# RAISING BIRDS IS THE EASY PART,…

…Managing a Farm, Well….

# Old School

- "Fair days pay for a fair days work"

- "We communicate with our employees. We even have a Suggestion Box!"

- "We pay top dollar, we provide benefits, we have a company picnic and Christmas bonus every year! So what's the problem?"

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# Old School

Motivation through :

- **Pay & Benefits** (individual)
- **Newsletters & Suggestion Boxes** (organizational)
- **"Team Building"** (cultural)

# Levels of Leadership

Org

Managerial

Interpersonal

Personal
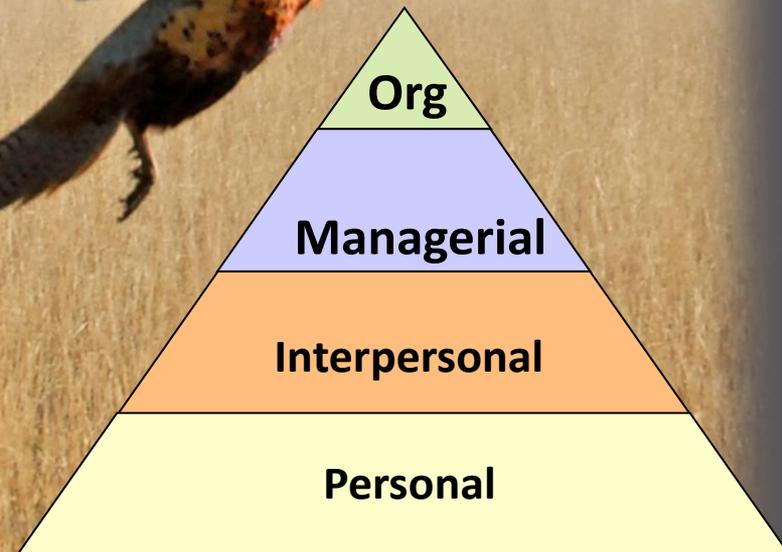
# Reactive Leadership "Old School"

- By conscious choice or default, give our power and control to external conditions
- Driven by feelings, circumstances, conditions, & environment
- Build emotional lives around the behavior of others
- Blame circumstances for our behavior

**Stimulus** > **Response**
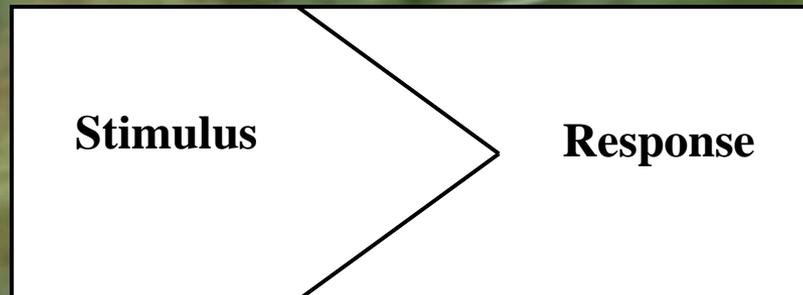
# Proactive Leadership

- Responsible for our own lives
  - ("I am what I am today because of the choices I made yesterday.")
- Behavior is a product of our own conscious choice (i.e., based on values) rather than a product of conditions (i.e., based on feelings)
- Can subordinate feelings to values
- Have the initiative and responsibility to make things happen
- Do not blame circumstances for our behavior
- Expand Influence!!

**Stimulus** | **Moment of Choice** | **Response**

# Decision – Making

EFFECTIVE DECISION-MAKING

Ability to use logical and sound judgment to make decisions based on available information

DECISION-MAKING STEPS

1. Recognize a problem exists.
2. Understand and define the problem.
3. Investigate causes and effects.
4. Organize and interpret the information gathered.
5. Identify possible solutions.
6. Anticipate consequences of decisions
7. Inform others of decision and rationale.
8. Implement decision and evaluate effectiveness
9. Contingency plan.

