



KEY FACTORS IN DEVELOPING A CULTURE OF HIGH PERFORMANCE WITHIN A SENIOR MANAGEMENT TEAM IN LARGE SCALE DAIRY ORGANISATIONS

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1. EXECUTIVE SUMMARY

The research in this report was based on four organisations with a structured interview designed to identify the key features of the culture of each organisation. The organisations were chosen as they represented different forms of ownership, state ownership, investment company, family owned business and corporate farming enterprise.

The key findings from the interviews were as follows

- All organisations had a vision, strategy and values statements which is critical in defining the Why, What and How of the organisation.
- Senior management team were structured in a way that each member had a distinct role in the business and responsibility. The goal was not to overload the operational team but to allow them to focus on coaching and mentoring the team.
- A critical component of the senior team is their ability to use coaching and mentoring to build a relationship with their team and give and receive feedback from staff. It is important that the team members are engaged in the process and have clear exceptions and take ownership, responsibility and accountability for their roles. These are key components of above the line thinking and building a strong team culture.
- Models such as Empowerment Model, Coach Approach, Clifton Strength Finder, Tuckman's Model, Jim Collins Good to Great Model were used for coaching and feedback.
- Excellence was recognised by all organisations with a focus on recognition and celebrating success.
- Poor performance involved feedback focused on expectations and values of the organisation. The Performance Matrix is a tool which can be used in feedback process.
- When building a team culture, relationships, trust, values are important and that individuals are accountable for their behaviour and aligned to organisational values.

Developing a culture of high performing management team is a deliberate process that requires a focus on continuous improvement and building strong team values.

2. INTRODUCTION

This report investigates what are the key factors in developing a culture of high performing senior management teams within four large-scale dairy organisations. The senior management team are a critical factor in developing and maintaining the culture which gives a framework for the organisation to operate. When developing a senior management team you must have a focus on employing the right people who have the ability to coach, mentor and give feedback to members of the team.

This report investigates how four large-scale dairy organisations achieve this. With a focus on high performance, teamwork, building relationships and trust to achieve high performance. The main aim of this report is to identify the Why, What and How the organisation develops their culture and areas that require further emphasis and work on.

The structure of this report is to define the key components around developing culture of high performing senior management teams within a large-scale dairy business. The first part of the report looks at the culture of the business and the framework in which to influence and bring change to the culture of an organisation. The second part of the report defines what are the characteristics of a high-performance team and how to create a high-performance culture. The third part of the report defines what is meant by a senior management team.

Once these key components have been defined the report moves into the methodology of the research and the organisations chosen for the research. The visions and values of each organisation are defined.

The next major part of the report is outlining how the questionnaires were developed and the process followed to conduct a structured interview. Each of the key questions answers are compiled to give an overall review of the results, then are broken down into individual organisation responses. From this conclusions and recommendations are made from the study.

Understanding the components of culture in an organisation is critical for its success. The four organisations understood the need to build culture especially around the senior management teams and how they interacted with their teams they lead. The senior management team is a critical part of any organisation and for it to be high performing the culture of the organisation must be right. To be able to develop culture in an organisation you must understand the key components which makes up the culture of an organisation. This is not easy to define as culture is made up of aspects which are affected by people's values, beliefs and personality.

3. CULTURE

“Culture eats strategy for breakfast with one business study finding culture is eight times more attributable to performance variation than strategy” Gilbert Enoka Dairy Exporter September 2017

The culture of an organisation is hard to define and is made up of aspects that can be measured and intangible aspects as it is affected by people’s values, beliefs and personality. In analysing the culture of an organisation, it is desirable to distinguish three fundamental levels at which culture manifests itself at; observable artefacts, values and basic underlying assumptions. Edgar Schein, 1988.

When you enter an organisation, you feel and observe its artefacts. This includes the physical layout, the dress code, the way people address each other, the emotional intensity and the overall feel of the organisation. More permanent archival information such as company records, products, policies and procedures and annual reports are included in this section.

The culture of the organisation is hard to interpret. We can describe how a group constructs its environment and what behaviour patterns are seen by members, but we cannot understand the underlying logic of why a group behaves the way it does. Hofstede, 1991.

