



Top 5 Tools for Tough Times:

Maximizing Your Human Assets

Presented to: Top Producer
Presented by:
Laura Cornille-Cannady
cannady164@comcast.net

Tough Times?

- "Net farm income decline predicted for 2014"
-AgriNews Jan. 1, 2014
- "Farmland Values Steady Despite Decreased Crop Prices"
-AgWeb/Farm Journal Jan. 2, 2014
- "Corn Downturn Was One For The Record Books"
-Farm Futures Jan. 3, 2014
- "Gas prices predicted to remain flat; food, housing and clothing to cost more in 2014"
- January 6, 2014, News reports

Why Wait to Find Out....Prepare Today.

What Matters During Tough Times?

o How you use your assets!

- o Cash
- o Land
- o Equipment
- o PEOPLE
- o YOU! Avoid the "chicken complex"



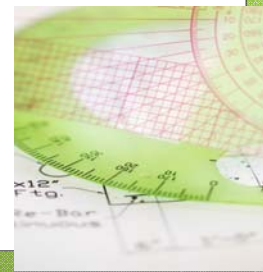
- o *"Chickens are generally afraid of life, they seldom fly or reach their potential in life. And when a storm comes, all they seem to do is flap around the chicken yard, stirring up dirt and running to the chicken house."* -Joyce Meyer

- o *All your competitors have access to the same equipment, inputs, technology and knowledge...what will give you the edge during these tough times? How you use your people to maximize that which everyone else also has!*

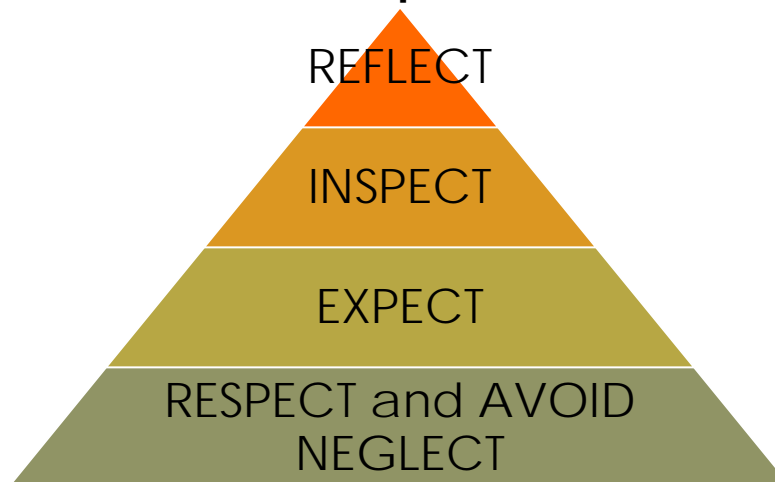


Top 5 Tools for Maximizing Your People Power

- EXPECT
 - Get Everyone on the Same Page
 - Know What YOU Want
 - Define the Target
 - INSPECT
 - Use The Big 3
 - REFLECT
 - Get Repeat Performances
- Built on a Foundation of RESPECT and Avoiding NEGLECT*



Steps for Maximizing Your People Power



Step #1: EXPECT

- *The first responsibility of a leader is to define reality. The last is to say thank you. In between, the leader is a servant.*

—Max DePree

- **Get Everyone on the Same Page**
- **Know What YOU Want**
- **Define the Target**

*Built on
RESPECT and Avoiding NEGLECT*



Step #1: EXPECT

- **Get Everyone On The Same Page**
 - **TOOL #1: GOALS – ROLES – RULES**
 - Define up front
 - Be specific
 - When 2 or more come together
 - Eliminate confusion
 - Can't read your mind
 - Different experiences
 - RESPECT: Set up for success
 - Avoid NEGLECT: No Excuses...



