



Educators' Call

Produce Safety Educators' Call #77

August 13, 2026

The Agricultural Leadership Program: The Impact of Leadership Training for Agricultural Supervisors and Managers

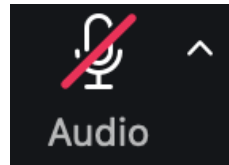
With Jacqui Gordón Núñez



Instructions

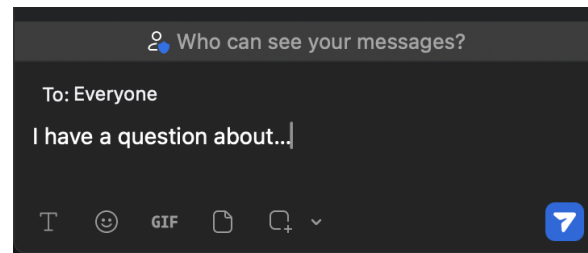
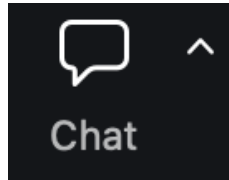
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- All participants are muted
- There will be time for questions and discussion at the end of the presentation



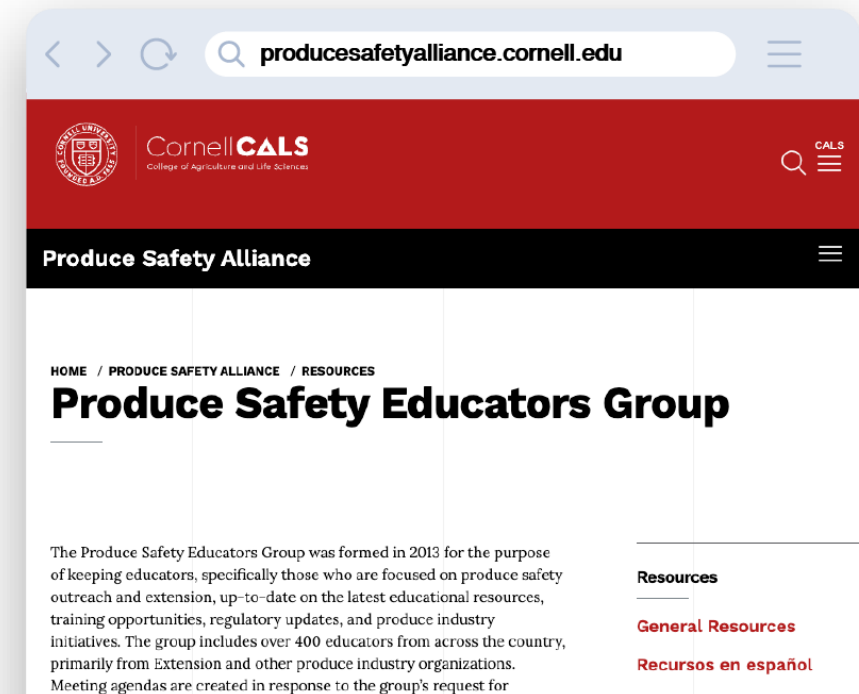
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- Feel free to use the chat box to ask questions as well



3

- This session will be recorded, and the presentation will be shared via the email list and on our website after the call



Agenda



Introductions



Jacqui Gordón Núñez, The Agricultural Leadership Program: The Impact of Leadership Training for Agricultural Supervisors and Managers