To understand the ‘Why’ you have to look at values of the organisation that govern the behaviour of the individuals in the group. To understand values, you have to understand the underlying assumptions you need to determine how team members perceive, think and feel. These are all learnt behaviours. Culture is learnt, not inherited, it derives from one’s social environment and not from one’s genes. An example of this is the All Blacks, in which Graham Henry wanted a fresh culture that places emphasis on individual character and personal leadership. To do this they came up five leadership secrets. Kerr, 2012

Focus on personal humility (feet planted firmly on the ground)

1. All Blacks select on character as well as talent
2. Focus on continual improvement
3. Keep a blue head (optimal state in which you are on task and performing to the best of your ability)
4. Leaving the jersey in a better place (understanding the responsibility and heritage of All Black Jersey)

Company culture is the personality of a company. It defines the environment in which employees work. Company culture includes a variety of elements, including work environment, company mission, values ethics, expectations and goals.

The values and behaviour that contribute to the organisations culture includes an organisations expectations and experiences that are built over time

3.1. Framework in which to influence culture

To influence culture, the starting point is a framework identifying the process in which the culture has developed. You need to have a clear vision and purpose which provides the 'Why' things are done a certain way. After identifying the Why, the goals and expectations can be determined to understand 'What' is your part in the organisation. Finally, the clear values and behaviour of the organisation is determined or the 'How' things are done within the organisation. This next section goes into the Why, What and How the organisation acts to create the culture of the Organisation. (Kevin Eikenberry website)

- Why – clear vision and purpose (What are we trying to achieve, legacy)
 - A vision is a statement is a road map of what the company wants to be come in a future point based on the goals and values of the organisation. By having a vision, the organisation will have a clear focus on mid to long-term goals.
- What - expectations and goals to achieve (Purpose, what is your part in organisation)
 - A goal is an idea of a desired result that an individual or an organisation plans and commits to a achieve. Goals should be SMART specific, measurable, attainable, relevant and time bond and are used to motivate individuals. Goals should be written and should have a plan developed which outlines the steps involved to achieve the goal and timeframe to achieve each step.
 - Expectations is defined as a belief that something should be done in a certain way or something is going to happen if expectations are not meet. An example of were expectations are outlined is in a Job description and company policies which outlines role and responsibilities of the individual. When setting expectations there are six key areas that must be followed
 1. Clearly communicated - To communicate expectations clearly you must know what you want from people and set realistic, reasonable tasks and deadlines.
 2. Understand the Why/ Purpose
 3. Mutual agreement
 4. Written- clear and specific expectations
 5. Agreed to and commitment to achieve
 6. Reviewed- with feedback given
 - The purpose of the organisation is the reason for which something is done created or for which something exists. A sense of purpose (meaning) is what drives and motivate staff to achieve organisational goals and helps the organisation align with individuals' values.

- How – clear values and guiding behaviour
 - Behaviour is defined as the way in which an individual or organisation response to situation or stimulus (How we do things around here) this is determined by the individuals or organisations values.
 - Values are the fundamental beliefs of a person or organisation. Values have a major influence on a person’s behaviour and attitude and serve as broad guidelines to how individuals react.
 - The values of an individual employee must not conflict with the company’s goals or vision as if they do will cause, frustration, unhappiness and conflict within the Organisation
 - Coaching / Mentoring is important to develop relationships and trust (Emotional Intelligence).
 - Above the line thinking is about being open and curious. It is being able to respond effectively and usefully in any given situation. (Peoples Leaders Podcast) “Staying above the line is a great way to build culture, a good sense of team and be in a mindset to better cope with challenges. But it is natural to slip below the line too and you shouldn’t beat yourself up about that when you feel it happening,” Gilbert says.
 - Managing the team is critical and includes celebrating success, feedback on how the individual is aligned with the goals and values of the organisation.

A large-scale dairy farm for the purpose of this report has more than 8000 cows within the group with the business run on a corporate structure.

