

# Session Two

Leading others

Chaired by Mark Chandler; Petworth Monitor Farm



# Leading others

Ed Salt; Delamere Dairy



Leading Others





## Our Mission

“To make our healthy, nutritious speciality dairy products available around the world, whilst supporting sustainable, ethical farming practices.”



## Vision / Mission

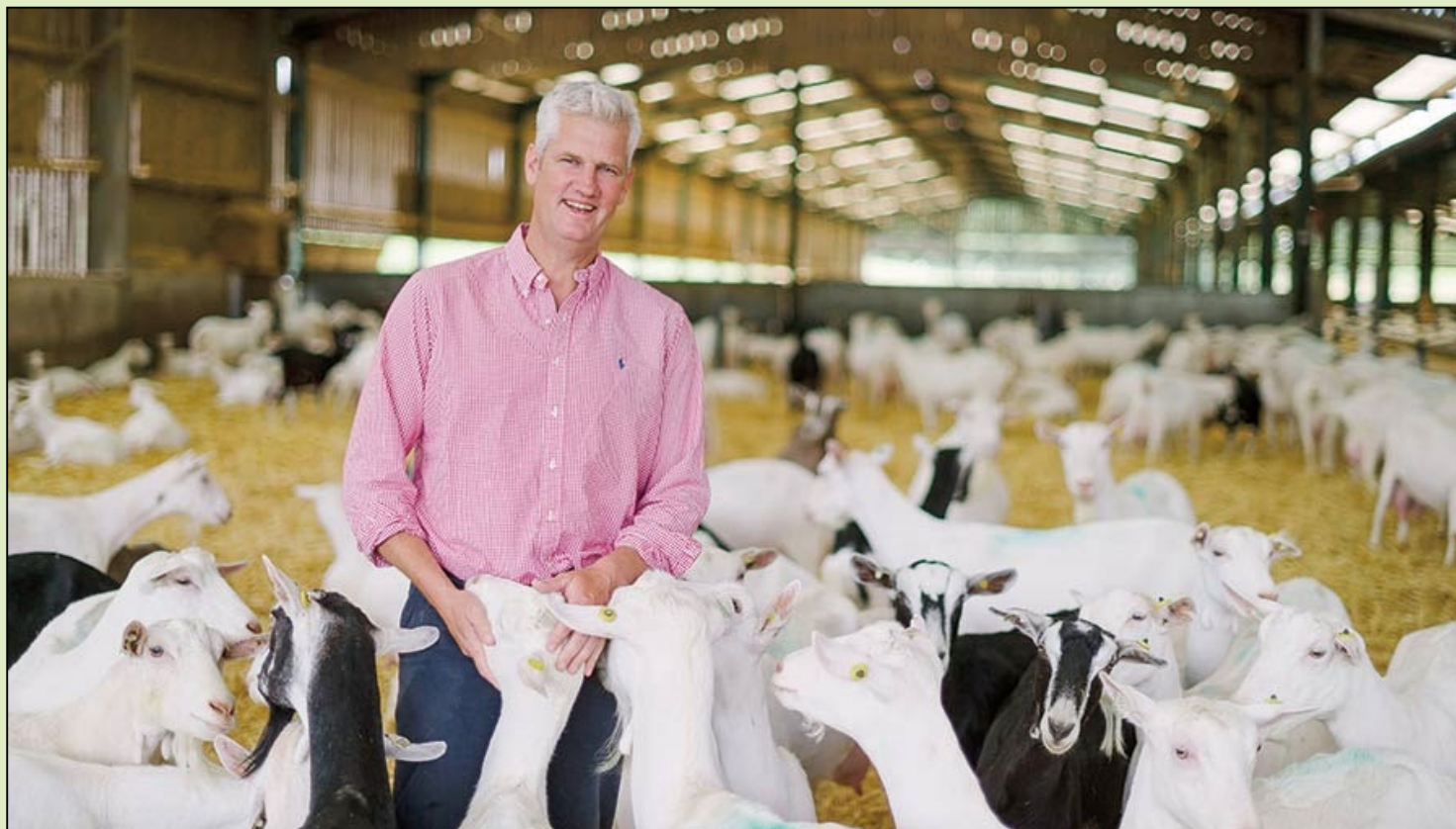




Values







People





# The Journey







# Foundations







## Mammals





Environment





  
delamere  
DAIRY

Circus

  
THE QUEEN'S AWARDS  
FOR ENTERPRISE:  
INTERNATIONAL TRADE  
2016





Leaders







**Stewardship is the responsibility you have to protect, preserve and enhance assets that may or may not belong to you but have been temporarily entrusted to you.**

It's one of a leader's most significant responsibilities. Your leadership style will be influenced by whatever you feel a strong sense towards (morals, employees, values). Acknowledge those items and become intentional about carrying out your stewardship responsibilities.