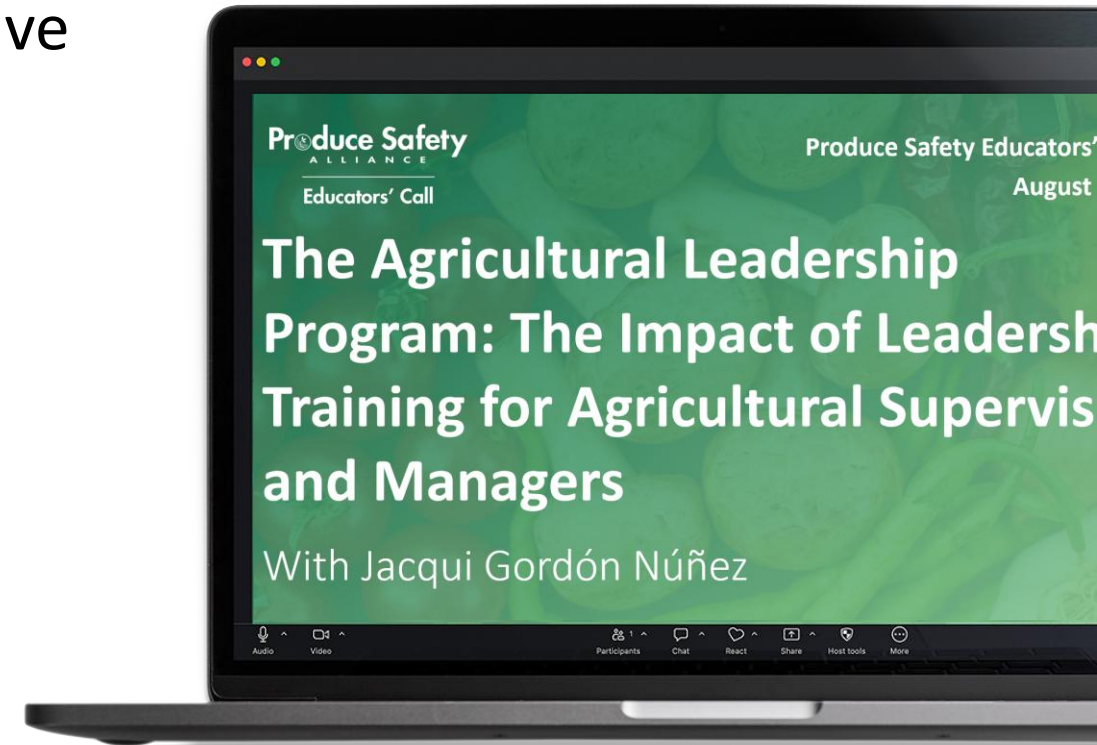
Q&A session



PSA updates and upcoming events

Welcome Back!

- We are very excited to be able to continue these webinars in both English and Spanish!
- Funding for this series of English Educators Calls is provided by the Local Food Safety Collaborative
- We really appreciate all your engagement AND the participation of content experts so we can discuss topics important to you



Jacqui Gordón Núñez

- Vice President, Washington State Tree Fruit Association (WSTFA) (2025 – Present)
 - Manages organizational operations, strategic planning efforts, and industry advocacy
 - Leads the strategic direction of WSTFA's education and instructional training programs
 - Formerly served as WSTFA Director of Training, Education, and Member Services (2016-2025)
- Co-founder of the Agricultural Leadership Program (2021)
- Education
 - M.Sc. in Horticulture, Washington State University
 - B.Sc. in Food Science, Escuela Politécnica Nacional, Ecuador



Washington State
Tree Fruit Association





ALP

**Agricultural Leadership
Program**

**The Impact of Leadership Training for Agricultural
Supervisors and Managers**



Washington State
Tree Fruit Association



Washington
State Department of
Agriculture



Presentation overview

- Program background
- ALP impact
- Achievements
- Conflict management



Washington Agriculture



Top 10 Commodities in Washington*

(2024)



1

APPLES

\$1.955 billion



2

CATTLE

\$1.574 billion



3

MILK

\$1.468 billion



4

POTATOES

\$1.028 billion



5

WHEAT

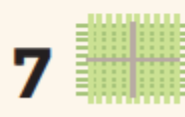
\$747.1 million



6

ONIONS

\$476.8 million



7

HAY

\$474.3 million



8

EGGS

\$463.5 million



9

CHERRIES

\$434.8 million



10

HOPS

\$320.7 million

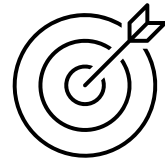
Program background

- Created in 2021 to help farm supervisors enhance their leadership skills.
- No bilingual leadership programs for ag offered in WA.
- Effective leadership can positively influence every aspect of farming.