DECISION-MAKING STRATEGY FOR TROUBLESHOOTING

1. Identify all symptoms.
2. Make a hypothesis as to possible cause.
3. Test idea.
4. Apply appropriate remedy.

# *What do you do,.......*

| Basic Principles Used | Leadership Skills Used | Decision Type Used |
|---|---|---|
| •Focus on the situation, issue, or behavior not on the person.<br>•Maintain the self-confidence and self-esteem of others.<br>•Maintain constructive relationships.<br>•Take initiative to make things better.<br>•Lead by example. | •Self Management<br>•Assertive Communication<br>•Conflict Management<br>•Team Building<br>•Team Facilitation<br>•Safety<br>•Coaching Skills<br>•Problem Solving | •Decide and Inform<br>•Consult and Decide<br>•Decide by Consensus<br>•Delegate Decision |

*.... NOW?!*

# _Types of Decisions_

| DECISION TYPE | DESCRIPTION |
|---|---|
| Decide | •Decision-maker solve the problem alone using readily available information<br>•Decision-maker obtains information from others without sharing reason information is needed, then makes decision alone |
| Consult & Decide | •Decision-maker shares the problem or situation with others (individually or collectively) to gather suggestions and input.<br>•The individual then makes the decision, which may/may not reflect input. |
| Jointly Decide (consensus) | •Decision-maker shares the problem with others and together you generate and evaluate alternatives and attempt to reach consensus on a solution<br>•The decision-maker does not attempt to influence the group to adopt a solution<br>•The decision-maker is willing to accept and implement any solution that has the support of the entire group. |
| Delegate Decision | •Decision-maker determines that the decision should be made by some individual or group and gets agreement that they will own the decision.<br>•The person who delegates the decision supports the decision made by the individual/group. |

## SET UP FOR SUCCESS

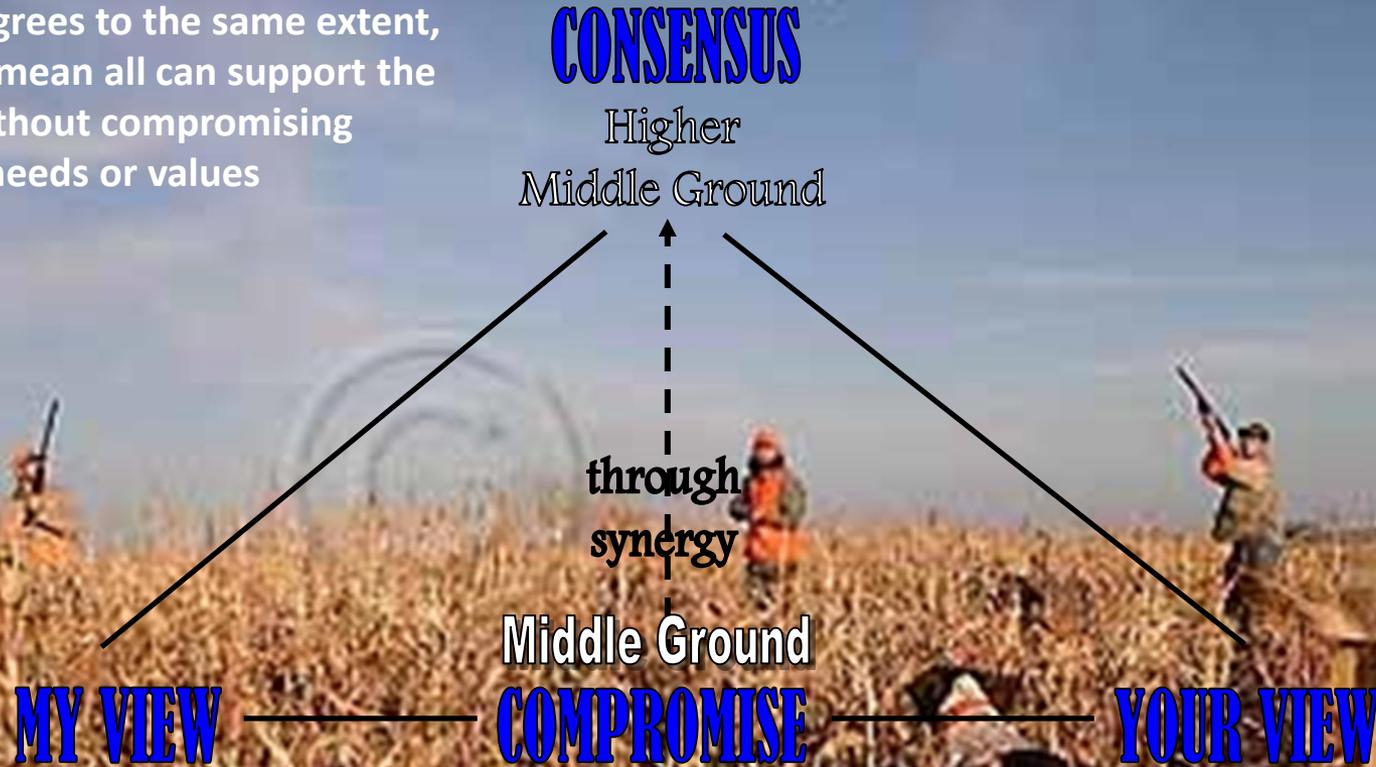• Employees must be empowered with the information that will make them most effective.

