

Kristjan Hebert:

The leader finds a way to put their arms around everybody and lift everybody. They're not one to be individually focused and push the rest of the team down. So, some of those lessons were pretty important the more I look back.

Mike Paton:

Hello, everybody. This is Mike Paton with The EOS Leader podcast, and today I have the great pleasure of speaking with Kristjan Hebert, the managing partner of Hebert Grain Ventures, or HGV, a progressive 22,000-acre farming operation in Saskatchewan that prides itself on doing things right by the land. Interestingly, Kristjan began his career as a CPA, but quickly realized his true calling. After returning to the family's 15,000-acre farm, Kristjan devoted himself to learning and growth, ultimately receiving a prestigious graduate degree from Texas A&M's executive program for agricultural producers. After growing the farming operation to 22,000 acres and founding or leading a number of businesses dedicated to helping farmers optimize their land and their profits, Kristjan is widely recognized as one of the best and most progressive young leaders in agriculture. Kristjan, thanks so much for taking the time to be with me today.

Kristjan Hebert:

Yeah, you bet. Thanks for having me on.

Mike Paton:

So, I gave you my version of your background. How do you introduce yourself when you meet somebody new?

Kristjan Hebert:

Well, lots of times I just say, "Hey, I'm just a farmer." I think it has connotations in today's world of some people take that as a real positive and that you have a lot of different strengths, and some people kind of give you a bit of a one-eyed looked, wondering that all you do is farm. So, it usually leads into some pretty good conversations.

Mike Paton:

It's either combative or fun, one of the two. Why don't you walk us back through your history as an entrepreneur from the very earliest days of you thinking about your future? Why don't you tell your own story?

Kristjan Hebert:

You bet. Yeah. So, when I was in high school I always rented land from Dad and dealt with landlords and stuff like that, and I was always big into sports, and I think sports really actually does bring out the entrepreneur in you, and if you're part of leadership and how you work with other people and having goals in mind. So, hockey, I think, led a lot to my entrepreneurial journey as well. On the school or education side that people follow, I went to U of S in Saskatchewan here, and I was going to be a doctor because I had good marks, and teachers kind of led me down that path, and did one year, came home and said, "I don't know what I'm doing. I hate this."

Mike Paton:

Yeah.

Kristjan Hebert:

So, I told my dad I was going to take agriculture, be a farmer. Dad goes, "You want to know what? You're good at math. You should take business and see if you like it, because the business side is what's really growing, and I can teach you how to farm. The agronomy side is something we can hire and teach." So, that led me into taking an accounting and a finance degree, and I really enjoyed it. I enjoyed the classes, enjoyed everybody about it, and came home, and the farm was pretty small to sustain us both, so worked with a large accounting firm in Canada and focused as much as I could in agriculture, probably 90% of my time, from succession engagements to corporate agriculture to small farms, to everything you could in agriculture, and that really led me down the path of making me realize how much I love the industry, and I wanted to run my own business.

Mike Paton:

Great story. Describe the relationship you had with your father during this period of your life.

Kristjan Hebert:

Yeah. I mean, Dad and I have always been pretty close. As business partners, and he was always my hockey coach, we were really close that way. I mean, he comes from the generation that I wouldn't say that our discussions around feelings have always been that strong, but I couldn't have asked for a better business partner. I mean, the way we have things set up, it's basically as corporate partnership, and his company, him and my mom and my wife and I, everything we do is still in a corporate partnership. So, obviously, I'm more or less in control now, but still, every business we're part of, he's part of with me. So, I would say he's one of my three or four mentors that I can remember at a pretty young age that really drove probably what I would call my core values and how they show up in our companies. He was the number one driver behind one, and as I was thinking about the podcast prior to coming on, I can kind of see how my four core values came from my four main mentors. It was pretty neat to think about.

Mike Paton:

Oh, that's cool. What are the four core values?