ALP Goals



Create leadership opportunities for farm managers.



Establish strategies to implement leadership skills after course.



Develop leadership mentors for future generations in the ag industry.

General program description

- Develop leadership skills of farm supervisors and managers.
- English and Spanish.
- 40 hours class + 6 weeks for assignment.
- Participants graduate at week 12



ALP Certificate from WSDA-WSTFA

ALP Topics

- Leadership principles
- Emotional intelligence
- Behavioral change
- Communication
- Active listening
- Stress management
- Delegation and coaching





What makes ALP different from other leadership programs?

- 🌿 Leadership as an activity, not a position.
- 🌿 Bilingual and culturally inclusive.
- 🌿 Designed for front-line supervisors.
- 🌿 Customized to agriculture.

Achievements

- 10 bilingual courses.
- 50+ companies served.
- 326 participants completed program.
- **Thousands of people supervised by ALP students.**



ALP at large scale

🌿 GS Long Leadership conference: 600 people

🌿 ALP conference: 200 people



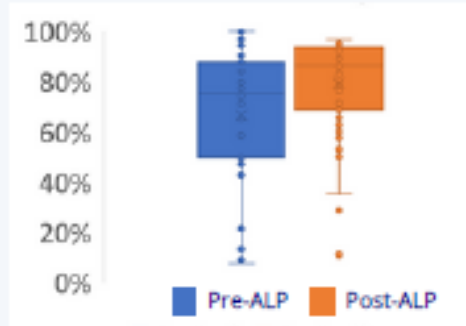
ALP impact: behavioral change

➤ ALP has achieved what no other program has before: behavioral change!

➤ Increased self-confidence.

➤ Increased leadership skills.

Average Self-Confidence Participants Reported Before & After ALP



After ALP, all participants reported more self-confidence with handling workplace scenarios. Additionally, the gap between participants with more self-confidence and participants with less self-confidence got smaller.

Increase in Skills Recognized by Participants Before & After ALP



After ALP, participants were much more comfortable identifying and naming skills.

ALP impact

- Better work environment.
- Family relationships improved.
- Many have reported life changing effects from the ALP.





The ALP Experience

Activity: Leadership

In the chat share:

- What is leadership to you?
- Think about examples of people who you feel are great leaders. How do they show up as leaders?



Leadership

- An ability and skill
- Engaging others
- Positively influencing others
- Inspiring others
- Mentoring and coaching

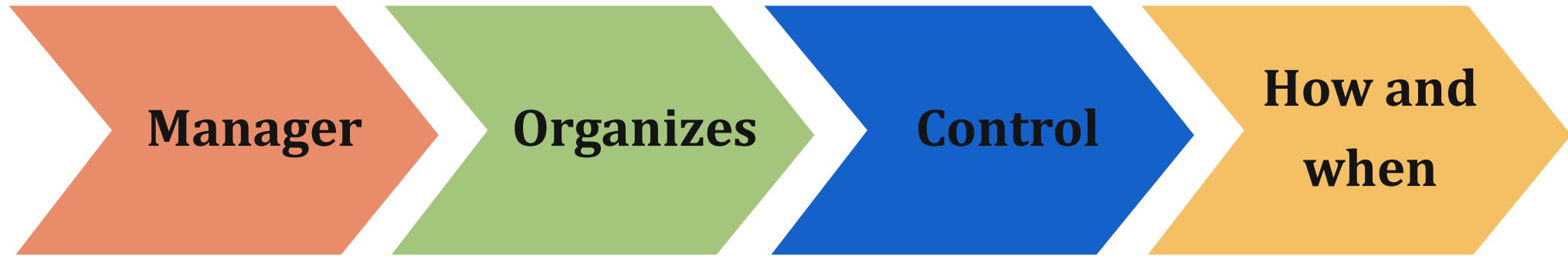


When everyone leads

- Leadership seen as activity, not a title.
- Builds trust.
- Encourages learning and growth.
- Only possible without culture of competition and fear.