• Employees have to know what the employer's priorities are for them.

• Employees need to know what the expectations are that they are working within

• They need a structure for understanding, following, measuring, and evaluating their own results

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# CREATING a SUPPORTIVE ENVIRONMENT

Consensus is a general agreement among several people. It occurs when all team members can support the decision. Consensus does not mean everyone agrees to the same extent, but it does mean all can support the decision without compromising important needs or values

CONSENSUS

Higher
Middle Ground

through
synergy

Middle Ground

MY VIEW ——————— COMPROMISE ——————— YOUR VIEW

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# Needs Fulfillment

- Motivation becomes self-motivation
- Once a need is fulfilled, it is no longer a motivator, but must be maintained or it becomes a dissatisfier.

# Organizational Strategy

- Hire skilled talent
- Character emphasis
- Job requirements
  - Defined, re-defined
- Job Design
  - Rotation
  - Enlargement
  - Enrichment
- Cost structure

# New School Motivational Needs

- Information/ Communication
  - Expectation
  - Goal & Assessment
  - Focus
- Rewards/ Confidence
- Self expression/ autonomy
- Team Orientation
- Involvement (decision-making/ responsibility)
- Challenge and personal meaning
- Cross training (development & learning)
- Non traditional benefits: flextime, child care, gym

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# Managment Tasks Change,... for example...Delegation

- Task within ability
- Tasks that free manager to do more
- Employee Development
- Performance Measures

Mountain View Plantation

# Ten Organizational Strategies

- **Public statement of commitment on importance of retaining talent by developing good people management practices**
- **Ensure all managers accept this culture**

- **Treat every employee as an individual**
- **Coach managers in people skills**
- **Regular employee satisfaction audits**

# Ten Organizational Strategies

- Hire talent
- Don't develop a "hire & fire" culture
- Develop your employees

- Challenge why the organization is not being flexible and responsive to employee needs
- Identify and develop the core talent