Kristjan Hebert:

Yeah. So, the first one is can't isn't an option. It's just a challenge. That's the one that my dad really lives and breathes, is that if you feel like it's the right thing to do, then we'll find a way to do it. So, it really helps in our business. He's on the farm every day, and he's one of my project managers, so he gets assigned some of the tougher projects because he'll find a way to get it done with the crew. Another one is we collaborate, or win-win mentality. So, I feel that the best deals are the ones that after you shake hands you walk away so excited about the next deal, not that you won or lost. That came from one of my mentors when I was at Meyers Norris Penny, one of the partners I worked for, and especially through succession engagements, or even, honestly, we negotiated a few different divorces, the best thing was to get everybody's mindset in when we walk out of here, it needs to at least be fair, but in a perfect world, win-win.

Mike Paton:

Yeah.

Kristjan Hebert:

The next one is that we innovate and optimize. So, it doesn't matter how small you are or how big you are. Don't get stuck in the way things have always been done, and 5% or 1% always matters, especially if it's to a top line because it's a multiple on our bottom line. That one really got drilled into my head when I was down at Texas A&M by one of my mentors, Dr. Danny Klinefelter, who sits on my advisory board now too. Then the last one is kind of a growth mentality, we call it. So, I've always said that if you're not growing, you're dying.

Inflation's 3%, and so there's a pretty easy goal to chase, especially in the world of business, but even in your personal life. If you're not finding ways to grow, you're just here. You're just a cog in the wheel. So, I looked for, actually, coaches, business and life coaches around this mentality too when I was a little bit younger, so I've been going to a strategic coach out in Toronto for a number of years, and I use Dan Sullivan as kind of my, let's say, mentor on the growth mentality, but it's something that's been... I think it's been built into me since I was basically born.

Mike Paton:

Yeah. That's fascinating stuff. Who's the first person you remember thinking about as a leader back in the early days?

Kristjan Hebert:

Yeah. I mean, probably my dad. I don't know that I would've looked at it as a leader at that time because it was just your dad. Right?

Mike Paton:

Yeah.

Kristjan Hebert:

But that was the first one that came to mind, and then I had a couple hockey coaches that taught me some really important lessons early in my life, things as simple in the world of hockey, plus-minus is the number of goals you're on the ice for versus the number that gets scored against you, and how that's more important on a line-by-line basis than who does the scoring. So, really understanding that a leader finds a way to put their arms around everybody and uplift everybody, they're not one to be individually-focused and push the rest of the team down. So, some of those lessons were pretty important the more I look back.

Mike Paton:

Yeah. I'm preparing to write the data book for the Traction library, and the plus-minus I think is the best example of a measurable that gets everybody engaged in the mission of the organization, and drives individual accountability for doing their part. It's a fabulous, fabulous measure.

Kristjan Hebert:

Yeah.

Mike Paton:

Who's the best leader you've ever worked with or for?

Kristjan Hebert:

I think that's a tough question. I mean, I bounced around through some different jobs in university, and then around the farm, and I honestly have to say that I can't pick the best. I can pick best characteristics of a number of-

Mike Paton:

Perfect.

Kristjan Hebert:

... leaders I worked for.

Mike Paton:

Yeah.

Kristjan Hebert:

The one major one that we just discussed is just my one hockey coach was so focused on, as a leader on this team, you need to focus, one, on plus-minus, and two, on making the team always believe. So, he was always big on if we get scored on because one of our teammates makes a mistake, if you want to lead this team, you got to come into the bench and say, "Hey, we all make mistakes. I'm going to get two goals for you. Can you help me?" instead of coming in and saying, "Hey, you just cost us that goal. We might lose this game because of that." So, that really drove into me as we built teams in any job I've had, of that if you can make the team feel that they can never lose, or at least always have the opportunity to win, versus it being a very selfish, me, I, "You need to suck it up to stay up with me," type of a mentality, it really changes life.