# Stewardship





Thanks!



# Leading Others

Paul Harris - Real Success Ltd



# Introduction



Paul Harris  
CEO, Real Success Ltd  
[www.real-success.co.uk](http://www.real-success.co.uk)  
[www.vitaprofiling.com](http://www.vitaprofiling.com)



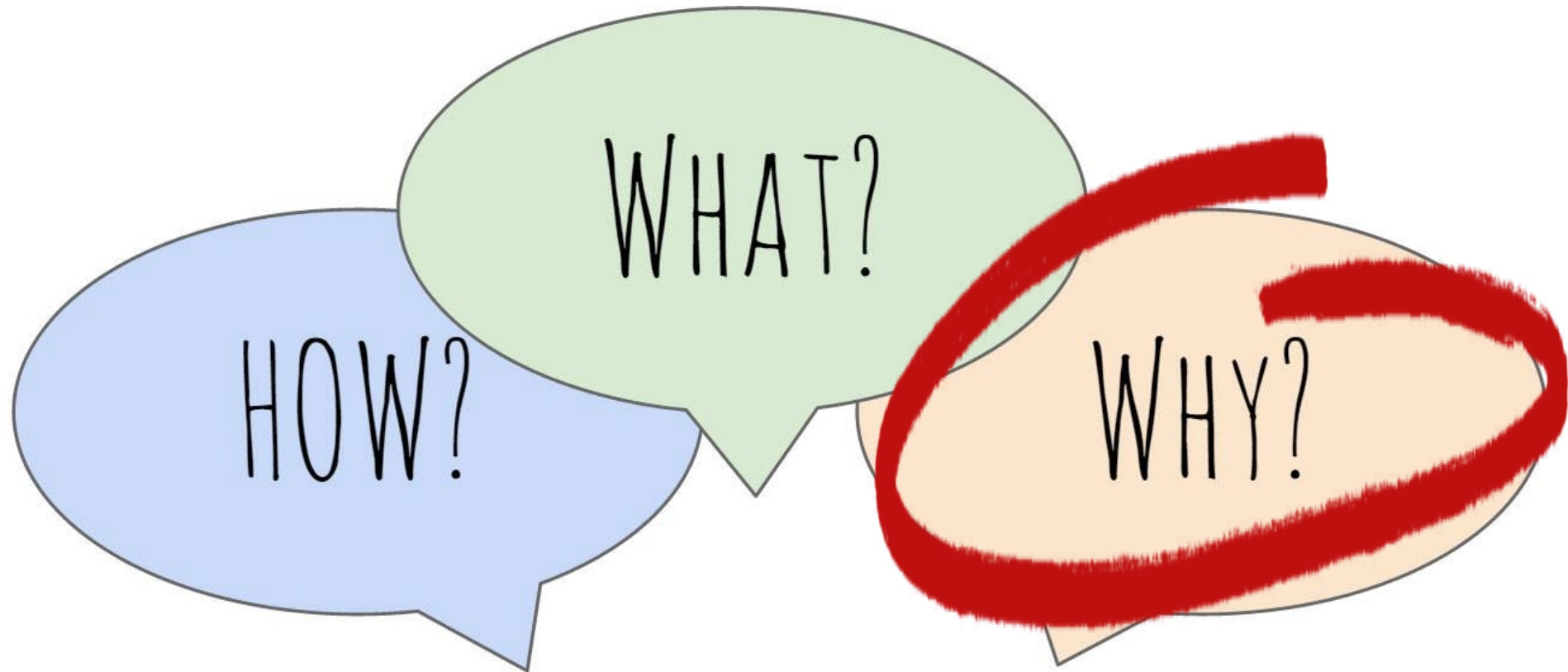
*Your **People** are Our **Business***

**VITA Profiling®**

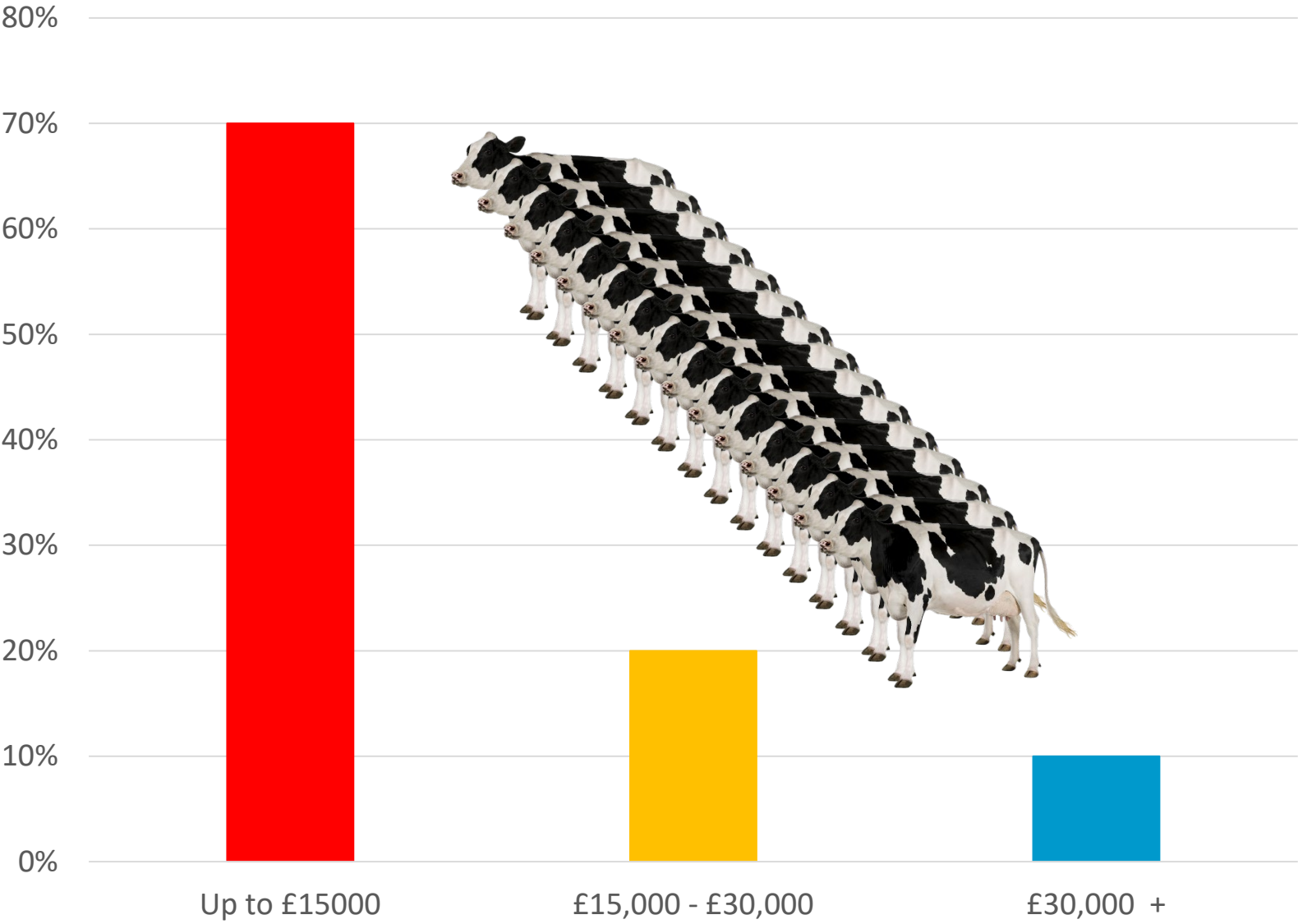
**Recruit – Engage – Align – Lead**



# Communication

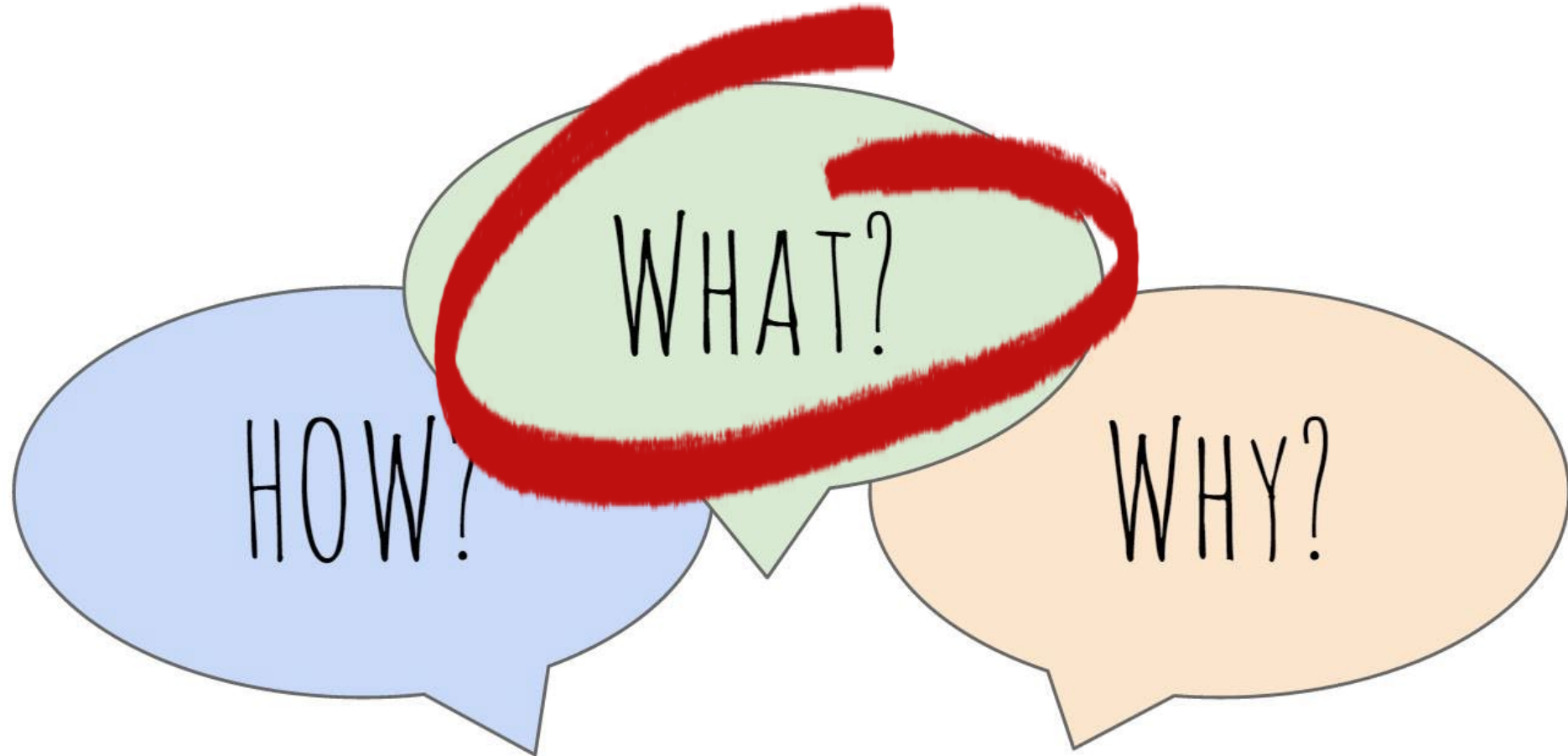