Grady Allen Photograph

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# Coaching Performance
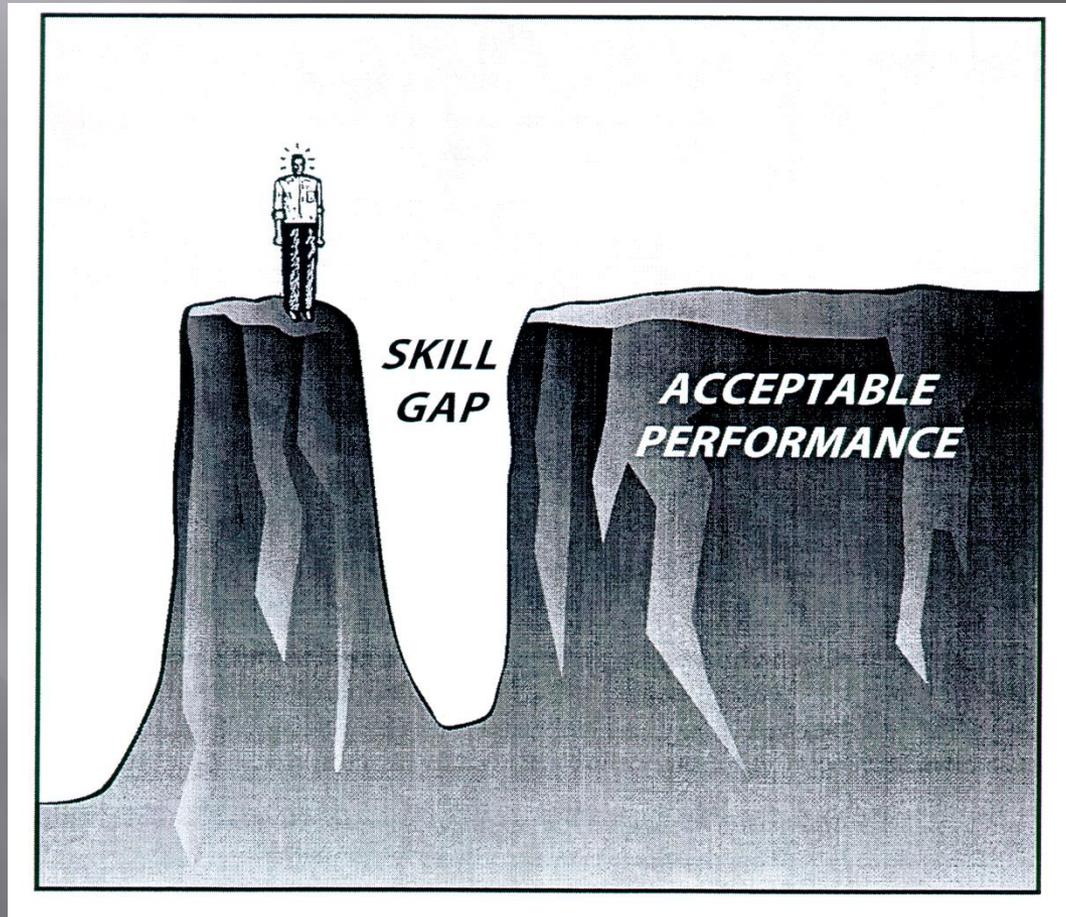
# Personality Style Effects…

# WORK STYLE DIFFERENCES



## Action-Oriented—Drivers

| | |
|---|---|
| *Primary Concerns:* | Meeting goals and objectives, achieving results, effectiveness, productivity |
| *Main Question:* | What is happening right now? |
| *Beliefs:* | You have to take charge in order to get things done |
| *Perceived As:* | Driven, energetic, hard working, down-to-earth, decisive |

## Process-Oriented—Controllers

| | |
|---|---|
| *Primary Concerns:* | Being consistent and efficient, following policies and procedures, using systems, scientific observations, and quantitative analysis |
| *Main Question:* | How are we doing what we are doing? |
| *Beliefs:* | Logic leads to the right conclusion; facts speak for themselves |
| *Perceived As:* | Organized, analytical, objective, and thorough |

## People-Oriented—Supporters

| | |
|---|---|
| *Primary Concerns:* | Communication, values, harmony, cooperation, teamwork, sensitive |
| *Main Question:* | How do we feel about what we are doing? |
| *Beliefs:* | Anything can be negotiated; there is strength in diversity |
| *Perceived As:* | Empathetic, warm, perceptive, emotionally invested in their work, approachable |

## Idea-Oriented—Innovators

| | |
|---|---|
| *Primary Concerns:* | Interested in the big picture, concepts, principles, innovation, change, new possibilities |
| *Main Question:* | How can we improve what we are already doing? |
| *Beliefs:* | Imagination can solve any problem; there are always more than two answers |
| *Perceived As:* | Creative, visionary, charismatic, risk-taker, enthusiastic, articulate |

# UNDERSTANDING WORK STYLES

## ACTION – ORIENTED, DRIVERS

What are the strengths of your style?
What do you contribute that others don't to the same extent?

What are some of the most common misconceptions about people with your work style?

What advice would you give coworkers who want to work effectively with people of your style?

What advice would you give someone who is supervising/managing people of your style?