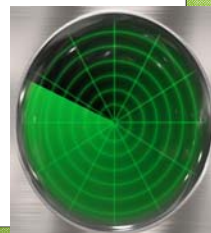
Tough Times Tool #1

- **GOALS – ROLES – RULES**
 - GOALS – WHAT and WHY
 - ROLES – WHO Does WHAT
 - RULES – Mandatory HOWs
 - Focus on RESULTS vs. Activities
 - Clear and commonly understood
 - Avoid assumptions – “past messages”
 - Watch for the “dog in back of car”
 - Watch My Why or Highway “hows”




Step #1: EXPECT

- **Know What YOU Want**
 - TOOL #2: GOAL GRID
 - You need a clear picture
 - Quick way to be prepared
 - Define what you want
 - Define what you do not want
 - Focus only on what is needed
 - Make expectations meaningful
 - RESPECT: Explains the WHY/VALUE
 - Avoid NEGLECT: Avoid “oops” or “Unintended Consequences”



Tough Times Tool #2


GOAL GRID:



| | | |
|----------------|---|---|
| FUTURE | ACHIEVE: <ul style="list-style-type: none"> • What is missing that I want? • What result do I want for tomorrow? | AVOID: <ul style="list-style-type: none"> • What do I need to make sure we do not start? • What behavior could get in the way? |
| CURRENT | PRESERVE: <ul style="list-style-type: none"> • What do I currently have that I want to continue? • What is working/ getting us to results? | ELIMINATE: <ul style="list-style-type: none"> • What do I currently have that I no longer want? • What is getting in the way of results? |
| | WANT | DO NOT WANT |

Step #1: EXPECT

- **Define the Target (87% will hit it!)**
 - **TOOL #3: SPECIFIC EXPECTATIONS - PINPOINT**
 - Maximize on your time – shoot at target without you there!
 - Be specific with behaviors – DO, SEE, HEAR
 - Allows others to measure their success
 - Eliminate confusion and “I did not know”
 - Creates the picture for “visual generation”
 - RESPECT: Ownership = Responsibility
 - Avoid NEGLECT: No Surprises



Tough Times Tool #3

o Pinpointed/Specific Expectations

- o Using results from Goal Grid define the expectations, on paper!
- o Get specific with behaviors
 - o What it will look like or sound like, measurable
 - o Paints a clear picture
 - o Avoid "labels" and assumptions
 - o Ask for a summary from employee
 - o Ask what will get in the way
 - o Behavior is a function of the individual's past messages and current environment messages



Define Specific Expectations

- o Which of these are most clear?
 - o Answer the phone within three rings.
 - o Be responsive.
 - o All work is to be your best.
 - o Laziness will not be tolerated.
 - o Always greet landowners and their families with their names and a smile.
 - o We work as a team at this farm.
 - o Your work attire is to be appropriate.

Tough Times Tool #3

o SAMPLE Expectations

- o All Operations employees are to report to the shop each morning and ready to work by 8am, unless another location for the start of work has been assigned or approved by the Operations Manager, the night before.
- o NO employee is to be standing or sitting idle during the work day. If uncertain about what to do next, contact the Operations Manager, the Operations Lead, help others as needed or check the list of priority tasks on the white board.
- o Avoid talking about others and go direct with concerns. If after going direct, no change has taken place use the chain of command to resolve the conflict or issue.
- o When you notice a problem or concern on the farm, go to the supervisor with the concern and with a minimum of one idea on how to fix the problem.

Step #2: INSPECT

- o *"An organization's ability to learn, and translate that learning into action rapidly, is the ultimate competitive advantage." - Jack Welch*
- o *"A manager is responsible for the application and performance of knowledge." - Peter Drucker*

o Use the Big 3

Built on

RESPECT and Avoiding NEGLECT



Step #2: INSPECT

Use the Big 3

- TOOL #4: Questions for Coaching
 - I was clear, why are they not hitting the target? Expect then INSPECT
 - Avoid jumping to the wrong conclusion
 - Make it right the first time
 - Employee owns their performance
 - Focus using the 3 Reasons
 - RESPECT: It's not personal
 - Avoid NEGLECT: Partners in action NOW



Tough Times Tool #4

- Questions for Coaching - The Big 3
 - 3 Reasons for Poor Performance
 - Lack of knowledge or understanding
 - Lack of skills or abilities
 - Lack of motivation

Understand which to make the fix!