Then I go back to my dad, that can't isn't an option and it's just a challenge, that no-quit attitude. Now, I understand there's times when in business you just have to cut loose on a bad idea that didn't work, but there's a lot of mountains that need to be climbed that I think a lot of entrepreneurs quit early because it gets inside their head that they can't do it, when in fact, probably all they needed to do was ask, "Who can help me get to the top of the mountain?" We're all so worried about doing it by ourself when I think there's a lot of opportunity, whether it's a mentor or someone on your team, or just someone in your network that could give you a little nudge or a piece of information that could help conquer that mountain.

Mike Paton:

Yeah. That's great stuff. Have you ever had a leader whose style or approach turned you off, or somebody who you want to make sure you don't make the same mistakes they made?

Kristjan Hebert:

Yeah, for sure. I mean, I can specifically remember a manager one time that you could still hear the footsteps coming down the hallway because it was a stomp in the office building, and it was very short deadline, low communication. If something went wrong, it was always the lower-level teammate's fault, never their fault, and when things went right, they had always done everything, and the lower levels hadn't done anything for them, and it just really showed me how you can... Money is not enough to convince people to stick around to work for someone like that. They need to know that as you grow, you're going to take them with them. I always say that growth for a lot of people in this world is to jump

on the right coattails, but really, they shouldn't be on the coattails. They should be inside the plane. So, that leader really taught me that you can't leave footprints on people's foreheads and expect to get very far in life.

Mike Paton:

Well, those things have a way of coming back on you, and I don't know how you can sleep at night when you've left your footprint on somebody's forehead. I have enough trouble sleeping without trying to do that intentionally. So, I'm with you 100%. Let's talk about your leadership style. If I were to ask a couple of the folks that look to you as a leader to describe the way you lead, what would I hear?

Kristjan Hebert:

Yeah. I think depending on... I got a few different businesses that I'm involved in at different levels, so I think you if you talked to the businesses where I chair the board or I'm just a large shareholder, they'd probably say I'm more like a hockey coach. I spend a lot of time trying to explain the mistakes and the lessons I've learned to hopefully guide them to not have to make the same ones, or at least fail fast instead of taking a long time, and I think that they'd probably say that I spend a lot of time trying to make sure that we got the right people on the right lines and have the right strategy in place to at least have the opportunity for success. It's not going to go right every day.

The businesses that I'm involved in, the farm, I'm still pretty day-to-day, especially in seeding and harvest. Those guys would probably say I'm a lot closer to the captain of a hockey team, which you'll find me one day, if I have to, I'll be in shoveling a bin, and the next day I'll put more hours than anybody in the drill, but I'm no more important than the guy that runs the lawnmower or runs the drill beside me. I lead a fair bit like a hockey team in that the captains and assistant captains are really just those people that can communicate a little better and always keep everybody's mindset that we can climb this mountain. But everybody is important, depending on the situation. If the other team has a breakaway, the goalie is the most important player on your team, not your captain or your coach. So, we do a lot of situational analysis of when we need everybody to be a leader. It's just my job to make sure that they're ready to lead.

Mike Paton:

Talk to me about that. How do you teach a frontline employee, somebody maybe new to the operation, how do you teach them to lean into that opportunity to lead?

Kristjan Hebert:

Yeah. I mean, I think some of the stories you hear over life and that you see work. So, I can remember... Actually, I'm pretty sure it was the Traction book. Reading one that really hit me in the forehead was secretary realizing that if she answered the phone after two rings, it changed the customer success survey, versus if she answered in two rings or less and with a cheery attitude. So, I think in all your organizations, the closer you can get down to ground level and explain to them how that effects top line, but I'm not even ask big on top line. I'm more on how it effects the real value that we're trying to create, because some of that might show up three, four, five years from now.