3.2. Changing team culture

Perspectives of ten successful head coaches (Peter J Schroder) identified the importance of values in building a team and the starting point in cultural change in a team were creating core values. Several techniques were used to create core values, but the key points are summarised below.

Four mechanisms were used by coaches to alter the core values of the team

1. Coaches spent significant effort defining and articulating desired team values.
2. Utilised several teaching tools to help their athletes understand and assume team values.
3. Very specific recruitment profiles and scouting techniques were developed by coaches to recruit players who embodied the team values.
4. Rewards and punishments used to further communicate the importance of specific cultural values.

Researchers have indicated that establishing a vision is a key starting point for culture change.

3.3. High performing teams

A high-performing team is defined as a group of people with specific roles, talents and skills with a commitment to a common purpose. High performing teams must have a shared vision, purpose, trust, build relationships and focus on high performance.

As a leader of your organisation you must gain the trust of the people you lead and manage. Jack Zenger and Joseph Folkman described the three elements of trust as:

1. Positive relationships
2. Good judgement/ expertise (well informed and knowledgeable)
3. Consistency (walk the talk)

To create a high performing team requires four key components (Engagedly.com).

1. Create a clear purpose that will inspire people
2. Establish a clear strategy and plan which is communicated often
3. Develop clear and measurable indicators of success
4. Ensure that every individual has clear responsibilities and performance expectation

Whether we are talking about elite special operations units, winning professional sports teams or high-functioning business organisations, all high-performing teams share similar attributes. They have high levels of internal trust and accountability and clear values. They are more sustainable, have higher levels of engagement, employee satisfaction, retention and therefore efficiency.

How to create a high-performance Culture (Proofhub.com Sandeep Kashyap)

1. Clarity of values - Values are defined and drive the day to day behaviour of the organisation
2. Reinforce positive behaviour - Positive can-do attitude that rewards success.
3. Encourage open communication at all levels
4. Employee Empowerment – Show them that you trust them, provide training, communicate clear vision and allow them to be part of the planning process
5. Feedback – A feedback rich culture is a key ingredient for a positive culture
6. Focus on what matters – Is their room for growth, appreciation of a job well done, High level of transparency, no favouritism, sense of purpose and supportive leadership.

3.4. Senior Management

The Senior Management Team form a critical part of the business success they lead, mentor and coach the team they are responsible for. Senior Team Management involves teamwork, communication, objective setting, relationship building and performance measures. Management is a discipline that consists of a set of four general functions, planning, organising, leading and controlling which works in a continuous process.

1. Planning and decision making - determine courses of actions and sets the goals of the organisation.
2. Organising – co-ordinate activities and resources
3. Leading – managing, motivating and directing people through influence and relationships.
4. Controlling – monitoring and evaluating activities and giving feedback ensuring the achievement of organisational goals.

Leadership Seth's Blog

“Leaders create the conditions where people choose new actions. The choices are voluntary. They're made by people who see a new landscape, new opportunities and new options. You can't make people change. But you can create an environment where they choose to.”

3.5. Reasons why the Culture of Senior Management Team is important

Senior Management Teams have always been considered as an overhead of the business and an area of focus for cost cutting or limiting numbers when money gets tight. This is short sighted as Senior Management Teams play an integral part in how the business is operated and the culture of the business but for Senior Management Teams to be successful, they need to be high performing and focused on the strategy and values of the organisation.

4. METHODOLOGY OF RESEARCH

Four large-scale dairy operations were approached to be case studies with an interview completed with the CEO or General Manager of the organisation. The four organisations were chosen because they represented different forms of ownership within dairy farming businesses. Landcorp (Wairakei Dairy Complex) is a State-Owned Enterprise with a nationwide portfolio of farms, Craigmore focuses on capital from investment funds, Dairy Holdings Ltd is a commercial farming enterprise and Hopkins Farming Group is a predominantly family owned business.

4.1. Research design

In this study I have focussed on large-scale dairy farming operations. The questions have been designed to bring out the views of the organisation around how the senior management team operates and how it effects the culture and performance of the organisation. Once the interview has been completed common factors will be discussed and key differences identified for future investigation. The goal of this report is to identify practices that help to develop high performing senior management teams and organisations.