Tough Times Tool #4

Use the Big 3 Questions to Coach

| Big 3 Reasons: | Big 3 Questions: |
|--|--|
| <i>Lack of Knowledge, Information:</i> | <i>Describe to me what you just did. How did you do that?</i> |
| <i>Lack of Skills or Abilities:</i> | <i>Have I ever seen him do it correctly, even once?</i> |
| <i>Lack of Desire or Motivation:</i> | <i>What keeps you from doing what you know and have done before?</i> |

Tough Times Tool #4

Use the Big 3 Questions to Coach

| Big 3 Questions: | ACTION: |
|--|---|
| <i>Describe to me what you just did. How did you do that?</i> | <i>Correct - next Big 3 Question Not Correct = create SOP, write steps out and employee signs, demonstrate employee explain</i> |
| <i>Have I ever seen him do it correctly, even once?</i> | <i>Yes - next Big 3 Question No = demonstrate and employee DO, right job?</i> |
| <i>What keeps you from doing what you know and have done before?</i> | <i>Consider "motivation factors", remedy factors and ask for performance, contract for performance, progressive discipline</i> |

When They Lack Motivation

○ Motivation Factors

- Good performance **punished**
- Good performance **ignored**
- Poor performance **rewarded**

Time to REFLECT!



Step #3: REFLECT

- *"The deepest hunger of the human soul is to be recognized, valued, appreciated and understood."*
– Stephen R. Covey
- *"Level 5 leaders look out the window to credit others for success and look in the mirror to determine responsibility when things didn't go to plan."* – Jim Collins

○ Get Repeat Performances

*Built on
RESPECT and Avoiding NEGLECT*



Step #3: REFLECT

- **Get Repeat Performances**
 - **TOOL #5: RECOGNITION**
 - Reflect on “motivation factors” and you
 - What is recognized is repeated
 - Reflect their accomplishments
 - Catch them doing something right
 - Share the value and glory
 - Know what motivates others
 - **RESPECT:** Need others to succeed
 - **Avoid NEGLECT:** Ignoring the good



Tough Times Tool #5

- **Recognition and Motivation Factors**
 - Consider or reflect upon, what have I or “the system” done to:
 - Punish good performance
 - Ignore good performance
 - Reward Poor performance

**Take steps to remedy these
and start by owning it!**



Tough Times Tool #5

Recognition

- What we Recognize Gets Repeated
- Notice them doing it right and say thanks. Inspect then REFLECT!
- Recognition is not the same as reward!
- 3 Cs of Recognition:
 - Compliment
 - Correspondence
 - Connect
 - Challenge
 - Create



Tough Times Tool #5

Recognition thru the C's SAMPLE

- Cross train in new area or role for future job security (Challenge)
- Send a note of accomplishment to employee and a thanks to the spouse (Correspondence)
- Have the most skilled employee teach others (Compliment)
- Be creative and use a team approach incentive plans (Creative reward)
 - Sprayer example



Step #3: REFLECT

- **It all Begins Here With YOU!**
 - "Learning and leadership are indispensable to each other." – JFK
 - You are critical to the organization success but it is no longer ABOUT you.
 - What you bring to the table can hurt you too!
 - You cannot do it alone so get out of the way
 - Its not personal
 - It is about trust – strategic, organizational and interpersonal
 - Doings vs. Knowing/Talking



- *"Anyone can hold the helm when the sea is calm."* —Publilius Syrus

- Get ready to ride a less than calm sea....what will YOU DO to maximize on your greatest asset?

