

LEADERSHIP TO MANAGEMENT

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“Leadership is ultimately about creating a way for people to contribute to making something extraordinary happen.”

Alan Keith

Context

If you google the difference between leadership and management you will get enough hits to confuse you entirely. It doesn't really matter if you call it leadership or management, the important thing is that you understand the two functions that are being talked about, the need for both of them in your business and have an understanding of how your behaviour reflects these practices. Accepting there is a need for both management and leadership, this paper focusses on the things you do on farm to enhance your performance with staff on farm.

Much of the research that has been done on management and leadership shows a strong link between the two. This paper does not set out to prove that the qualities of one (leader) are more important than the other (manager), merely to demonstrate how you can build on your leadership skills to effectively support the people in your business and to further attract excellent people in the future. In farming management skills are equally as important as leadership skills, the key is deciding which to use in different situations.

Management in its simplest form is co-ordinating resources to perform a task. It is a position.

Leadership is the decision to empower people and take them with you on a journey. It is a choice.

Leadership	Inspirer	Management
“Leaders are the people who do the right thing”	Warren Bennis	“Managers are people who do things right”
“Leadership is about coping with change”	John Kotter	“Management is about coping with complexity”
“Leaders are the architects”	John Mariotti	“Managers are the builders”
“Leadership focuses on the creation of a common vision”	George Weathersby	“Management is about the design of the work...it's about controlling”
“Leaders enable and empower”	Stephen Covey	“Managers... manage and control things”
“Great leaders rally people to a better future”	Marcus Buckingham	“Great managers develop individual talents”

So why does leadership matter now more than ever before?

Because we need leaders not bosses!

Motivation is the key ingredient we are all searching for in our employees. We are eager for them to have the drive we do, and participate in our business as if it were their own. Some managers create this state of motivation through what seems to be very little effort, but in fact they are like ducks on a pond, calm and collected from the outside and legs (brain) working flat out to ensure their body (business) glides forward in the direction they wish to go. It is the ducks amongst us who are constantly aware of their actions and interaction between their employees; they are the ones who are transforming management behaviour into leadership behaviour.

People are motivated by very different needs at different times of their life. It is not the responsibility of an employer to meet all of an employee's needs but it is useful to understand some of the different motivators. Good leaders are good motivators – they create an environment where employees have a sense of achievement, pride and pleasure in their jobs.

“People say that motivation doesn't last. Well, neither does bathing – that's why we recommend it daily” - Zig Ziglar

Leadership has always been important, but the reality is that the people we recruit now are the future of our industry in years to come, and they not only thrive in with great leadership, they expect it. Generation Y are born between 1978 and 2002, they come into the workforce with quite different attitudes and expectations from previous generations. They are techno-savvy and look for roles that offer them opportunities to acquire skills and build networks that will make them more marketable in the future. Generation Y are idealistic, with a strong focus on family and values, and jobs that “matter” are important. Salary and benefits are important to employees of any generation, but finding challenging work in a nurturing environment with strong leadership is more important to Generation Y. The table below demonstrates examples of some of the approaches of a 'boss' and a 'leader'. There will be occasions to use the boss level stuff, but the idea is that you spend more time over in the right hand column igniting leadership behaviour.

Notes:

Boss	Leader
Drives employees	...Coaches them
Depends on authority	...On goodwill
Inspires fear	...Generates enthusiasm
Says "I"	...Says "We"
Places blame for the breakdown	...Fixes the breakdown
Knows how it's done	...Shows how it's done
Uses people	...Develops people
Takes credit	...Gives credit
Commands	...Asks
Says "Go"	...Says "Let's go"

Constantly being the 'boss' can create a vicious cycle of blame and negativity which becomes a huge barrier for people to get through, spending more time fostering leadership creates a positive environment where people are inspired to learn and pursue excellence.

The leadership ingredients

1. Emotional intelligence

"Emotional intelligence is the ability to push the pause button" (Event + [Response] = Outcome)

Emotional intelligence (EQ) is your ability to recognise not only your own emotions but also the emotions of others and understand how different emotions are displayed in your behaviour. Someone with a high EQ has the skills to stop and process internal feelings and organise a response which is in touch with the other persons' emotional state, in order to create a more desirable outcome for everyone.