# Communication

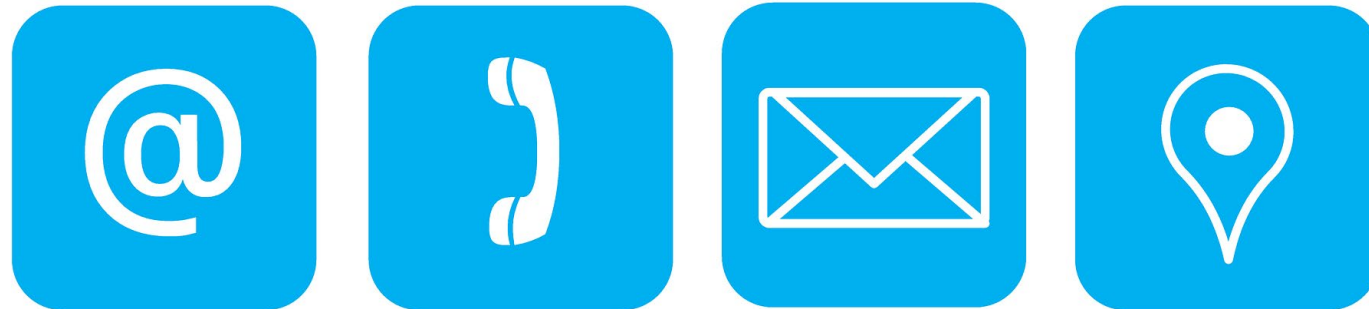


Source: CV Library Report 2017

# Communication



# Communication

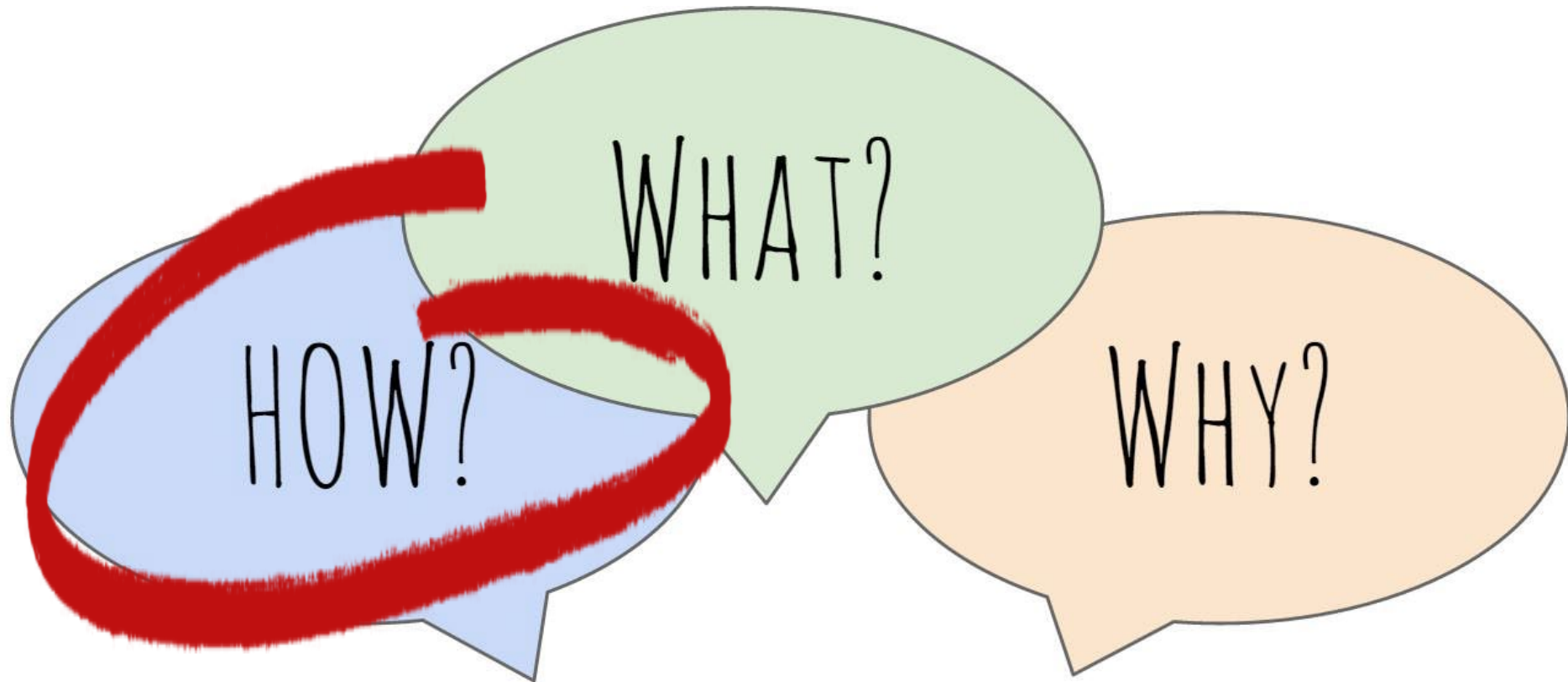




# Communication



# Communication



# The VITA™ Bingo Card



DECISIVE	ORGANISED	HESITANT	IMPULSIVE
ASSERTIVE	CRITICAL	CALM	IDEAS
BLUNT	CLARITY	FEELINGS	EASILY DISTRACTED
RESULTS	LOGICAL	CONSIDERATE	OPTIMISTIC
FACTS	DETAIL	SUPPORTIVE	PLAYFUL

CHOOSE ONE WORD PER ROW!

# The VITA™ Bingo Card

VITA Profiling™

Visionary	Investigator	Team Maker	Adventurer
DECISIVE	ORGANISED	HESITANT	IMPULSIVE
ASSERTIVE	CRITICAL	CALM	IDEAS
BLUNT	CLARITY	FEELINGS	EASILY DISTRACTED
RESULTS	LOGICAL	CONSIDERATE	OPTIMISTIC
FACTS	DETAIL	SUPPORTIVE	PLAYFUL



Dominance

Fiery Red

Compliance

Cool Blue

Steadiness

Earth Green

Influence

Sunshine Yellow



# Communication – Personality

*How do you like to be spoken to?*



**Direct, quick and to the point.**  
**I'm results focussed and prefer the big picture.**

☐

**Slowly, precisely and in order.**  
**I need logic, reasoning and detail.**

☐

**Warmly, softly and calmly.**  
**I care about people and their feelings.**

☐

**Speak quickly, smile and be enthusiastic.**  
**I'm open to new ideas and like to have fun.**

☐

# Communication – Personality

## VITA Profiling®



Visionary



Investigator



Team Maker



Adventurer

# Engage & Motivate

## Visionary



Personality Style	Motivate	Demotivate
Direct, to the point Facts, Results, Achievement	Give direction & responsibility. Set goals and targets KPI's	Micromanage Too much interference Hold them back