Leadership and Management are not the same thing



Technical vs. Adaptive Problems

- Managers tend to focus on solving technical problems as a priority.
- Tendency to think of every problem as technical.
- Technical problems: solved by expertise or authority.
- Adaptive problems need leadership and are complex.



	TECHNICAL	ADAPTIVE
PROBLEM	clear	requires learning
SOLUTION	clear	requires learning
WHOSE WORK IS IT?	experts, authority	stakeholders
TYPE OF WORK	efficient	act experimentally
TIMELINE	ASAP	longer term
EXPECTATIONS	fix problem	make progress
ATTITUDE	confidence, skill	curiosity



Managers can develop leadership skills



Vulnerability



Values



Ability to change



Communication skills



Conflict management

Leadership and Personal Values



- Guide our behavior and thoughts.
- Define our identity.
- We have 2-3 core values.
- Have a big impact in conflict management.

Different Core Values

People have different core values.

Value the differences.

Avoid judgment about different core values than yours.





CONFLICT MANAGEMENT

What is Conflict?



Conflict vs Problem

- ✔ Not every problem is a conflict.
- ✔ Every conflict is a problem.



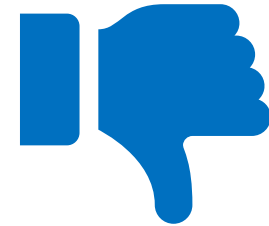
Conflict



Differing opinions.

