

Huggate Monitor Farm

Meeting title: Personal resilience

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Staff management

Challenge: The unknown

- **Confidence** To build a business vision & culture
- **Reputation** To build a culture of doing what we do well and reduce stress
- **Viability** Reduce debt, increase business profitability and technical efficiency
- **Sustainable** To develop business disciplines to cement solid foundations
- **People** Develop team to have confidence, trust and support in each other, growing skill sets, looking after health & well being

- **Vision** – establish your goals, dreams and ambition
- **Communication** – write it down, say the words out loud, share it with others who will be involved or impacted, and most importantly own it
- **Collaboration** - can you do it alone, if not who or what do you need to help you?

Why do people resist change? Struggle to pull together as a family?

- Personal fears / worries
- Lack of capabilities
- Lack of leadership / respect
- Politics & culture
- Lack of involvement
- No vision / no shared vision

How can I engage my family/employees?

- Clear expectations about the job
- Opportunities for career progression
- Opportunities to grow and develop
- Regular feedback and dialogue with the employer
 - High quality relationships with workmates and managers
 - Believing in what the business is trying to achieve
 - Effective communication about 'what's going on'
 - Recognition and reward for going the extra mile
 - Interesting and meaningful work
- Autonomy and ability to make decisions about one's own work
- Effective leadership: Work-life balance

How are you going to achieve these goals?

- What are the steps & time scale that you need to take to move closer to your goals?
- Who do you need on board, around you to achieve this?
- Have you the skills – can you learn or do you need to bring someone new in?
- What could stop you from achieving your goals?
- Who do you need to tell or share your vision/goals with, how will you do it?
- How will you know when you have got their/achieved it?
- How will you celebrate
- What is your plan B if it all goes wrong?

Take-home messages

Questions to ask yourself:

- Where are you at?
- Do you know what you want?
- Are you ready to make the change?
- Have you a time frame in mind?
- Do you have an exit / retirement plan?
- Have you done the numbers / what is the reality?
- Do you know what your spouse / children want?
- Have you discussed this with your family/staff?
- Personal resilience and managing stress

To get the best out of your family / staff

- Be clear on expectations
- Make time to stop & listen
- Treat with respect
- Have a ladder for progression
- Mentor them & grow them
- Be a role model
- Your job is to make them better farmers

Further information

- [Personal objectives worksheet](#)

AHDB resources

- Understand your business costs with AHDB's benchmarking tool Farmbench at ahdb.org.uk/farmbench
- Monitoring tools are available at ahdb.org.uk/tools
- Sign up to market information and research newsletters at ahdb.org.uk/keeping-in-touch
- Find out what's going on at other Monitor Farms and Strategic Farms at ahdb.org.uk/farm-excellence
- All AHDB events can be found at ahdb.org.uk/events
- For guidance on how Brexit will impact your business, see ahdb.org.uk/brexit

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