An example I like to use for this is imagine you have a new staff member who you are training to put up break fences. You have noticed now for the second time this week that the crocodile clips have been placed on wrong. This has meant that on those mornings the cows have been late to the shed as a few have always broken through. You're really quite mad about it as it has put you behind for the AB tech – inside your head you are yelling! However, you decide to take a few deep breaths and calmly approach your new staff member and get them to talk you through how they are putting up the break fences. As they are going back through the steps in the process you both figure out the issue and identify it was the clips causing the problem and they are quite embarrassed about it. You acknowledge what they have learnt and highlight that 2 minutes of their time at that end can save 30 minutes at the other end. You thank them and move on.

2. Delegation and accountability

'The quality of the leader is reflected in the standards they set for themselves'-Ray Kroc

First and foremost, it means that you accept responsibility for the outcomes expected of you—both good and bad. You don't blame others. And you don't blame the external environment. There are always things you could have done, or still can do, to change the outcome. Stepping up and taking responsibility is daunting and as a leader you also need to learn to delegate but be comfortable that you are still accountable for the outcome.

A good example of this is when a manager asks an employee to move the travelling effluent irrigator ready for its next run. The manager explains to the employee that the pump needs to be turned on once the yard has been hosed down. The employee does exactly as he is instructed and then heads home. The rain starts and the effluent begins to pool in the paddock. The manager comes across this hours later and calls the employee. The manager explains he made a mistake and should have assessed the weather forecast; he thanks the employee for following the instruction and they agree that next time the irrigator is to be checked one hour into its run to ensure there are no issues.

3. Recognition and reward

'Your words are constantly doing one of two things; Building up or tearing down, healing or destroying' – Catherine Ponder

When it comes to providing recognition and reward what you are really saying is 'please can you do more of that'. Although we are all different in how we like to receive recognition for doing a good job, the key thing is we all like it. It gives us clarity that the job we are doing is worth the time spent doing it.

Research shows that for any person to flourish in their role they will require up to six positive feedback comments to one negative and to perform the job to an average standard they will need no less than three to one.

Respect and trust are created through positive feedback therefore the critical thing is that the recognition is given in a way which is meaningful, genuine and really does encourage more of that 'desired' behaviour.

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An example of this is when you observe an employee bringing the cows up in a nice quiet manner. You decide to deviate from what you're doing and meet them at the cow shed to let them know your thoughts. You explain how you liked the way they kept their distance from the cows and didn't use the horn. You also go on to say how much more enjoyable it is to be in a cow shed with calm cows which rewards us with an efficient milking with less washing up and perhaps finish 15 minutes earlier.

4. Collaboration and development of others

'Before you become a leader, success is all about growing yourself. When you become a leader, success is all about growing others' – Jack Welch

Having a collaborative approach to leading your team is intentional and skilful management of relationships which enables others to succeed individually whilst accomplishing a collective outcome.

It is certainly not a one size fits all, where every person is encouraged to replicate the skill set of the other team members, more so to encourage people to contribute in a way which is aligned with their unique set of skills and the work they enjoy.

For this to be effective you must know the goals and aspirations of each member of your team, to ensure you are supporting them to develop in any skill area either you or they see to be important in their future.

An example of this could be when your farm manager indicates to you that she is interested in going sharemilking in the future. As you get talking she seems very passionate about low input systems but what you also note is that her skills in pasture management need a bit of polishing. After observing her pasture management over a few weeks you realise she knows what needs doing but she struggles to make the timely decisions. You decide to get alongside her again for some farm walks but take the approach of linking the decisions to the efficient running of a low input system. She is very positive about the learning and really starts to take ownership of the decisions as she is very aware how those skills will help her achieve her goals as well as the farms goals.

5. Wellness and wellbeing

'So many people spend their health growing wealth and then have to spend their wealth to regain their health' - A.J Reb Materi

Farming is unique in the fact that we have many more stresses placed on us than some other industries. Some of these we have influence over (body condition score of cows or farm development for example) but there are many that we don't (weather and pay-out for example). These have the ability to create a large amount of pressure, which could lead to burnout if we are not equipped with the tools to deal with them appropriately. Farmers need to be resilient in the face of stress and complication, the ability to bounce forward, rather than just bounce back in the face of discomfort. The strength required to be resilient comes from us making the time for things that re-energise our

motivation and things which give us time to be proactive rather than reactive. In essence it is making time for wellness.

There are 5 steps to wellness, and each of these steps is underpinned by both time management and people management.