**Action-Oriented,  Drivers**

- Be brief and to the point.
- Be well organized in your presentation of ideas.
- State your best recommendation vs. a long list of alternatives.
- Emphasize the practicality of your ideas.
- Focus on the bottom line.
- Be prepared to use statistics, data, & facts to support suggestions
- Be results-oriented.
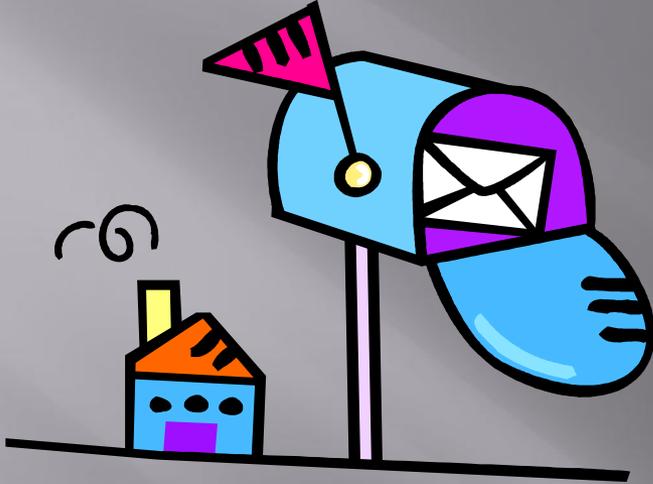- Other ideas:

## Process-Oriented, Controllers

- Take more time, be thorough, detailed in suggestions.
- Have relevant documentation to support your ideas.
- Organize your suggestions or ideas logically.
- Build in suggestions that stress low-risk.
- Offer facts to support your ideas.
- Allow time to consider ideas and don't rush a decision
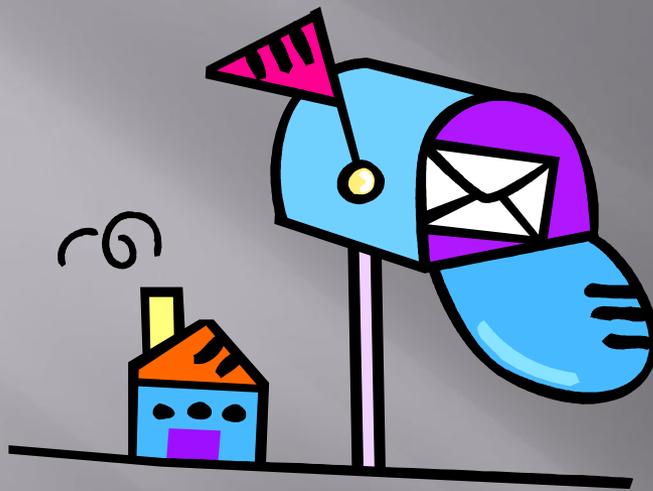
## People-Oriented,  Supporters

- Show interest in what employee is saying, appeal to feelings and beliefs.
- Identify the individual's interests in the situation.
- Stress relationship of suggestions to individual & others involved.
- Ask for their input and ideas.
- Support your suggestions and ideas with examples of other people.

## Idea-Oriented, Innovators

- Present the big picture and focus on the situation as a whole. Don't get bogged down in too many details or facts.
- Stress how or why your suggestion is a good idea, -what will be different by making the change.
- Project them into the future and give them credit for what will be accomplished by following your suggestion.
- Observe & build upon reactions so that they feel a part of the plan
- Tap into their imagination and creativity.

# So What? ...

# Other Impacts On Personality Style …

# **Millennials**

**BIRTH DATES:** 1980 - 2000

**OTHER NAMES:** Nexters, Generation Y, Internet Generation, Nintendo Generation, Echo Boomers, Generation 2001, N-Gen, the Digital Generation

**OUTLOOK:** "There are no absolutes." "What's the scoop on getting along with the teacher?"

**VALUES:** Optimism; civic duty; confidence; achievement; sociability; morality; street smarts; diversity

**BEHAVIOR:** Pluses: Collective action; optimism; tenacity; heroic spirit; multi-tasking capability; technological savvy; resilience

Minuses: Need for supervision & structure; inexperience; particularly with handling people issues

**DEFINING MOMENT:** World Trade Towers bombing, 9/11/01

**MIND-SET:** Civic minded with focus on secular achievement & reward

**PREFERENCES:** Attention & structure from an authority figure.

For employees to be treated like customers.