4.2. Analysis of Questionnaires

A structured interview was completed over the telephone or by visiting the farm operation. Questions were asked about team structure, factors in building a successful team and attributes looked at when employing senior team member. How senior team interact with farm teams. Focusing on goal setting, mentoring & coaching, how to get team on board the bus, taking responsibility & accountability for the role, management of conflict, whether they have a strong training & development program and how is excellence or poor performance dealt with. The process of developing a culture, key features of culture in the organisation, how policies & processes are developed and implemented, what are the key factors in building a team culture and employing the right person to fit into culture.

Once the interviewees had responded to the questionnaire the responses were analysed by combining the answers and looking for common themes and individual differences on a question by question basis. Key themes were then drawn out to develop conclusions and recommendations on how to build a culture of high performance for the senior management team in a large-scale dairy organisation.

4.3. Organisations used in Research

Landcorp (Wairakei Dairy Complex) - Leases approximately 14,500ha of Wairakei Estate north of Taupo. Landcorp milks 20,500 cows on the block through thirteen dairy complexes producing 3.8 million kgMS. The person interviewed at Wairakei was Bruce Hunter, Senior Business Manager.

Craigmore – Focuses on building and managing a portfolio of two high quality Dairy farms milking 16,000 cows, spread through the Canterbury and North Otago regions with one support block farm and multiple lease blocks. Person interviewed at Craigmore was Stu Taylor who role is General Manager Dairy & Grazing.

Dairy Holdings Limited - Is a South Island based wholly owned and operated New Zealand company producing 17 million KgMS from fifty-nine dairy farms milking approximately 50,000 cows with fifteen support blocks. Person interviewed was Colin Glass Dairy Holding Ltd CEO.

Hopkins Farming Group – Is a Manawatu based farming group which milks 8000 cows producing 3 million KgMS on ten dairy farms with three support blocks. Information gained from knowledge of company from author who is CEO for Hopkins Farming Group

All the farms chosen have Farm Managers or Lower Order Sharemilkers employed to manage the farms are run by a senior management team

4.4. Vision and Values

The key starting point when looking at an organisation is its vision statement and values. This next section works through the values and vision of the four organisations and makes comments on key points recognising the similarities and differences.

Landcorp - Wairakei Dairy Complex

Vision:

To become the premium supplier of meat, milk and fibre for niche markets globally,

Values:

Sheer determination - farming in all weather and seasons.

Deep insight - we know our customers, our people and our land.

Complete Openness – Ask us anything, well give you a straight up answer.

Kaitiakitanga - look after what is precious.

Key Goals

1. Animal welfare - world leading practices around Animal welfare and antibiotic use.
2. Guardian of the land - leading the way in sustainable farming to protect and enhance the environment.
3. Innovation – to be the world leaders in premium natural food and fibre producers.

Landcorp has a corporate vision and values which were outlined above. The business unit at Wairakei also has its own vision and values.

Vision: Landcorp (Wairakei Dairy Complex)

