



# Navigating *Change*

**AgriFocused**  
training + communications + mentoring





**Why is**  
*change hard?*

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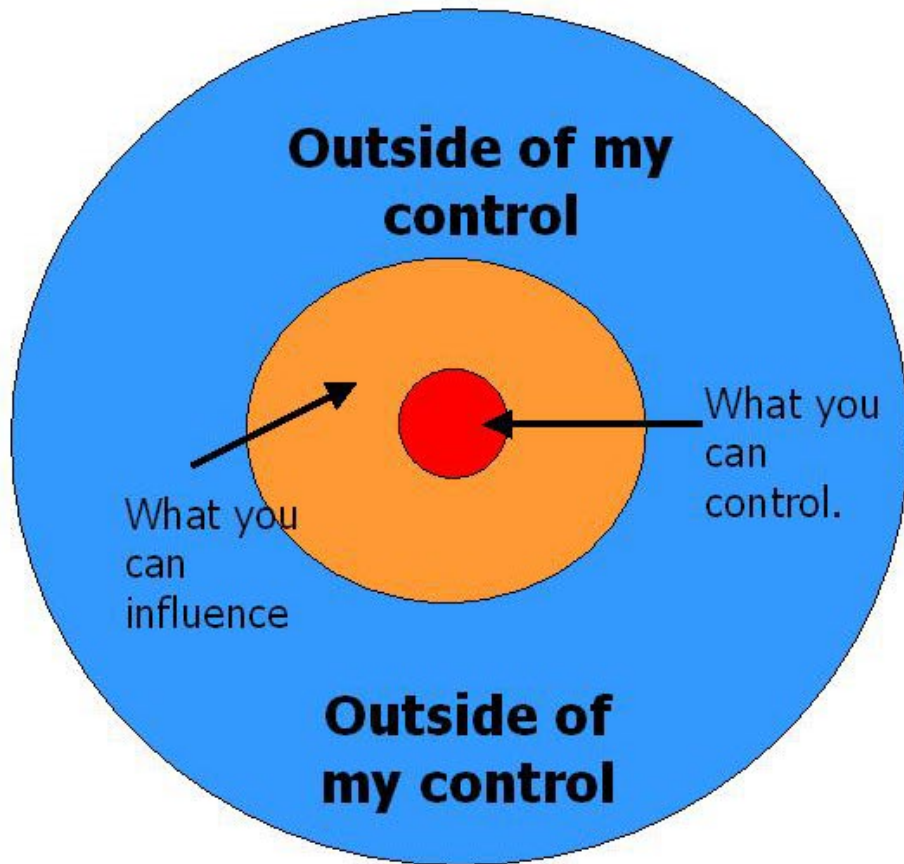