# Engage & Motivate

## Investigator



Personality Style	Motivate	Demotivate
Precise and reflective Detail, protocols, rules	Provide structure, procedures Farm Manual Employee Handbook	Change plans quickly Ignore protocols Talk over them



# Engage & Motivate

## Team Maker



Personality Style	Motivate	Demotivate
Supportive, warm, friendly Relationships, avoid conflict	Take an interest, listen Ask – don't tell Meetings and get together	Forget to ask how they are Ignore them Rude, blunt, aggressive

# Engage & Motivate

## Adventurer



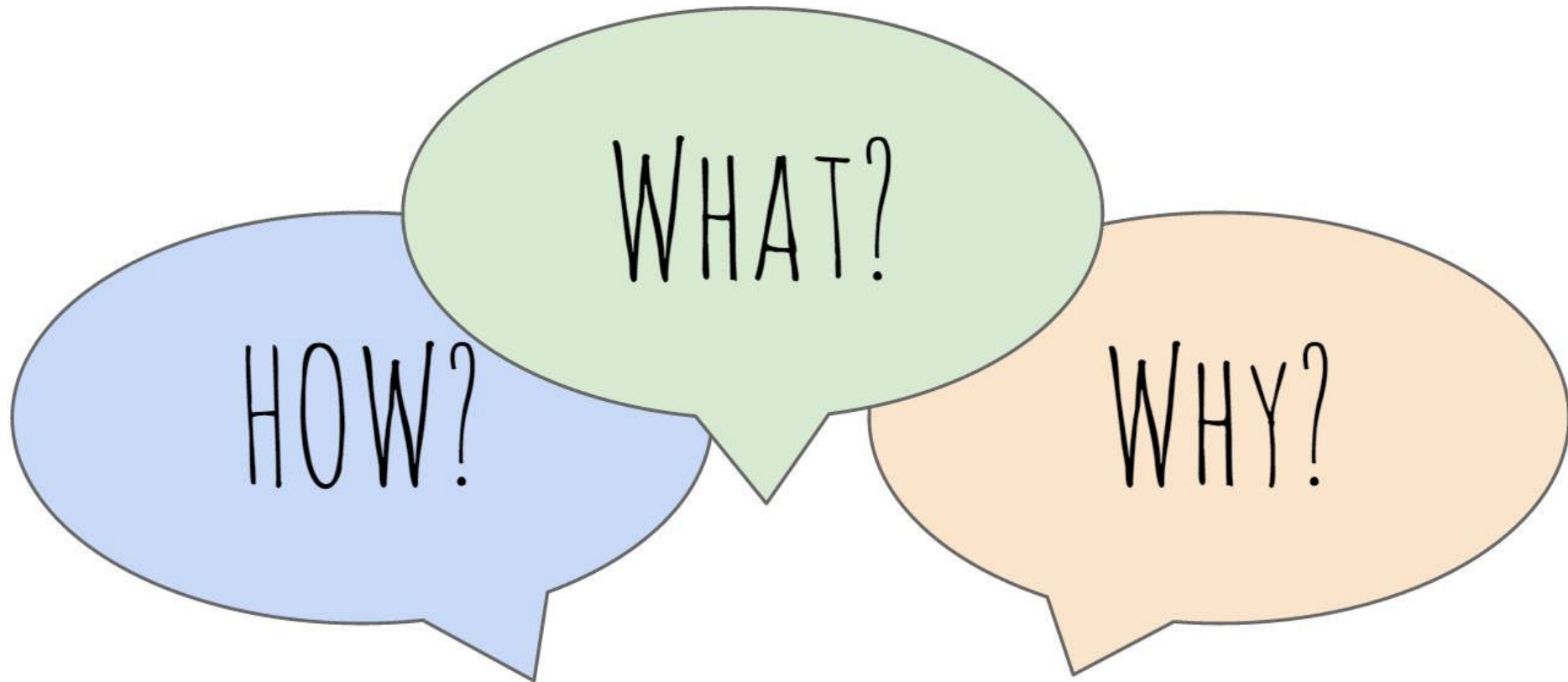
Personality Style	Motivate	Demotivate
Enthusiastic, fun, sociable Creative, ideas and options	Invite ideas, give freedom Avoid detail Be flexible	Box them in with tight rules Burden them with detail Too serious

# Communication - Summary

**“The most important skill in communication is being able to hear what isn’t being said.”**



# Communication - Summary



**“FOCUS ON KNOWING THE PERSON NOT THE TECHNIQUE...”**

# Thankyou!



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**VITA Profiling®**

**Recruit – Engage – Align – Lead**



# Leading others

Mike Shapland; James Foskett Farms

# Leading others

- Objectives
- Types of communication
- Assessing staff needs
- Tools we use in leading our team