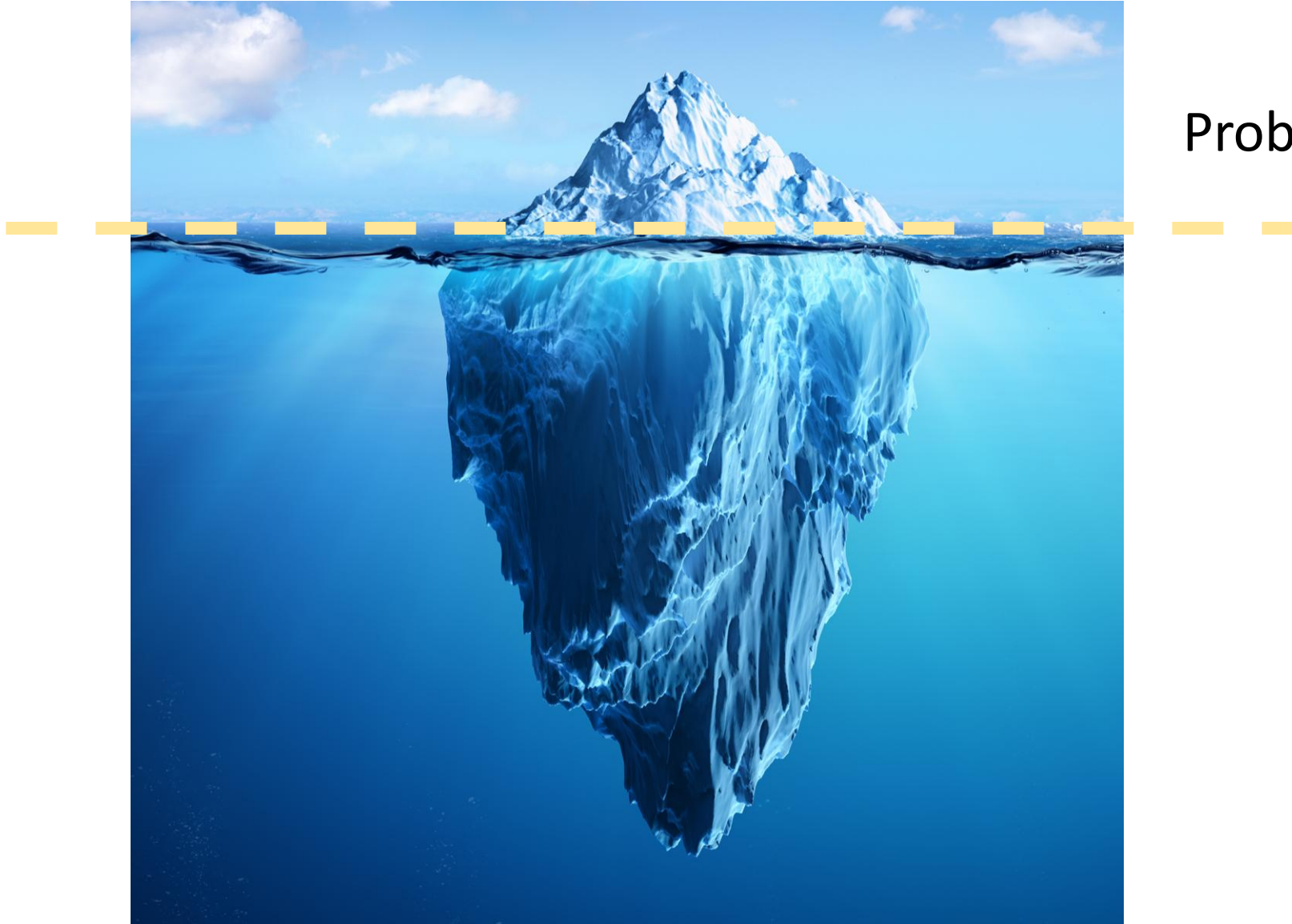


Natural part of
interacting with others.



Destructive conflict
can be deadly for
the organization.