*1. We can't really sack family for non-compliance*





2. There is a lot out of our control, so we hold tight to what we can control

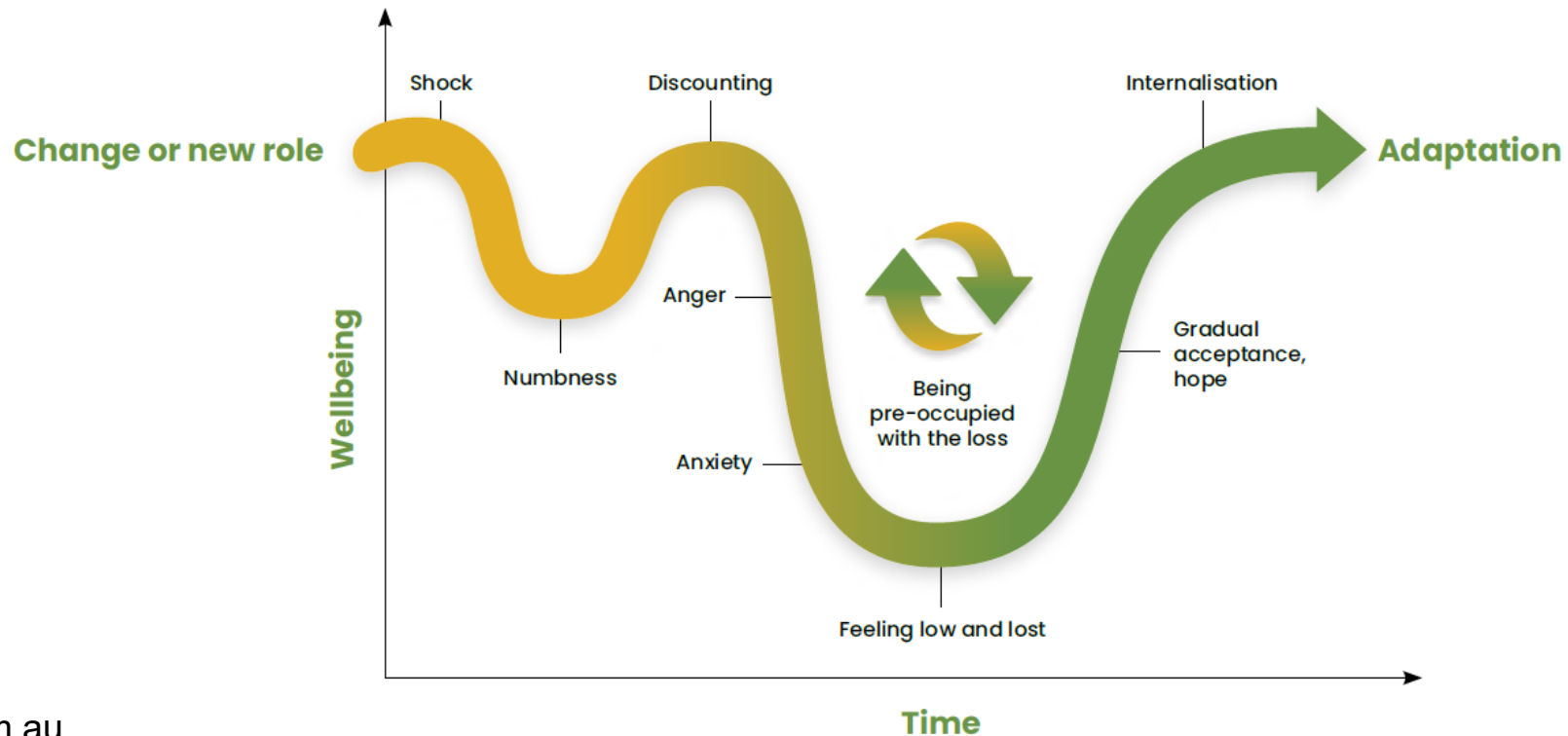


### 3. Consistency feels safe



# 4. Change often sits within bigger changes

People who are faced with sudden changes to their lives go through a series of powerful emotional reactions, as they accept and adjust to the reality of those changes and begin the process of adapting to them.



## When do we seek control – and avoid change?



- ① When there has been lots of change
- ① When things are (naturally) out of our control
- ① When we feel threatened
- ① When we feel vulnerable
- ① When we think we might look stupid
- ① When we don't feel valued
- ① When we are not being listened to
- ① When we are tired or overworked
- ① When the mental load is too great



## How we make sure people know that they are valued and not in a threatening situation?

- ① Reassurance they are doing a good job
- ① Specific and targeted praise, often
- ① Motivating through hope not fear
- ① Acknowledgement of sacrifices and previous good work
- ① Talking about the future positively
- ① Reflecting on achievements as a team
- ① Normalise the making of mistakes
- ① Active listening



A photograph of a person operating a combine harvester in a field at sunset. The harvester is dark, and the person is silhouetted against the bright, low sun. The background shows a field of crops and a clear sky. A green wavy line runs across the bottom of the image.