# Millennials: Born after 1980

- Personality
  - Social
  - Optimistic
  - Talented
  - Well-educated
  - Collaborative
  - Open-minded
  - Influential
  - Achievement, goal oriented
  - Felt needed, sought after

# Work Ethic

- Confident
- Hopeful
- Goal oriented
- Civic minded
- Inclusive
- Have no fear

# The Workplace

- Higher expectations
- Well-connected
- Members of all four generations working side by side
- 30-90% of first line leads, supervisors & managers
  - Paid their dues
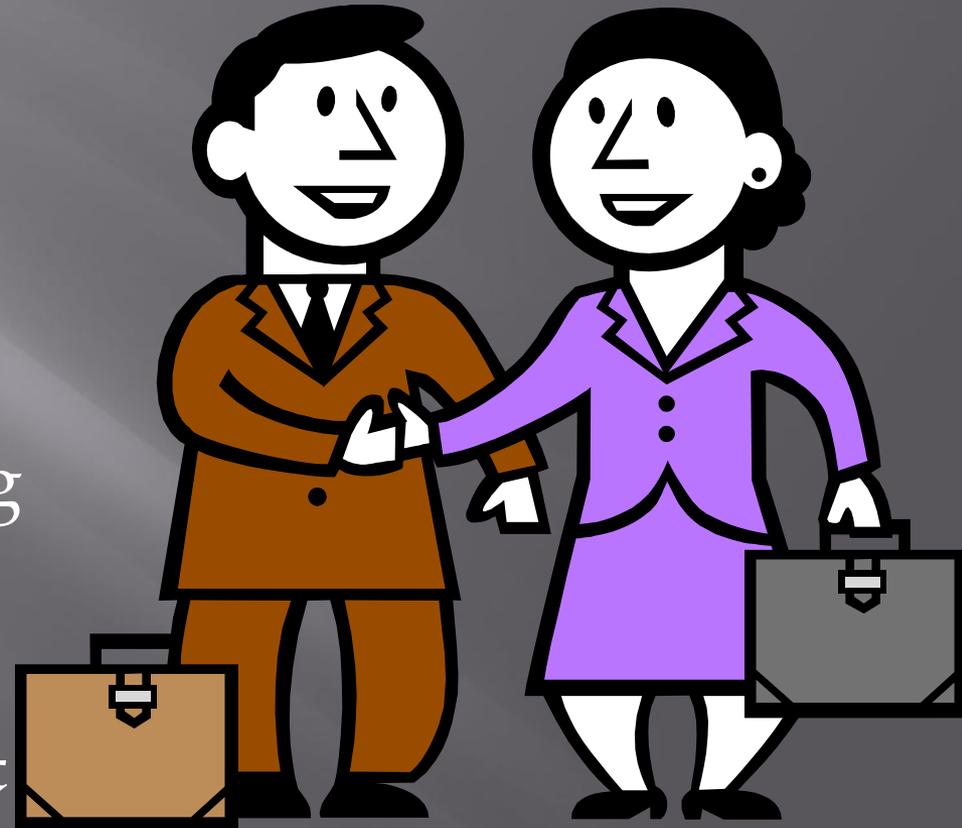
# Impacts on Shaping Millennials' Personality

- Focus on Family
- Scheduled lives
- Multicultural
- Terror
- 9-11
- Heroism
- Patriotism
- Parent advocacy
- Global-ism

# Messages

- You are special
- Leave no one behind
- Be connected
- Achieve NOW!
- Serve the community

# AS a WORK GROUP

## Liabilities

- Distaste for menial tasks
- Lack skills for dealing with difficult people
- Impatience
- Lack of experience
- Hi self-confidence

## Asset

- Hi Self Confidence
- Multi-takers
- Goal oriented
- Positive attitude
- Technical savvy
- Collaboration

# WHAT DO THEY WANT??

- Work with positive people
- To be challenges
- Treated respectfully
- To learn
- Friendly environs
- Flexible schedules
- Paid well

# WHERE DO COMPANIES GO WRONG??

- Not meeting high expectations
- Discount ideas due to experience
- Allowing negativity
- Threatened by technical knowledge