So, I think that things as simple as... We do a lot of work with John Deere corporately around North America, and we'll have different people from different levels of John Deere out all the time, and we've had people as high as the CEO of Canada or of North America for Deere out, and I'll have them walk around with my sprayer operator or go through a bunch of our data on a computer with our

controller, because those two know more about those two individual pieces out of the dataset that they're looking for than I do. So, part of it is making them understand why we think the data is important and SOPs are important, but the other part is as a leader, giving them the opportunity to shine in front of people that they think are, let's be honest, pretty cool. Right?

Mike Paton:

Yeah, yeah. That's fun. You have to take some risk to entrust your people to do that. How do you process through that risk and decide you're going to take a leap?

Kristjan Hebert:

Hire slow and fire fast.

Mike Paton:

Well said.

Kristjan Hebert:

Yeah. I mean, definitely, I probably err a little bit on the side of just trusting my people, and if they make a mistake we'll deal with it, but a good friend of mine once said, "As a leader, your job is to explain to people where the ditches are. Keep them on the road, and as long as they're on the road, they should probably just push the gas down as fast as they can handle it." So, when I'm putting them in those positions, it's my job to explain, "Here's the areas that you're not allowed to cross into the ditch, and if you do cross into the ditch, I better be the first person to know, and I better know right away, because then we'll fix the problem."

Mike Paton:

Very, very well said. How do you decide somebody's run into the ditch too many times, and you got to make a change?

Kristjan Hebert:

I mean, changes are never fun, but probably in our case, a lot of the times it's more of a team decision than just me, especially on the farm. There'll be 15 to 20 of us working shoulder-to-shoulder in our key seasons, and so if I see someone that their running into the ditch is really slowing down the whole team, it would be pretty normal that a few team members would either bring it up to me or my ops manager to say, "Hey, we got to do something about this. It's slowing us all down."

Mike Paton:

Yeah.

Kristjan Hebert:

They know that I really value speed. Now, I also value perfection, but the minute we get it perfected, let's move fast. So, if the mistakes in the ditches are causing issues there, we'll normally do one discussion to say, "Hey, there's too many ditches, and here's the ways that we believe you can fix it," and then after that, the process either corrects itself or ends fairly quickly.

Mike Paton:

Yeah. I'm intrigued by your thinking about it through the perspective of the team, and especially right now with as difficult as it is to find and keep great people, I see a lot of leaders struggling to call the question when they've got somebody who's holding everybody else back, and this idea of if eight people are disadvantaged by this person being here, is that person really an asset, is a pretty powerful thought process to get them to process that. So, really good insight.

Kristjan Hebert:

I mean, I think your team needs to understand that you can actually multiply through subtraction if that person's holding them back fast enough, but you also need your team to be onboard. If you letting someone go makes them feel that they're going to be overworked, that's probably not the right path to take. There's probably ways to find a new person for hire, but if they really feel that, "Hey, we're losing 20% each because of this person, then they're all onboard. They're happy when it happens."

Mike Paton:

Yeah. That's exactly right. That's exactly right. Have you ever made a mistake with regard to the way you coach or lead people, and if so, what was it?

Kristjan Hebert:

I'd say one of my weaknesses that I've made mistakes is that we tend to grow really fast. I mean, I hear your introduction at the start, 22,000, and I think that was probably about a year ago. We put in 28 this year, and close to 30 next year.

Mike Paton:

Wow.

Kristjan Hebert:

So, our growth pattern, it tends to be pretty quick, not that we really search for it, but we don't miss... Opportunities do tend to come to us, and anything that fits in, we take. So, I probably don't spend enough time maybe communicating exactly where I want to go or how we're going to get there, and part of it is because we're more of an opportunistic growth company, I have a hard time just throwing a number on the wall and saying, "Hey, we're going there, and this is how we're going to get there," where I'm more of a value add in the long-term value, and we might bolt three or four more companies on to get to where we need to be. So, just that communication of where we're going, how we're going to get there, and exactly how each person fits in has probably been my mistake in the past. I'll have teammates feel undervalued for a period of time before they'll bring it up to me to sit down to have that chat.