**Every Farm Business**  
*is different.*

**Every Family**  
*is different.*









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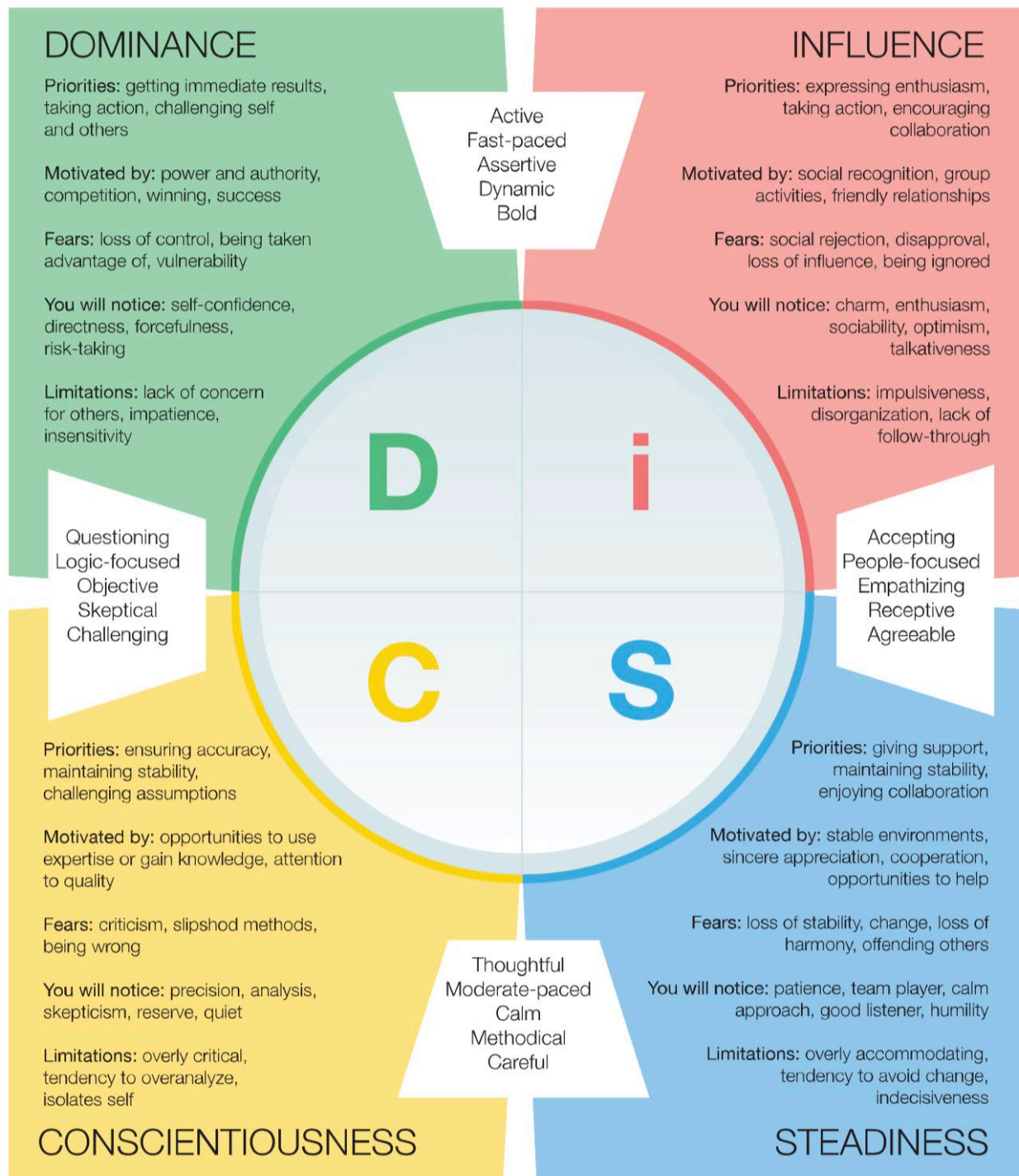