# GENERATIONAL PERSPECTIVES

|  | VETERANS | BOOMERS | GEN-XERS | MILLENIALS |
|---|---|---|---|---|
| **Outlook** | Practical | Optimistic | Skeptical | Hopeful |
| **Work Ethic** | Dedicated | Driven | Balanced | Determined |
| **See Authority** | Respectful | Love/Hate | Unimpressed | Polite |
| **Leadership** | Hierarchy | Consensus | Competence | Pull Together |
| **Relationships** | Personal Sacrifice | Personal Gratification | Reluctant to Commit | Inclusive |
| **Turn-Offs** | Vulgarity | Political Incorrectness | Cliché, Hype | Promiscuity |

# MILLENNIAL COMMUNICATION STYLE

- Positive
- Respectful
- Respectable
- Motivational
- Goal-focused
- Electronic

# LEARNING STYLE

- Team/ group oriented
- Structured
- Technology based
- Experiential activities
- Entertaining & exciting

# SO,…WHAT DO YOU DO AS A FARM OWNER/ MANAGER??

- Lead them, encourage them, mentor them, learn from them
- Challenge them, project groups evaluated as groups
- Let them socialize, share ideas
- Let them have fun
- Give respect, don't expect them to "pay due"
- Be flexible, expect high expectations
- Service to Internal Customer Service

# TIPS for MULTI-GENERATIONAL INCLUSION

- Move from function-based work to project-based.

- Offer multiple compensation options.

- Leverage technology (while offering training on use)

- Offer flexible ways to learn.

- Shift leadership to be more employee-centered.
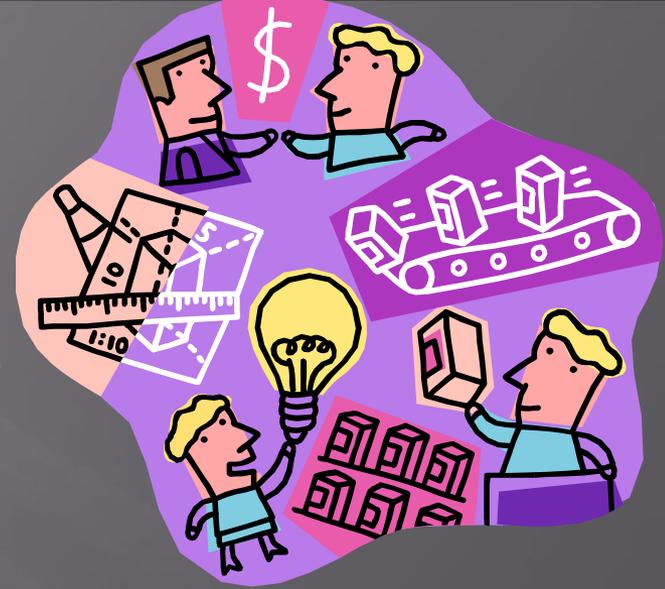
# FARM OPERATION: COURSE OF ACTION

- Review specific techniques
  - Recruiting
    - Where come from?
    - Where do we find them?
    - monster.com?
    - What do we offer?
  - Managing
  - Motivating
    - What experience/ environment is desired?
    - How to reward the most loyal?
  - Retaining
    - What perks are offered?
    - Avoid judging
    - Be flexible
    - Demonstrate competence
    - Forgive impatience
    - Be a coworker until a boss is required
    - Celebrate success

