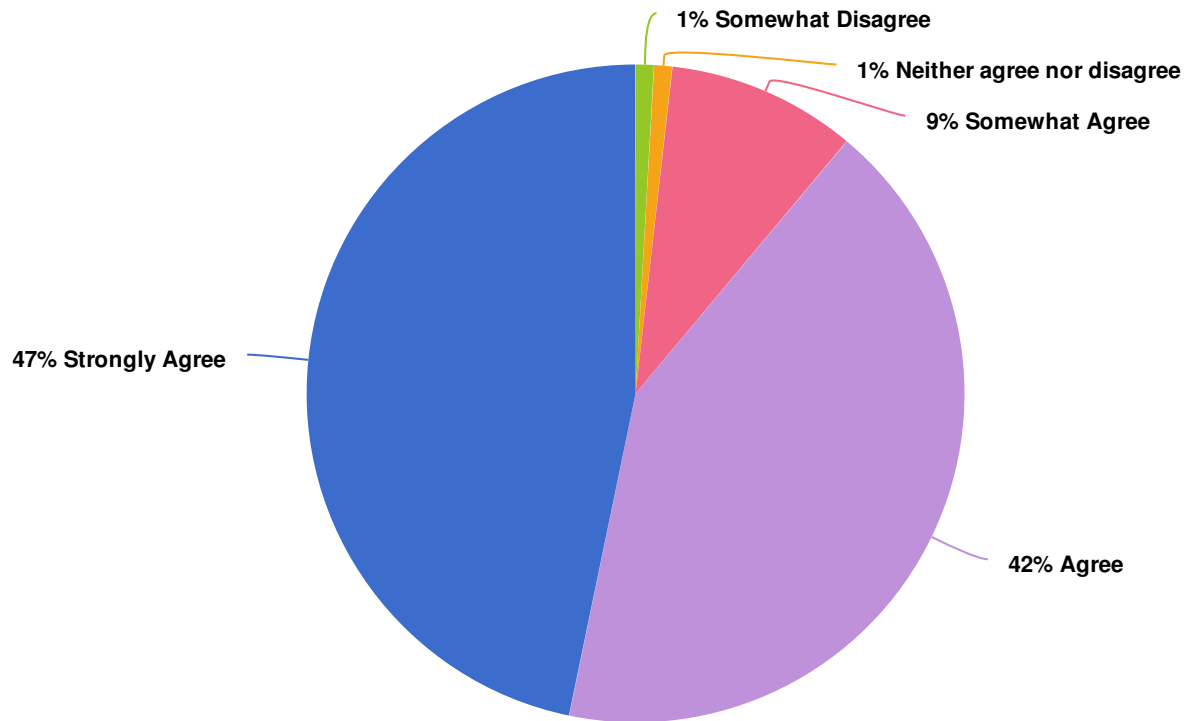
15. Most people in my organization skillfully manage their emotions.



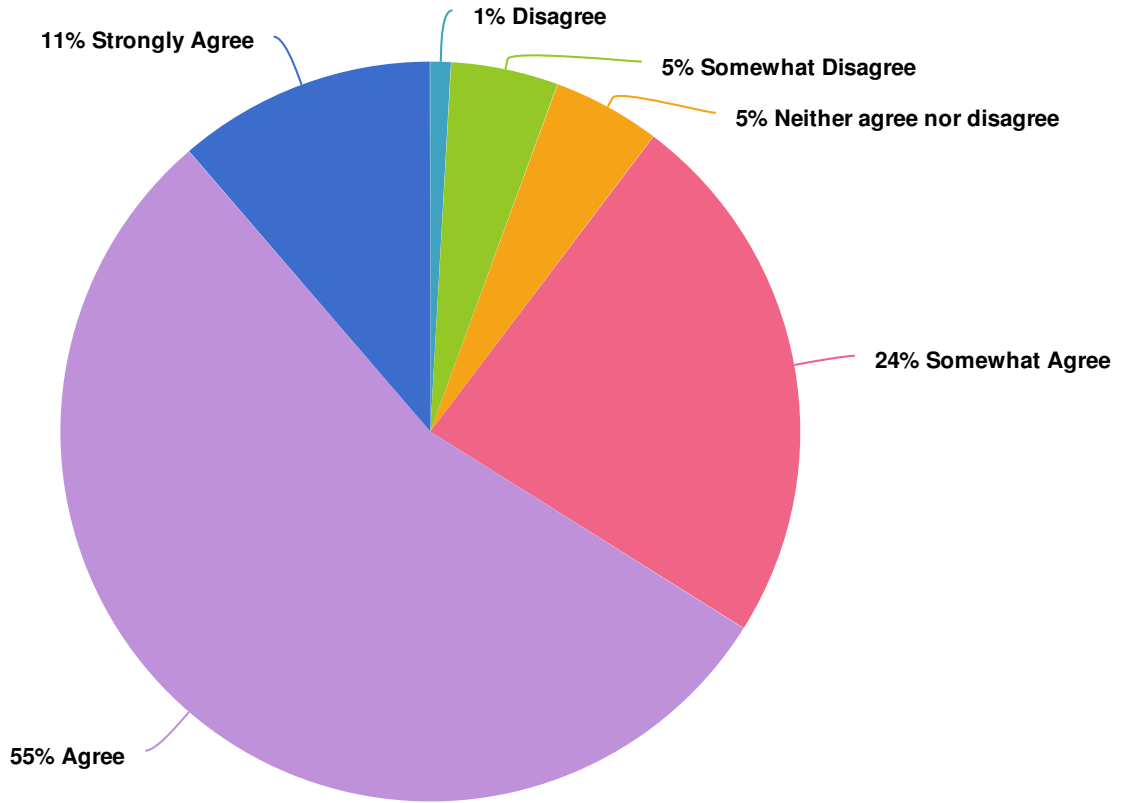
16. I see this organization as a place where I can really grow and develop.