**Every one of us**  
*is different.*



***Sometimes  
the values  
of a family  
are shaped  
by a certain  
personality  
type, and  
vice versa.***



# INFLUENCE

**Priorities:** expressing enthusiasm,  
taking action, encouraging  
collaboration

**Motivated by:** social recognition, group  
activities, friendly relationships

**Fears:** social rejection, disapproval,  
loss of influence, being ignored

**You will notice:** charm, enthusiasm,  
sociability, optimism,  
talkativeness

**Limitations:** impulsiveness,  
disorganization, lack of  
follow-through

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

Accepting  
People-focused  
Empathizing  
Receptive  
Agreeable

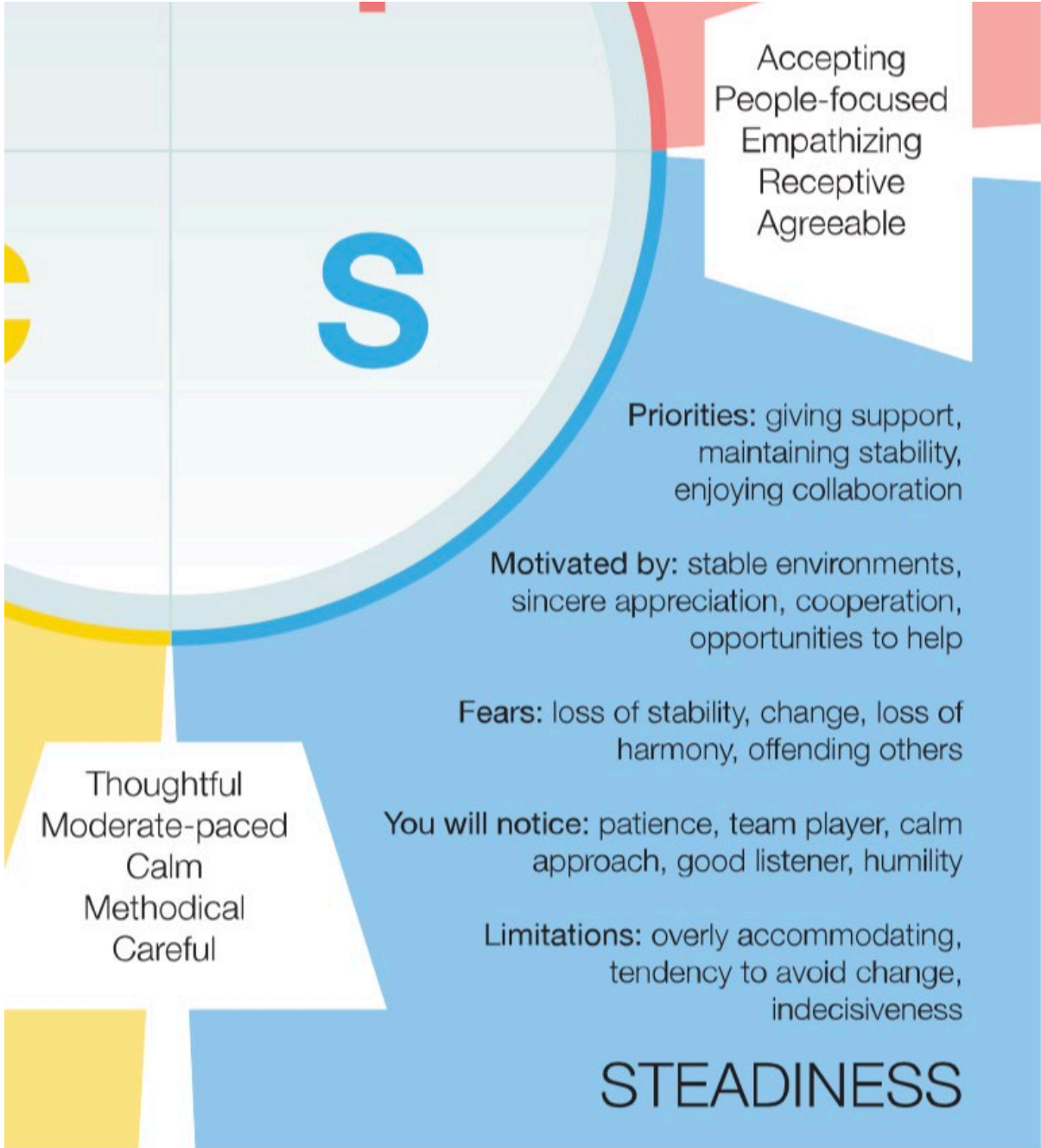
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Questioning  
Logic-focused  
Objective  
Skeptical  
Challenging