Our focus during conflict

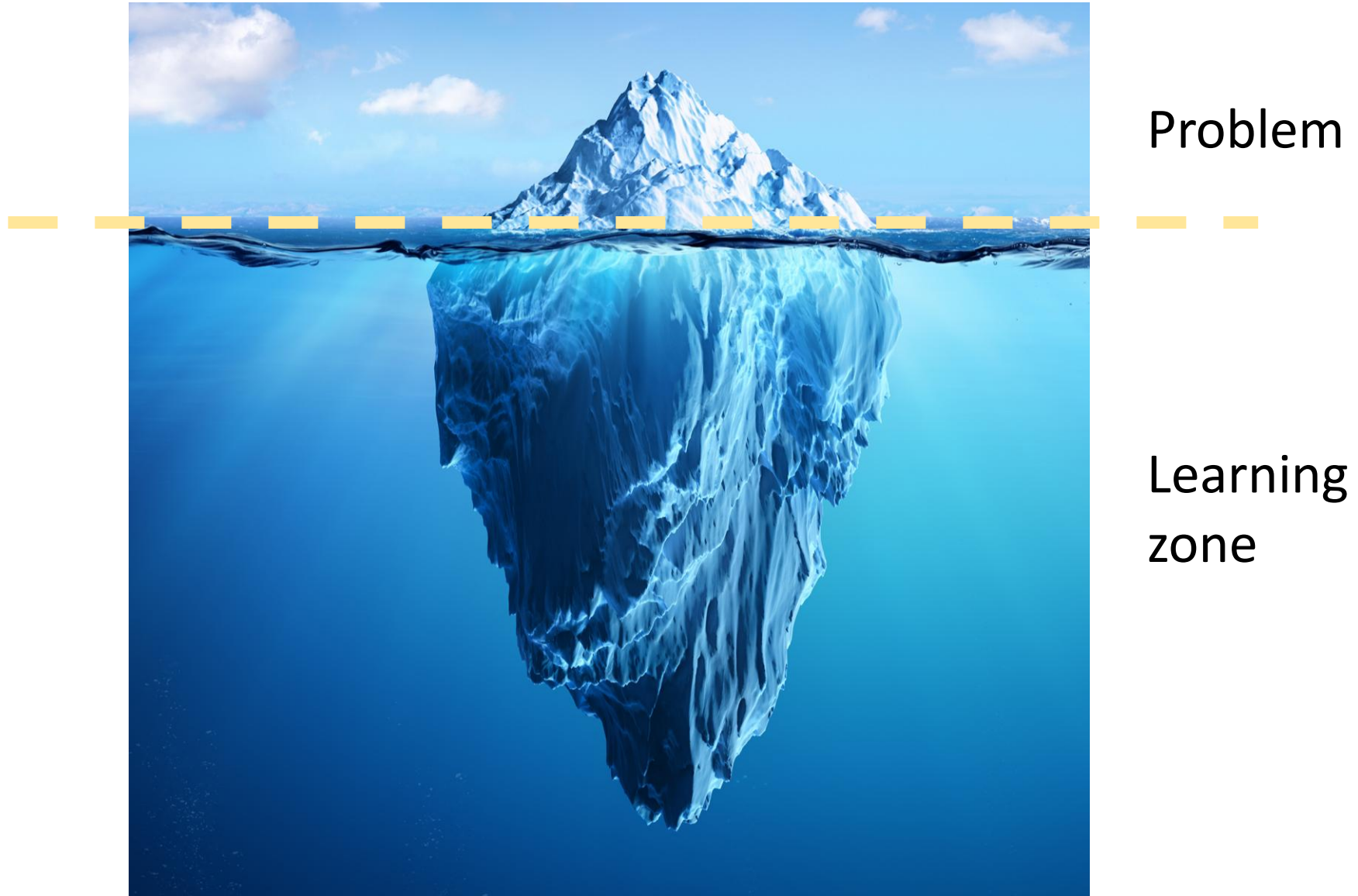


Problem

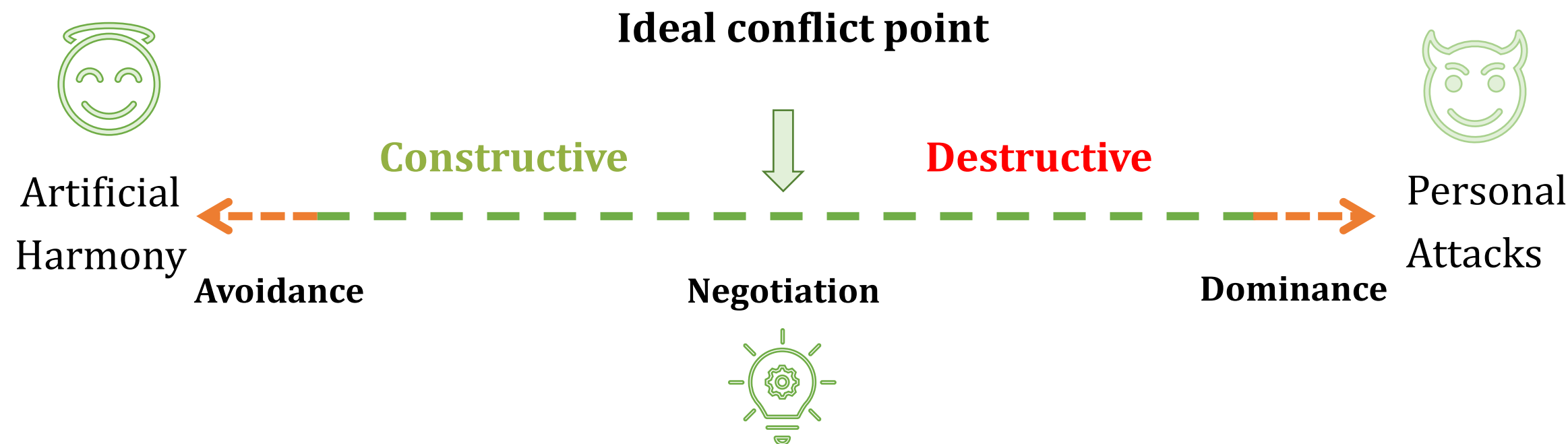
Picture a tree in your head...



Our focus during conflict



Conflict Management Scale



A theory by Patrick Lencioni.

Think win-win: a four-step process



Separate
people from
the problem.



Look at
problem with
same interest
of solving it.



Brainstorm
solutions.



Make a choice
based on
objective
criteria.