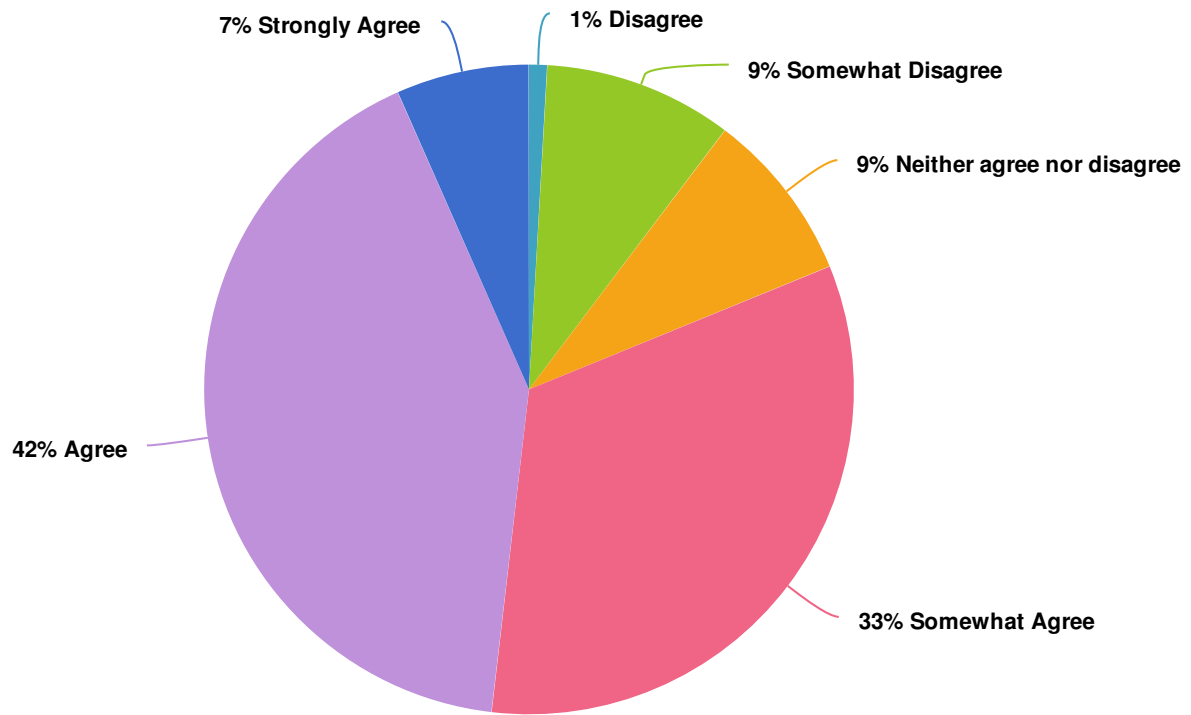
17. I am excited to be part of this organization and its future.