**Priorities:** ensuring accuracy,  
maintaining stability,  
challenging assumptions

**Motivated by:** opportunities to use  
expertise or gain knowledge, attention  
to quality

**Fears:** criticism, slipshod methods,  
being wrong

**You will notice:** precision, analysis,  
skepticism, reserve, quiet

**Limitations:** overly critical,  
tendency to overanalyze,  
isolates self

Thoughtful  
Moderate-paced  
Calm  
Methodical  
Careful

CONSCIENTIOUSNESS



# DOMINANCE

**Priorities:** getting immediate results, taking action, challenging self and others

**Motivated by:** power and authority, competition, winning, success

**Fears:** loss of control, being taken advantage of, vulnerability

**You will notice:** self-confidence, directness, forcefulness, risk-taking

**Limitations:** lack of concern for others, impatience, insensitivity

Active  
Fast-paced  
Assertive  
Dynamic  
Bold

Questioning  
Logic-focused  
Objective  
Skeptical  
Challenging

D

C

**Differences**  
*Are strengths*





# Implementation

*In family farming businesses*

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Clearly define the change  
and how it relates to  
business goals





## **Our values**

Day in, day out, what do we stand for?

## **Personal and Business Goals**

What will be our legacy?

## **10 Year Farming and Business Strategy**

What do we need to do in this decade to live a life worth living and build a farm business that is successful?

## **Annual Farming and Business Plans**

What we grow this year? What capital or improvement projects will we undertake?

### **Operations**

What needs to be done and how, where and when do we do it

### **Marketing**

What we sell, how, when, where and how much we sell it for

## **Cashflow**

# Lessons in decisions from

## THE CORPORATE WORLD

- Major decisions are made in teams.
- It's ok to call in an expert or phone a friend.
- Even if someone has complete autonomy for a decision, they are expected to communicate and provide evidence of thought or research, most often in writing.
- There is an expectation that alternatives are at least explored.
- These things build confidence, build decision making capacity in staff who are developing skills and keep everyone on side.







# Ask forgiveness not permission

- Works well for little things
- Sits within vision for farm business
- Makes sense
- Within budget
- Taking the lead

# Pick your Time

## WHEN IS A GOOD TIME TO IMPLEMENT CHANGE?

- Sometimes we have no choice, it's governed by the production cycle
- Early in the year can be a good time for a fresh start.
- After holidays?
- After a new purchase, change of management or a new staff member





# Take it slow

- ⦿ Whilst urgency may motivate you, it can be off putting for others.
- ⦿ Lots of change at once is overwhelming
- ⦿ Set realistic priorities and start a plan



# Provide Training

- People learn in different ways
  - Demos
  - Written instructions
  - Mentor
  - Steps on the white board
  - Videos
  - Individual access to help desk
  
- Trial periods are ok







# Communication

- In person
- Back up with a text
- Write things down & circulate the minutes
- Videos are great
- Group chats



## Start small

- Can the change project be broken down into components?
  - one mob or class of stock
  - two or three key pieces of machinery
  - one cooperative team member

# Aim for a quick win

- Identify (ideally with the whole team) a component that will result in wider benefits or will be likely to achieved easily or that people seem engaged with
- Start here
- Celebrate the win







# HALT!

## IT'S IMPORTANT

- Before starting a tough discussion, think...are you:
  - H – Hungry?
  - A – Angry?
  - L – Lonely?
  - T – Tired?
- If you are any of these, consider delaying the conversation until everyone is in the right frame of mind. *Wise words from Sally Murfett of InspireAg*



## *Don't sweat the small stuff*

- People will shape things in a way that suits them
- Ask yourself, will this threaten the entire project?
- Is it worth worrying about?

# Progress over Perfection

- This one is for the detail orientated people
- It's not about accepting the totally unacceptable.
- It's about recognising what has been achieved
- It's about acknowledging that perfection often comes at too high a cost, is not practical, or is unattainable.
- A lack of perfection is not failure







## Repetition

# *Repetition, Repetition*

- ① People will be more on board with the solution if they understand the way things work – back to good decision making and communication
- ① If you have to say it again, you have to say it again
- ① Keep your tone neutral
- ① Use I statements “I can see it’s a big change and it’s hard” “I am not doing this to make a hard job harder” “I can see how busy you are”

# Don't give up too soon

- Change takes time
- You might need three repetitions
- That might be three seasons for some things, three months for others



*Goodluck!*