Mike Paton:

Yeah.

Kristjan Hebert:

So, I know I need to allocate a bit more time even just to have lunch individually with people once or twice a year instead of leaving a lot of it up to the HR crew.

Mike Paton:

Yeah. I think that that understanding why and having a rough idea of where we're going helps people prepare for that change, and when you're surprised by change, it's almost always harder to process through it yourself. So, that's good insight there too. Tell-

Kristjan Hebert:

I find too, I don't know what you've found, is that the more good people you have... One of the, I don't want to say complaints, but the questions you'll get back is, "Is there enough room for leadership, and do I get more responsibility?" and yet, on the other side they're like, "Man, I really like everybody I work with, and they have so many good skills." So, I find that I'm pretty anal about having great people, which means that you don't necessarily need a whole bunch of managers. Right?

Mike Paton:

That's right.

Kristjan Hebert:

They're very good at managing their own little project or their crew of people. So, I think growth helps that, to be honest, but it's one of those fine lines that we finally have to communicate our way through.

Mike Paton:

One of my favorite quotations is, "Change is hard. You go first." So, it is sort of a human condition to... When you're hitting on all cylinders, which we all get to from time to time in our businesses, nobody wants it to change. But at the same time, if you're not changing, if you're not growing, you are dying, and we're creating opportunities for people to change themselves and improve themselves too. So, that tension is always going to be there, it's why our jobs as leaders is so consistently challenging. Help the listener understand, Kristjan, the nature of your business and the other businesses you're in. So, first of all, describe HGV for me. It sounds like I got the number of acres wrong because I haven't been close enough to you over the last couple of months to know about these changes.

Kristjan Hebert:

Yeah. I mean, Hebert Grain Ventures is just right around a 30,000-acre grain and oil seed farm, grows malt barley, canola, hard red spring wheat, peas, rye, oats, whatever works best in our rotation from both a financial standpoint and the land standpoint, and really, the legacy statement of it is we want the land and the financial statements, as well as our community and industry, to be in a better state generation after generation, and that's our goal. We also have a consulting company called Maverick Ag that my CFO runs for me, but it does a lot of work for other large farms, but I would call it a data house in the world of agriculture to do benchmarking, et cetera, for large farms, as well as... I shouldn't say large.

For progressive farms as well as some of the corporate agriculture companies that really are trying to better understand this level of progressive farmers versus maybe the old-school mentality of what farming is, and then I'm fairly involved with a private crop insurance company called [inaudible 00:21:28]. I chair the board and own part of it, and it ensures margin in the world of agriculture. It's virtually the only one in the world. So, it's taught me a lot around reinsurance and risk management and how having a proper risk management plan really... It allows you to go out there and try and hit a home run every year because you're not worried about striking out, and how that mentality changes your entrepreneurial journey.



Mike Paton:

Interesting. Interesting. Anything on the horizon in terms of growth, business opportunities, new businesses you're thinking about getting into?

Kristjan Hebert:

Yeah, for sure. I mean, my best friend and I have a goal that we want to have our own mini family office or private equity firm. So, we've probably invested in five to 10 either startups or the current entrepreneurs at the end of journey, and the young person working for him can't afford the buyout. So, for us, that's kind of my interesting spot, is I feel that's what I'll call retirement is having a family office that keeps my mind busy enough that I don't bug every day the person that takes over the farm. But we tend to focus on two things.

One is, as I said, helping young people buy out the current business they're part of, and helping coach them through it, and two, investing startups that fall around a bunch of the stuff we're doing in agriculture. I mean, we've got money in a lithium startup just so that we learn more about the world of batteries and electric, et cetera, and where it goes. Another one is a potash startup that can... They're kind of like mini potash mines that have way less capital investment. So, I really like to focus on the areas that obviously effect my industry, but also our consumers so that I can really just educate myself better. I find that I may attention to things better if I have some money in them versus just pretending I'm going to read all the time.