# The Communication Process is Simple,...

**Noise**

**Filter**

### Source
Intended Meaning | Encodes

Channels

### Receiver
Decodes | Perceived Meaning

Feedback

Channels

**Filter**

**Noise**
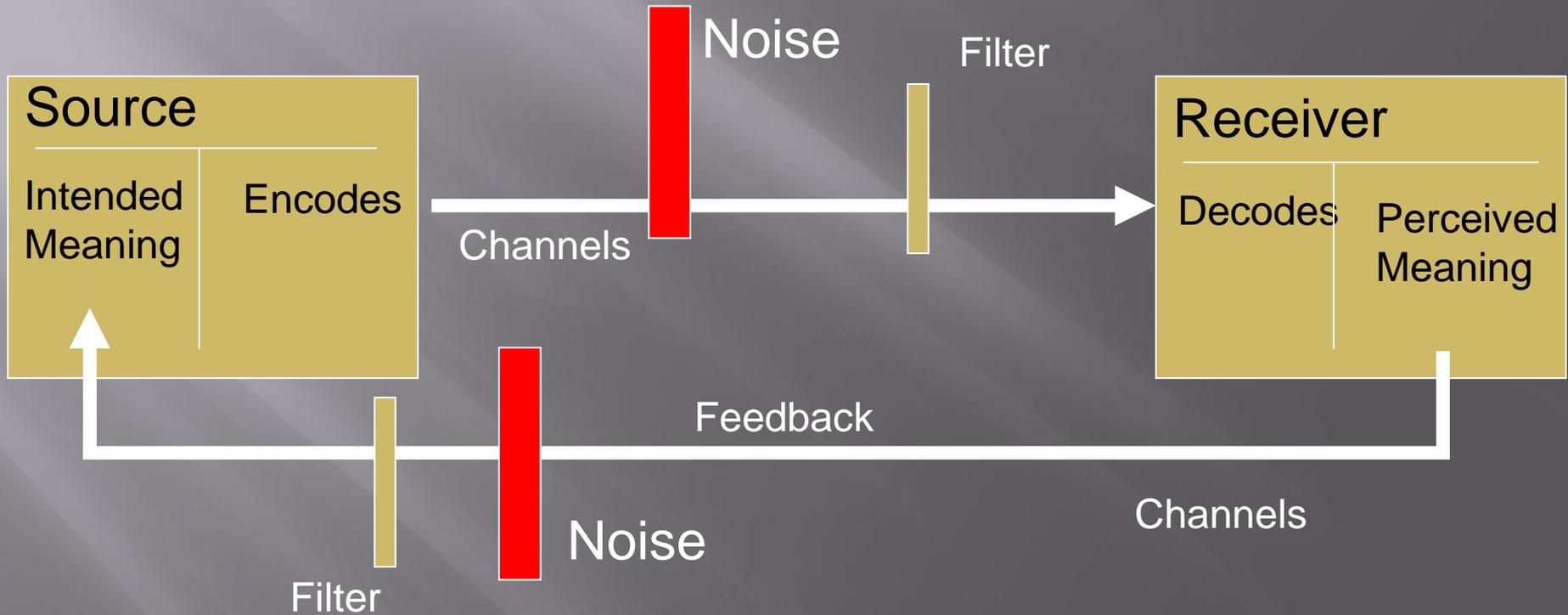
# The Received Message:

▫ The message has been sent!

▫ Is the communication process complete?



"What d u say?

# LEADERSHIP STYLE ASSESSMENT

Separately, for each of the eight (8) qualities,…
Count the number of items marked ("X") in either the "GOOD" or "VERY GOOD" column,
and mark accordingly below.

## PERSONAL LEADERSHIP

*Character*

| W | | | | | | | | S |
|---|---|---|---|---|---|---|---|---|

*Competence*

| W | | | | | | | S |
|---|---|---|---|---|---|---|---|

## MANAGERIAL/TEAM LEADERSHIP

*Win – Win Skills*

| W | | | | | | | | | | | | S |
|---|---|---|---|---|---|---|---|---|---|---|---|---|

*Purpose/ Direction*

| W | | | S |
|---|---|---|---|

## INTERPERSONAL LEADERSHIP

*Trust*

| W | | | | | | S |
|---|---|---|---|---|---|---|

*Relationship Building*

| W | | | | | | | | | | | S |
|---|---|---|---|---|---|---|---|---|---|---|---|

## ORGANIZATIONAL LEADERSHIP

*Strategy*

| W | | | S |
|---|---|---|---|

*Structure/ System Alignment*

| W | | | | | | | | S |
|---|---|---|---|---|---|---|---|---|

# CROSS-GENERATIONAL INVENTORY

## IF YOUR SCORE WAS…

Under 70….     Your organization is in danger. The high costs of losing, recruiting and training employees will seriously damage your bottom line.

71 – 79…     You're typical of most organizations. Although you are doing some good things, you must make major improvements to you work environment if you are going to survive & thrive in competitive markets.

80 – 89…     Your turnover is probably lower than the industry average. You're doing a good job, but there is always room for improvement.

90 – 100…     Congratulations!!   Not only is turnover lower than industry average, but the work atmosphere you've created is so attractive to employees that recruiting  nearly takes care of itself.

So,…effective farm management comes down to understanding

Employee Perspective
and
Communication  Style

Yep, …raising the Birds are the easy part!