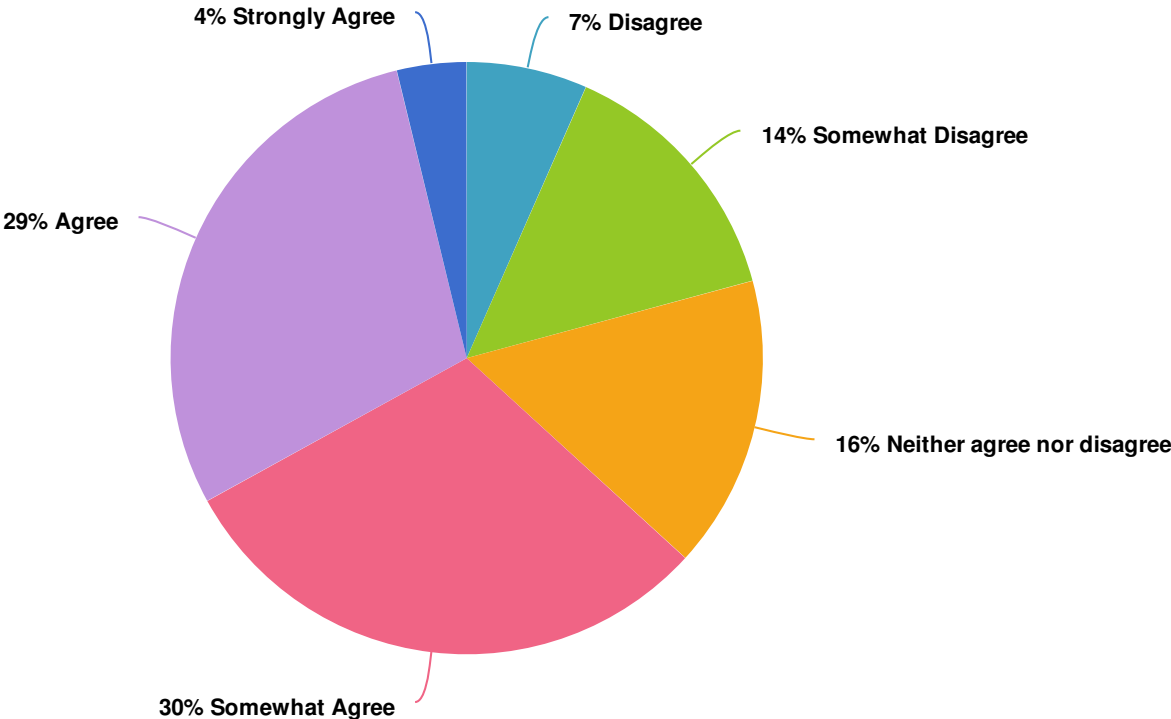
18. I listen without jumping to judgement, and try to see things from another's perspective.



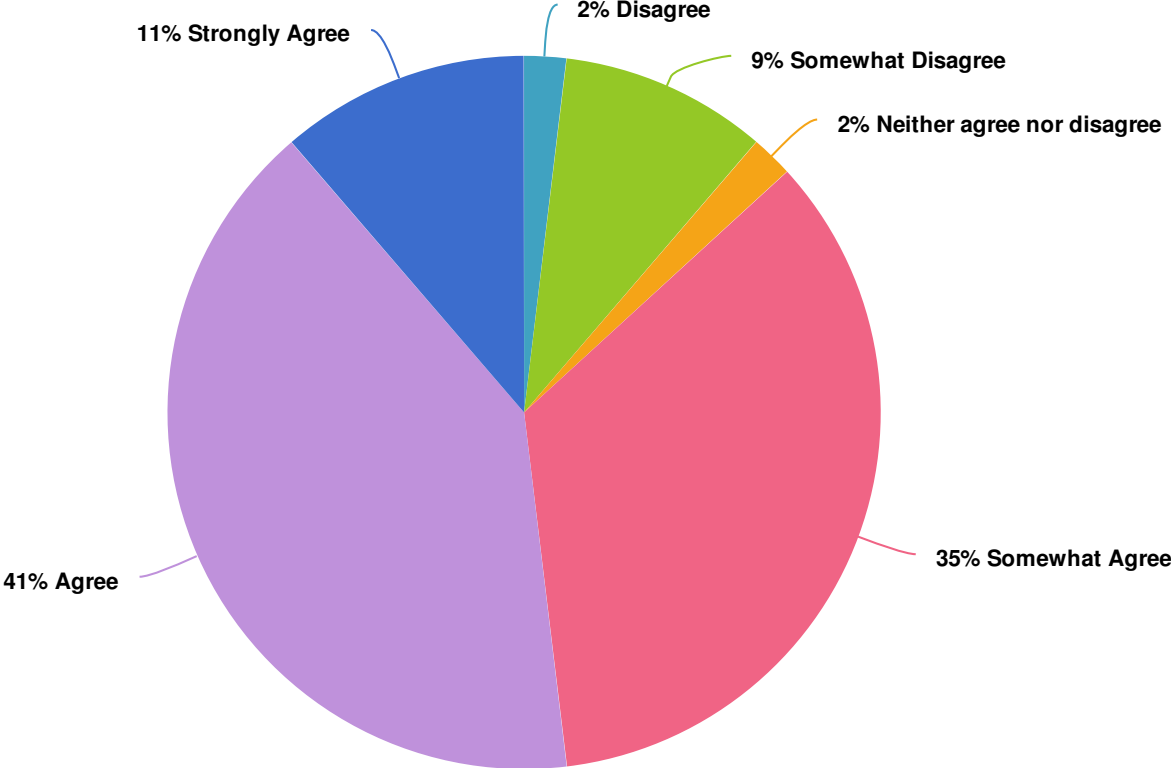
19. I handle setbacks effectively.



20. I do not become defensive when criticized.



21. I feel comfortable taking risks in my organization.



22. I can freely admit to making a mistake.