# Clear Objectives

## You as leader

- Hold clear vision
- Determination to achieve it



## Show you team

- Route to the vision
- Commitment
- Get stuck in
- Empathy
- Fairness

## Tell your team

- Objectives/Targets
  - Big (mission statement)
  - Small (daily task eg grading)



# Communication



## Formal

- Instructions
  - Written
  - Verbal
  - Meetings



WhatsApp

## Informal

- Persuasion
- Chat or Banter
- Negotiation
- Begging



## ALWAYS

- Polite
- Thankful

# Assessing staff needs

## Performance measurement

- Formal
- Discrete

## Understanding the individual

- LT Goals
- Family requirements
- Health

## Human touch

- Make time
- Listen
- Noticing signs



# Tools we use

## Induction

- Same PP for everyone
- Simple messages

## WELCOME TO JAMES FOSKETT FARMS!

- This induction should take about 30 minutes
- It is to give you important information
- Please listen carefully and ask if something is not clear

## CONTENT

- The Business
- Terms of Employment
- Accommodation and Rules
- Health and Safety
- Food Safety
- Questions

# Tools we use

## Staff appraisals and training plan

- 45 minute appraisal
- Feeds in to training plan
  - Developmental
  - Legislative

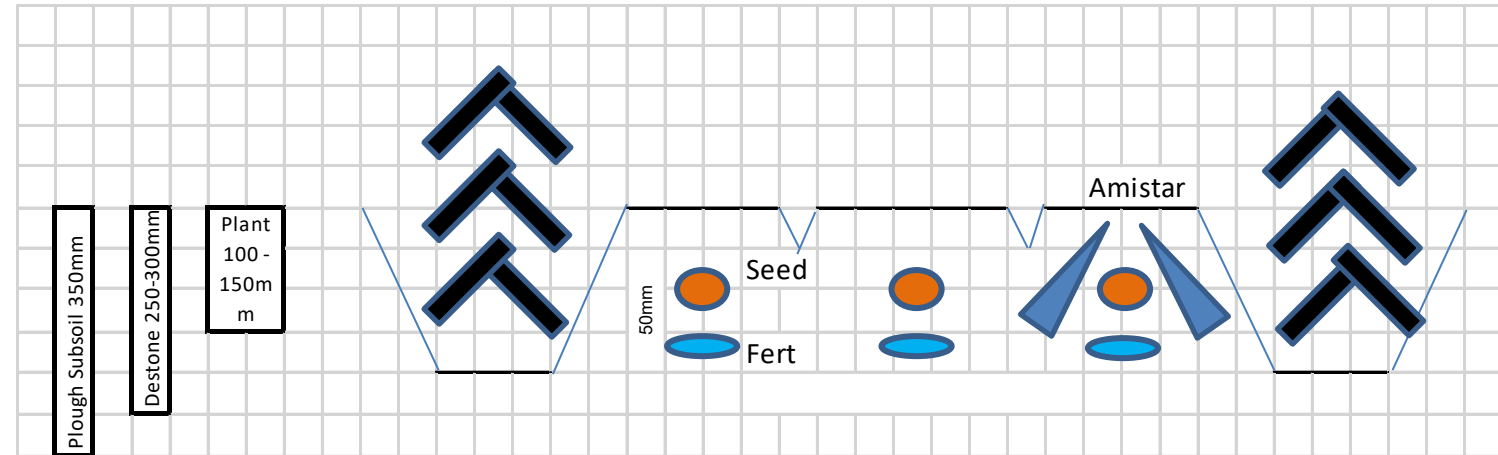
**Farms Ltd - Staff Training Plan 2019**

	Forklift Truck				Vehicle					Pesticides					
	Industrial >5T	Industrial <5T	RT Masted	RT Telescopic	B&E Training	B&E Trailer Test	Quad Bike	Category H	Basic ADR	PA1 Safe Use of Pesticides	PA4G Granular Applicator	PA4S Slug Pellet Applicator	PA2A	Safe Use of Aluminium Phosphide	Safe Use of Rodenticides
	23-11-09	05-02-14		16-02-12											
		26-01-17	12-03-05	14-02-12	n/a										
		16-02-16		12-01-17	n/a										
		26-01-17		15-02-12	n/a										
		05-02-14		13-02-12	n/a			Jan-14							
Ali Ware															
Janis Pizans		08-02-12		12-01-17	n/a										
Janis Purins	18-02-14	02-11-10		15-02-12	n/a		20-01-17			10-12-14	29-01-15	29-01-15	09-02-15		