United, progressing with pride

Values – of Wairakei Dairy Complex Leadership Group

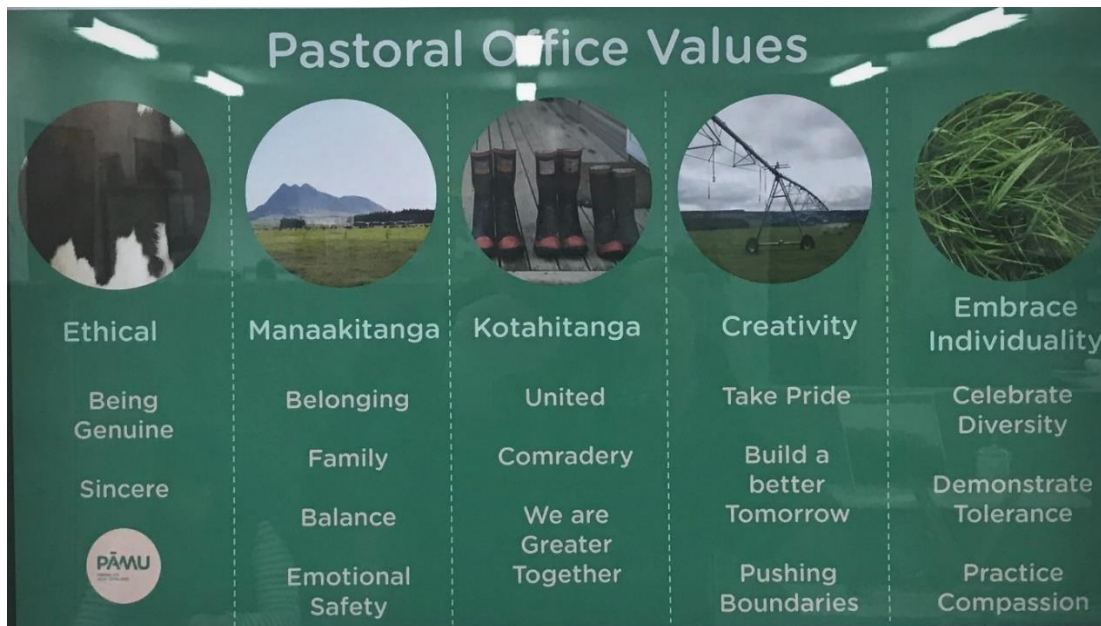


Figure 1: Vision of Wairakei Dairy Complex developed by team

Craigmore

Vision:

Long term sustainability of food production

Values:

- Sustainability Principles – embrace the team, environment and financial aspects of our farming operation.
- Quality Management – alignment with the long-term productivity of the farm.
- Quality Product – high quality and safe (lead with pride).

Sustainability Principles

Team Community

- Enhance the safety, skills and job satisfaction of our people.
- Promote open and honest communication with all parties.
- Promote well- balanced communities.

Environmental

- Grow healthy and safe products.
- Protect and enhance animal welfare, biosecurity, soil and water.
- Minimise risk from use of chemicals and atmospheric pollution.

Business /Financial

- Think long term and reward the team for behaving as owners.
- Measure risk and manage them to appropriate levels.
- Maximise profits within the above ethical and risk constraints.

Dairy Holdings Ltd

Vision:

A growing dairy business that provides our customer with the highest quality food from pasture.

Purpose (Focus)

Systems based around people, process and pasture are at the heart of Dairy Holdings business model.

People

- Gold member of the international investors in people standard.
- Recognising best practice in people management.
- Employer of choice.

Process

- Operations are driven by the overriding objective of maximising profitability by adopting systems that increase the quality of pasture grown and harvested.

Pasture

- Operations to be leaders in New Zealand Pastoral management, environmental and animal husbandry.

Hopkins Farming Group Limited

Vision:

Sustainable intergenerational dairy farming family business.

Values:

People

- Attract and retain the right people.
- Positive team culture.
- Employer of choice in the Manawatu region.
- Training and developing.
- Demonstrating people excellence.

Planet

- Describes the environment we live in and how we choose to farm and the effects it has on the environment.
- Show leadership around sustainable farming systems.
- Tidy and efficient farms.

Profit

- Pasture based system where costs are controlled.
- Focus on the quality of the assets and Optimising the returns they generate.
- Profitable business gives us choice around Debt repayment, Dividends, shareholders. redemption and allows for capital development.

4.5. Summary of Vision and values

Vision

Each of the four organisations had different visions but the key focus was around the customer, quality of food and the sustainability of the system. The exception to this was the Hopkins Farming Group which had a strong family influence on its Vision Statement.

Values

All the organisations studied had a focus on people, sustainable farming practices and processes. Profitability was a secondary focus except for Hopkins Farming Group which had a strong profit focus. I suspect this reflects the capital structure of each business and the recognition that profit is the result of doing everything else well.

The different emphasis on different values was observed with each of the companies having different drivers of the business.

Craigmore had a very strong sustainability focus with principles developed around; team (community), environment, business and financial management.