I. Be safe and have a plan

Examples: Proactive feed and financial budgeting, having adequate insurance, know what your farm health and safety plan is

II. Rest and take notice

Examples: Get eight hours of sleep for as many nights of the week as possible, have a holiday, limit work related thinking to 60 hours a week, spend time with your kids or pets, acknowledge your spouse for a great meal

III. Be active and eat well

Examples: Get your heart rate up for 30 minutes a day, limit coffee and energy drinks, boost your vegetable intake, identify your diet weaknesses and plan substitutes

IV. Connect and give

Examples: Mentor someone, get involved in the community, attend discussion groups, offer to do the dishes

V. Keep learning

Examples: Enrol in a course, find yourself a mentor, open your mind to new ideas, and offer your farm as a research or training ground

6. Links actions to goals

'You've got to think about big things while you're doing small things, so that the small things go in the right direction' - Alvin Toffler

Something that business owners can take for granted is their ability to be connected to the big picture, commonly known as 'the why'. Connecting to a future target, dream or value creates the enthusiasm to strive to do the best job possible every day. Often in farming this comes from having

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hard earned equity tied up in the results. And, after all, your dream is something you have spent many hours thinking about which makes you very aware of all the small things which must fall into place to get to the desired outcome. We all want this same enthusiasm in our employees however we must remember that in order for this to happen we must include them in our thinking by communicating the small steps which ultimately add up to big results.

An example of this might be where a sharemilker has a strong focus on having happy and healthy cows. All employees are made aware of this value and as a team they come up with a list of all the positive outcomes from having happy and healthy cows including less cow wastage which is reflected in the equity of the sharemilker and his business profitability. It's a miserable day and the herd manager notices that there are six lame cows in the main herd which need attention. Despite the horrible weather the herd manager along with the sharemilker draft out the cows and begin to assess the problems and decide what action needs taking to ensure they are moving towards the farms goal.

Summary

Both management and leadership skills are important traits in an employer and there is a strong link between management and leadership behaviour – sometimes the challenge is, to know when to use what. Generation Y employees are seeking leadership qualities in their employers possibly more so than previous generations therefore it is critical to practicalise your actions as a leader and not just talk about it. This will ensure your business reaps the rewards through attracting and retaining good people who are dedicated to moving your business forwards.

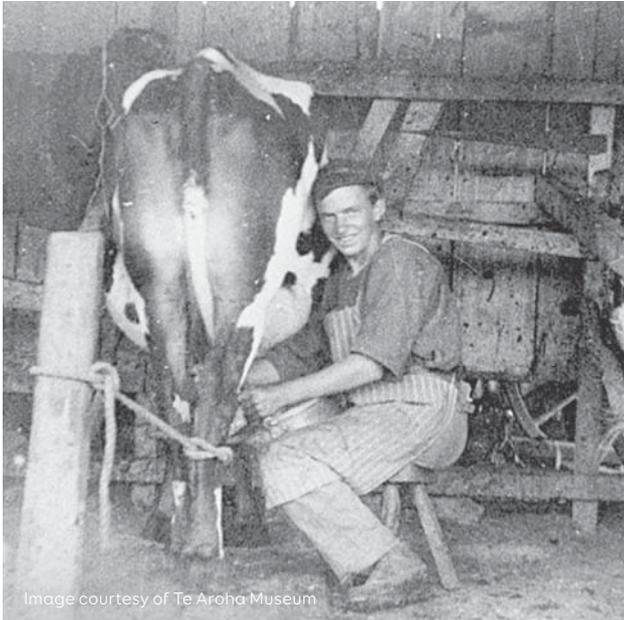


Image courtesy of Te Aroha Museum



**History is milking four cows a day.
Improvement is milking 1,000 cows
in two hours.**

Prosperity comes from productivity.
Productivity comes from improvement.
Now let's talk about where
improvement comes from.

In 1814 there were two cows and one bull, brought into New Zealand by Samuel Marsden. Today the dairy industry has 4.9 million cows and processes 1.83 billion kilograms of milk solids per year.

In early days, if you were milking more than three or four cows, you were a full-time farmer. Today, two people can milk 800 to 1,000 cows in a couple of hours.

Between 1979 and 2014, milk solid production increased by 1.3 billion kilograms. 60% of those gains came from genetic improvement.

Once, farmers knew their individual cow's quirks, characteristics and names. Today, farmers have the smallest details of every one of their hundreds if not thousands of cows at their fingertips.

The story of the New Zealand dairy industry has been one of constant improvement. And at LIC, we've been part of that story for over 100 years, helping improve the productivity and prosperity of our farmers. Helping make New Zealand dairying the world leader that it is.

Improvement. It's in our nature.
It's in our name.