# Tools we use

## Pre campaign meetings

- Before planting, harvesting, irrigation
- Key messages



## Health and Safety

- Overhead wires in fields
  - Loading planters
  - Tipping trailers
- Road Safety
  - Lights checked
  - Load secured
  - Appropriate speed
  - Flashing beacons on tractors and trailers
  - Mud on road

# Tools we use

## Daily SMS/WhatsApp

- To all staff day before
- Help planning and sharing info



# Tools we use

## Season review

- All relevant staff involved
- What went well, went badly, improvements

James Foskett Farms					
2015 Season Production Review					
Ware Potatoes					
Heading	Positives	Improvements Required	Actions	Person	Capital Investment
Cropping Strategy		No organic Marfona	Done		
		Increased area of early Peer	Done		
		Annabelle Area reduced	Done		
		Consider Royal for McCains	MS speak to ESP		
		Consider organic Annabelle	MS speak to ESP		
		Blocking of cropping to minimise road travel	MS/ESP planning		
		No ultra early Peer	Done ESP informed		
Cultivations	Shapeforma worked well	Headland tidiness needs improving	Robin and pre season meeting		
		Outtrigger kit for Shapeforma tines	Oli/Burchy		
		More use of Wonderwheel	Staff resources		
		Ins and outs on Standen	Robin/Oli monitoring		
		Destoners should be 1500 not 1700	Oli/Robin/Burchy look at Rix's machines		
		Destoning depth	Robin/Oli monitoring		
	Mayan Gold reridging	Planting depth	Robin/Oli monitoring		
Planting	Good outputs, good seed backup	Liquid fert placement on all Quad plantings	New BE Bedmixer 1700		BE Bedmixer
	Good seed management out of store	Soil retention	Robin/Burchy		
		Improved marking out	Robin/Oli monitoring		
		Accumulator seed stocks	MS/Jason		
		Records of stem and tuber numbers by stock	MS/Oli in season. Review of 2015 yield digs		
		Planter replacement policy 2016			
		Planting densities revision on Peer	1.2 Standard		
Crop Nutrition		Stock records for storage temperature	Review of store records		
	N spreading	Earlier soil test results - JFF sampling	MS/Omex		
	Liquid fert on Lodge 14 and Sculleries	Headland spread test on Sulky	Oli/Burchy book test		
		Try field area trial GA and MX42	MS/Oli/GT organise		
	Late N on Mayan Gold	Liquid fert on all seed and salads	Done		
		More in season foliar nutrient analysis	Oli/MS		
		Increase in base fertiliser P	Review of soil results		



# Tools we use

## Competition

- Piece rate results

DATE	PICKING CARROTS									VARIETY	
25/10/2019										Laguna/Church	
NAME	HOURE\$ B	B/H	£/B	TOTAL £	xxx	TOP UP	£ PAID	Total h	£/H	Column1	Column2
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
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	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	1700.00	261.54	0.035	59.50	53.95	0.00	59.50	7.17	9.15	GOOD	110.29%
	1700.00	261.54	0.035	59.50	53.95	0.00	59.50	7.17	9.15	GOOD	110.29%
	1700.00	261.54	0.035	59.50	53.95	0.00	59.50	7.17	9.15	GOOD	110.29%
	800.00	110.34	0.090	72.00	60.18	0.00	72.00	8.67	9.93	GOOD	119.65%
	1700.00	261.54	0.035	59.50	53.95	0.00	59.50	7.17	9.15	GOOD	110.29%
	1700.00	261.54	0.035	59.50	53.95	0.00	59.50	7.17	9.15	GOOD	110.29%
	8000.00	76.19	0.090	1017.50	871.50	0.00	1017.50	122.59	9.69	GOOD	116.75%

# Tools we use

## Fun/Enjoyment

- Social trips
- Parties/BBQs
- Humour

## Entertainment



- One or two BBQ's will be organised by the farm management
- A trip to one of the adventure park will be established

- A night at a bowling alley will be held at the end of the season



## FIRE

- Requirement for regular fire drill at Low Farm
- Regular camp site fire drills absolutely crucial
- Hard wiring of smoke alarms in caravans
- Safe storage of acetylene
- Fixed wiring inspections

**IN CASE OF  
FIRE**



LEAVE THE  
BUILDING BEFORE  
PUTTING IT ON  
FACEBOOK



A vibrant landscape of a green field at sunset. A path leads from the foreground towards the horizon where the sun is setting, creating a warm glow. The sky is filled with colorful clouds. The text is overlaid in the center of the image.

**‘Inspiring our farmers, growers  
and industry to succeed in a  
rapidly changing world’**



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