Landcorp is more focused on the big picture with aspirational values. Another interesting point is that Landcorp has visions and values for the leadership team at Wairakei which were developed by the leadership team. This means the values are more likely to be adopted by the team.

Dairy Holdings focus is on the process of growing more pasture and converting it into milk by utilising a pasture-based farming system. Hopkins Farming Group has a strong family influence with the family's values dominating how the business is run with a focus on profitability.

The key factor is that all the businesses had a vision and values / principles in which they work to. The next stage of this report is to present key findings from the interview questionnaire and to look at how each leadership team uses these values / principles to lead and build culture in their teams.

5. SUMMARY OF RESPONSES TO QUESTIONNAIRE

How is your senior team structured?

Over the four organisations the way the teams were structured is similar with Operation Managers or Pod Managers overseeing 4000 to 6500 cows and more if employing sharemilkers which Dairy Holdings does on several farms. Due to their size Dairy Holdings and Landcorp had an additional management level. Dairy holdings had two Chief Operating Officer's and Landcorp had a North Island and South Island Senior Business Manager.

All organisations had General Managers or CEOs who were responsible for the implementation of strategy set by their Boards. All organisations have support staff to complete administration, health & safety, human resources, compliance, data analysis and financial information. Hopkins Farming Group due to it slightly smaller scale required senior operations team that could cover multiple roles. Due to their scale or business plans, Craigmore, Dairy Holdings and Landcorp could employ individuals with expertise in that specific area. This is an advantage of scale as the overhead cost can be distributed across the individual farms.

How do the senior team interact with farm teams (expectations, relationship building and setting goals)?

Common themes:

1. Values and expected behaviour were clearly defined
2. Where we are going and how we act was discussed with the teams
3. Weekly reporting and information systems were utilised to monitor farm and staff performance.

Key factors in building a successful team?

The key factors identified by all four organisations was the importance of teams working together and how they interacted with Senior Management. Common themes were around leadership, expectations, trust and the culture of the organisation. All groups had a vision and values in which the team were expected to work within.

Key features not outlined above identified by individual organisations how to build a successful team were:

Craigmore

- Look for synergy on the agreed way ahead.
- Agreed values which outline acceptable behaviours.
- “How we do things and do things properly.” Stu Taylor, Craigmore.

Dairy Holdings

- Requirement around everyone expected to have a strong work ethic.
- Supporting people within the organisation.
- Feedback is critical.
- Managing teams and people is a key focus.
- Coach Approach Philosophy with managing teams.

Landcorp

- Team working together to achieve common values.
- Mentoring and coaching individuals to achieve their goals.
- Strong change culture, looking for continuous improvement.

What are the key attributes in employing senior team?

Key factors:

- Employ right people with good attitude and skills.
- Have clarity around how things are done.
- Skills can be developed through training & development.

Dairy Holdings

- Looks for strong technical skills and people with a very structured and planned approach.
- Relies on trusting the people to have the ability to determine what is important and what is not, ie: clarity of focus.
- Prepared to hold people to account.

Landcorp

- The Business Manger to have a deep insightfulness into business and understand detail and risk.

Hopkins Farming Group

- A strong people focus with the ability to build strong relationship with farm teams through coaching and mentoring individuals.
- Ability to be member of senior management team who is prepared to contribute to the culture of the team.
- Strong work ethic and prepared to put in hours when required.
- Strong business knowledge which the use to train and develop individuals.
- Genuinely care about individuals and their progression through the business.

Craigmore

- Alignment of values and beliefs. The person in the role must believe in Craigmore values and behaviour expectations. Collectively we want to do things a certain way and believe in what we are trying to achieve.
- Relies strongly on empowerment model of management.

Empowerment model

Empowerment is the concept in management that if employees are given information, resources and opportunity at the same time as being held responsible for their job outcomes, then they will be more productive and have higher job satisfaction.