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Established Since 2021

Welcome To The Agricultural Leadership Program

Empowering future leaders in Washington through
education, community, and opportunity.

[Register Now](#)

www.alp-wa.com





Thank you!

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Ofelio Borges: oborges@agr.wa.gov

Questions?



PSA Updates

- V2 PSA Grower Training Curriculum being finalized
 - Planned to be completed by August 2026
 - Internal discussions about resource formatting, have generated a few questions. We are interested in your input.

Question: Do you know any growers who are using cellphones as their only tool for recordkeeping? (poll).

If “yes” please add details in the chat

- PSA funding for next year has been communicated
 - Objectives and funding not yet in place
 - PSA anticipates strategy to launch V2 and reopening Lead Trainer/ToT Portals

Our Next Educators' Call

Through the bugs' lens: Insights into bacterial persistence and dynamics on fruit and vegetables



- Dr. Shirley Micallef, University of Maryland
- September 30th, 2026; 2:00 – 3:00 p.m. ET
- Registration link will be shared through our contact list and social media channels

Join our
Produce Safety
Educators' group!

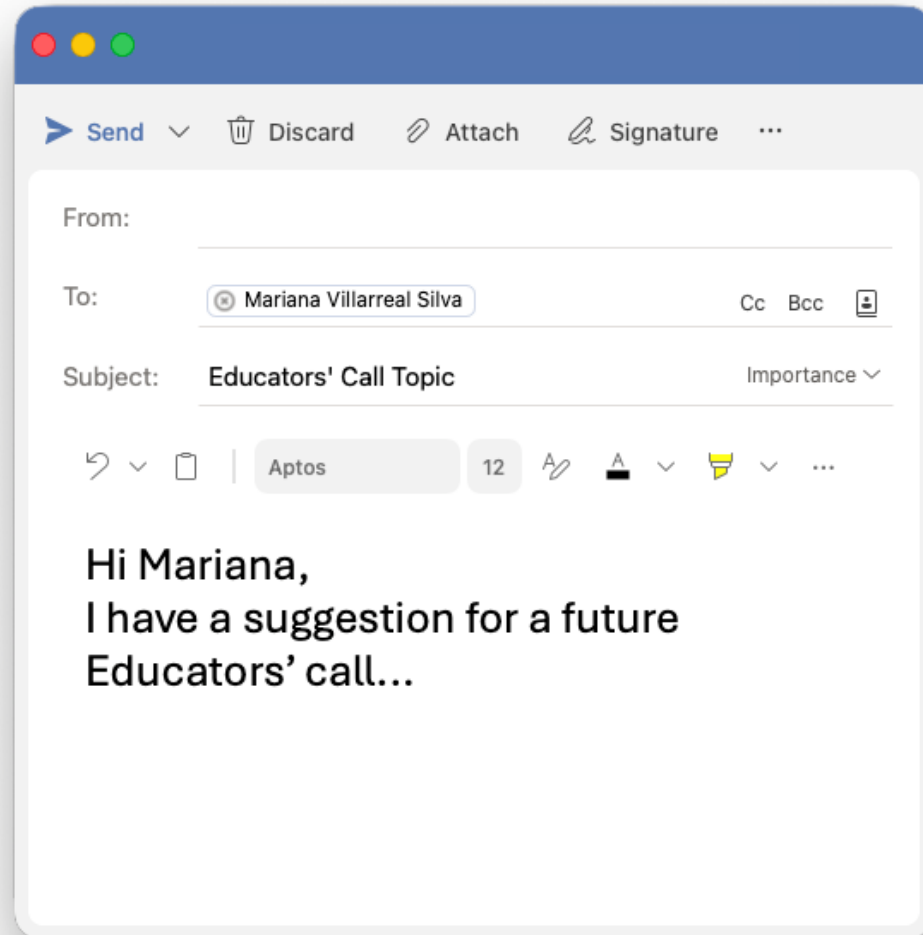
English



Spanish



Input welcome on future Educators' Call topics

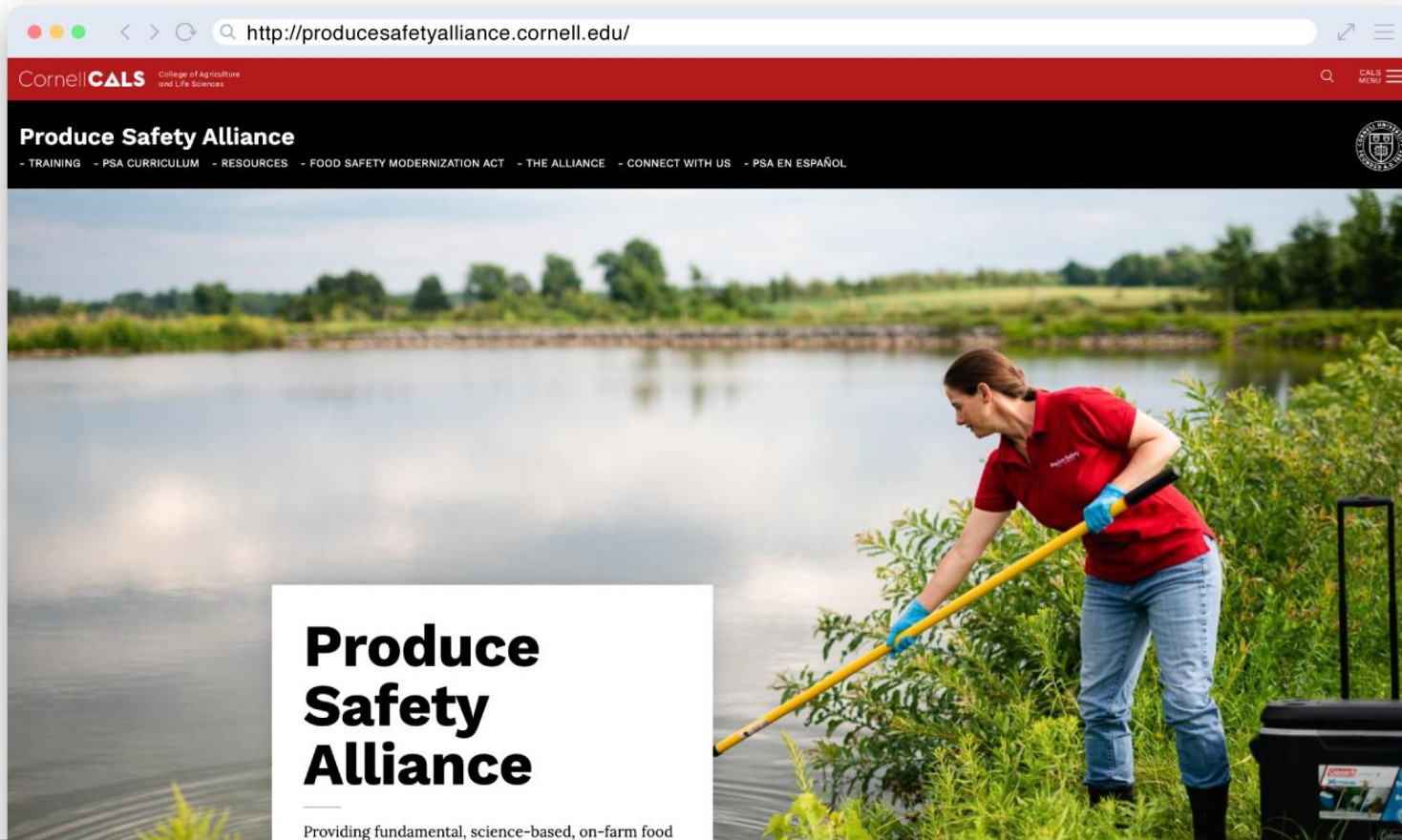


Is there a webinar topic that you would like to see? Please email:

- Mariana Villarreal Silva
- mv378@cornell.edu

PSA Website

- English: <http://producesafetyalliance.cornell.edu/>
- En español: <http://es.producesafetyalliance.cornell.edu>



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