Mike Paton:

Well, yeah. The way you think about something you're considering investing in rather than just reading about it in the media is a completely different thought process, isn't it? You have to understand what the consumers or customers want, how the company delivers value. All of that is just a fun thinking exercise, regardless.

Kristjan Hebert:

Yeah. I love it, and especially some of the more tech-type plays where it's not even evaluations, it's churn and monthly cashflows, et cetera, and units, so that when you flick the light into positive income, how does it explode in value?

Mike Paton:

That's right.

Kristjan Hebert:

It's a different way of doing business than especially my CPA background shows, but yet it's a phenomenal thing to learn about and just really try to understand.

Mike Paton:

Well, and you're living your core value of if you're not growing, you're dying. Pushing yourself outside of that comfort zone is so important. I also think your definition of retirement must come Dan Sullivan. My favorite Dan quote is, "Death is coming. Look busy."

Kristjan Hebert:

Yeah, I know. I still remember to this day when Dan said his definition of retirement was take one week of every month off to do nothing but the personal life side, and I've pretty much convinced myself of that. Right?

Mike Paton:

Yeah.

Kristjan Hebert:

My definition of when you've made it as an entrepreneur, or even maybe that is retirement, is when you completely control your calendar, when you decide if you want to be busy every day, and I'm not there yet, but I've made a huge amount of strides from where I was 10 years ago, and that would be my goal of the by the time I want to deem myself retired, is I'm not going to quick working.

Mike Paton:

Yeah.

Kristjan Hebert:

I just want to have complete veto on what I say yes and no to on a day-to-day basis, and really only do things that I love or are in my unique ability. So, that's what we're working towards.

Mike Paton:

Awesome. I want to talk about agriculture a little bit because I think agriculture is a subject that hits the news a lot, but a lot of people don't really understand where it is and where it's going. So, the first question I have for you is, help the listener understand what doing things right by the land really means to you and your organization.

Kristjan Hebert:

Yeah, you bet. So, for us, we grid, so I'll sample every four acres of our 30,000 acres every single year. That then allows us to know what each macronutrient and micronutrient's at, what our organic matter's at, what our pH level's at, and then we do variable rate nutrient application from that point. So, I can tell every single fall exactly what I'm crop's taken out of that field and exactly what it need to grow an average crop the year after. We've got weather stations with four-foot soil probes running algorithms off the water capacity of what the yield can be so that in June or early July we'll go top dress extra nutrients, if needed, to hit that high yield. We're not just over-applying a whole bunch of nutrients to run off in the water like you'll see in some magazines articles. So, it's really turned into a science of the soil.

I mean, my family's farmed for a number of years, and we plan on it taking place forever. So, we're going to do what's in the best interest of the soil. Now, don't get me wrong. We also need to be financial sustainable. So, some of the items that come forward we're going to be a little slow to adopt or quick to adopt because we need the hybrid of being sustainable for both the soil and the financials. We can't just spend money on every new technology and every new idea and make our soil better if it makes us go bankrupt. So, it's really that fine line between the two, with the end goal of being, as I said, we want the land and the statements to be in a better state every single generation. If we don't do that, the next generation's going to have a higher chance of failure, which is not what we want?

Mike Paton:

Yeah, yeah. That's the stuff that's really difficult to understand if you're not there, looking at the soil, understanding what makes for healthy fields and what makes for unhealthy, unsustainable fields, and I so far haven't found a source in the media to give the uninformed person a real solid handle on that. What would you recommend the people who want to learn more about where agriculture is going, what should they look at, read, study, et cetera?

Kristjan Hebert:

Like you said, it's one thing agriculture's done a pretty poor job of, is getting the real story across. So, there are some networks. The Global Farmer Network really does share a lot of good information. I think too, if you just try to find some social media groups to follow, so they're welcome to follow Hebert Grain Ventures and ask questions, and I could name a... There's a number of operations in the US that I like to follow. I mean, Black Gold potato company and Tom Farms out of Indiana, like I said, there's lots of different operations to follow, and don't be afraid to ask some questions. I mean, we'll answer it when we get a second, but just try to not believe everything that automatically hits Google would be our first question, or our first statement, and secondly, we're working on doing a better job of telling the story of agriculture, and so just bear with us, and hopefully we improve.

Mike Paton:

That's so great. I have a 14-year-old son who starts a lot of sentences with, "I saw it on the internet," so you are 100% right. All right, Kristjan. Let's go back to your thinking and philosophy about leadership. Go back to the day you decided the family farm was where you needed to relocate, and that was your future. What piece of advice would you like to have gotten or given yourself, knowing what you know now?

Kristjan Hebert:

Probably to build... It's not really an algorithm, but build your own process on how to trust your gut, and it's hard to probably explain to anyone that isn't an entrepreneur, but every entrepreneur will understand what I'm saying, is that there's times when we don't trust our gut because we just can't get the communication across to our team, and then there's times when we do because we've been convinced by somebody else, and yet we felt off on it, and it's probably the worst thing we can do. I mean, build your process of what you need to do to take an idea that feels right in your gut, and get it to the point that it's implementable by your team. You can't just throw it at them as an idea. You have to sit down, and even though many of us struggle a little with ADHD, we got to get it rolled into a process that the rest of our team can comprehend.

Mike Paton:

Yeah.

Kristjan Hebert:

So, that would be one piece of advice, is really just trust your gut. It's not high-risk if you really believe in it. That's the number one risk, is if you don't believe in it. I think the second thing would be, as one of my mentors, Danny Klinefelter, he was saying, is the difference between a 300 hitter and a 250 hitter, it's just they only hit the ball one more time every 20 at bats, and yet that's the difference between an all-star, someone that probably wins the World Series, et cetera, versus just an average player in the Major

Leagues. So, if you think of that as an entrepreneur, in order to be successful, you only need to be better 5% of the time than everybody else, one time out of 20 at bats more.

So, don't feel that you always have to be right. You're going to make mistakes. You're going to learn from other people, and so make sure that you use that network and spend time building that network, that you have a whole bunch of people smarter than you to lean on when you need some points of advice or direction or someone just to poke some holes in your theory so that you can be ready for the weaknesses in it when they come.

Mike Paton:

Boy, is that two great pieces of advice, Kristjan. Thank you for that. Where can the listener go to learn more about you and your operation?

Kristjan Hebert:

I'm reasonably active on Twitter. It's @KristjanHebert. My first name's spelt a little weird, K-R-I-S-T-J-A-N H-E-B-E-R-T, and then both personal and the farm have websites, to just hebertgrainventures.com or kristjanhebert.com, and maverickag.com is our consulting company, but we're pretty active on all social media. But Twitter would be the one that I'm most personally active on.

Mike Paton:

Awesome. Thank you for sharing that. Kristjan, it's been an absolute joy getting to know you today. I'm sure our listeners feel exactly the same way. This podcast is all about helping us feel like we're not alone when we're leading and managing people, and you've done a great job of telling your story in a way that helps with that, so I couldn't say thank you enough.

Kristjan Hebert:

Yeah. Thanks for having me on, and I think it's something that us as entrepreneurs share as we all go through that feeling of lonely, and so to find a, whether it's a coach or a podcast or a network to be your safe haven, to lay all your crazy ideas out or things that are bugging you that you don't feel that you can talk to with your normal groups of friends, or even your family, it's pretty important that we stick together and find those places.

Mike Paton:

Yeah. Thank you very much. That's this episode of The EOS Leader podcast, hopefully helping you go out and be your best today, tomorrow, and every day as a leader. Thanks again, Kristjan. If you got value from today's episode, do me a favor. Open your podcasting app and subscribe to the show so you never miss an episode. If you've already subscribed, please subscribe one of your friends.