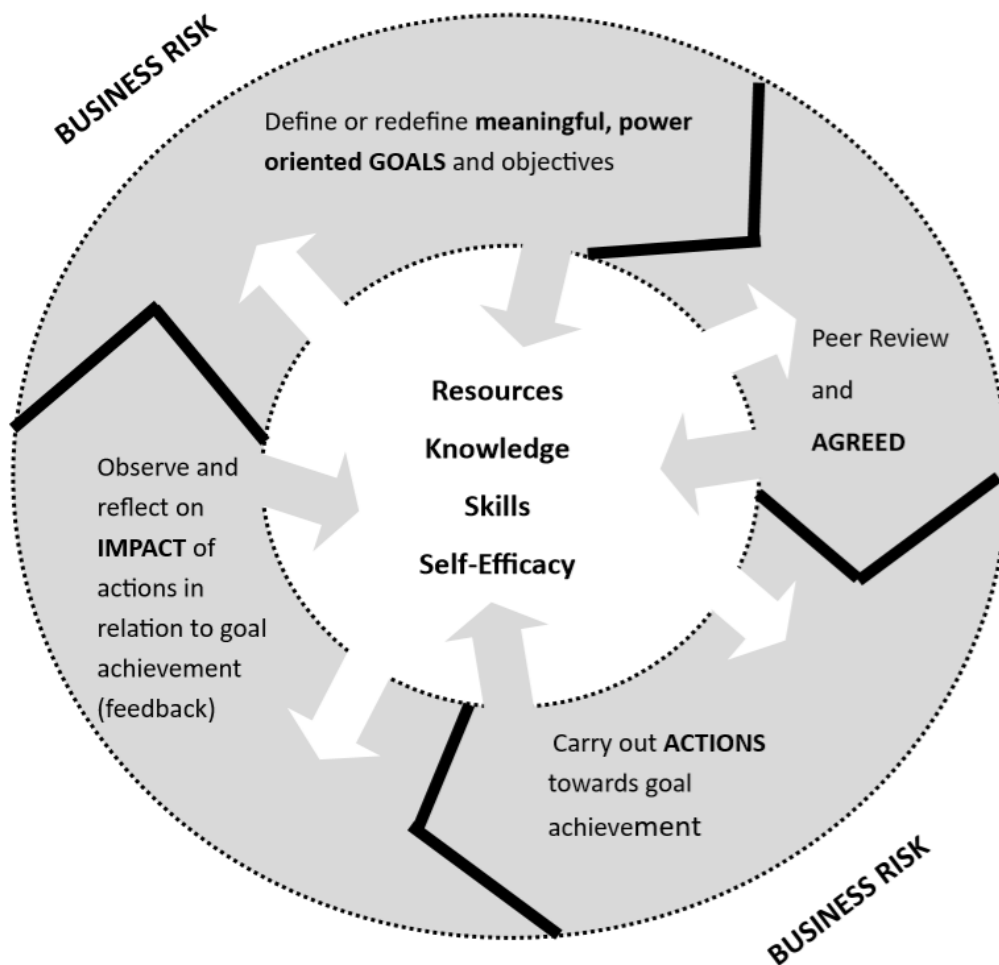


Figure 2: Empowerment model
 (adapted from Bennett-Cattaneo, L & Goodman, L (2015) reserchgate.net)

Do you use Mentoring and Coaching?

All the business interviewed used coaching as part of individuals development. Mentoring of staff is only formally recognised at Dairy Holdings.

Programmes used:

Landcorp

- Coaching staff a key focus of the business.
- Run a Good to Great Program with sessions designed around continuous improvement. Good to great concentrates on what it takes to be a Great Company vs merely a Good Company (Jim Collins).

Craigmore

- Coach Approach Philosophy with Pod Managers and Farm Managers.

Dairy Holdings

- Dairy Holdings has a strong focus on mentoring and coaching. Mentoring is used to get staff to move forward and outside their comfort zone.
 - A coach approach model is used by:
 1. Asking open ended questions and letting the staff come to the answer
 2. The senior management team are expected to push and pull individuals to get them to go in the right direction.
 3. Open discovery involvement in solution to ensure buy in from team.
 4. Dealing with different people in different ways depending on experience and knowledge. The less experienced staff tend to set direction for them, more experience staff are expected to find direction.
- Coach Approach Model (coachingknowhow.com)

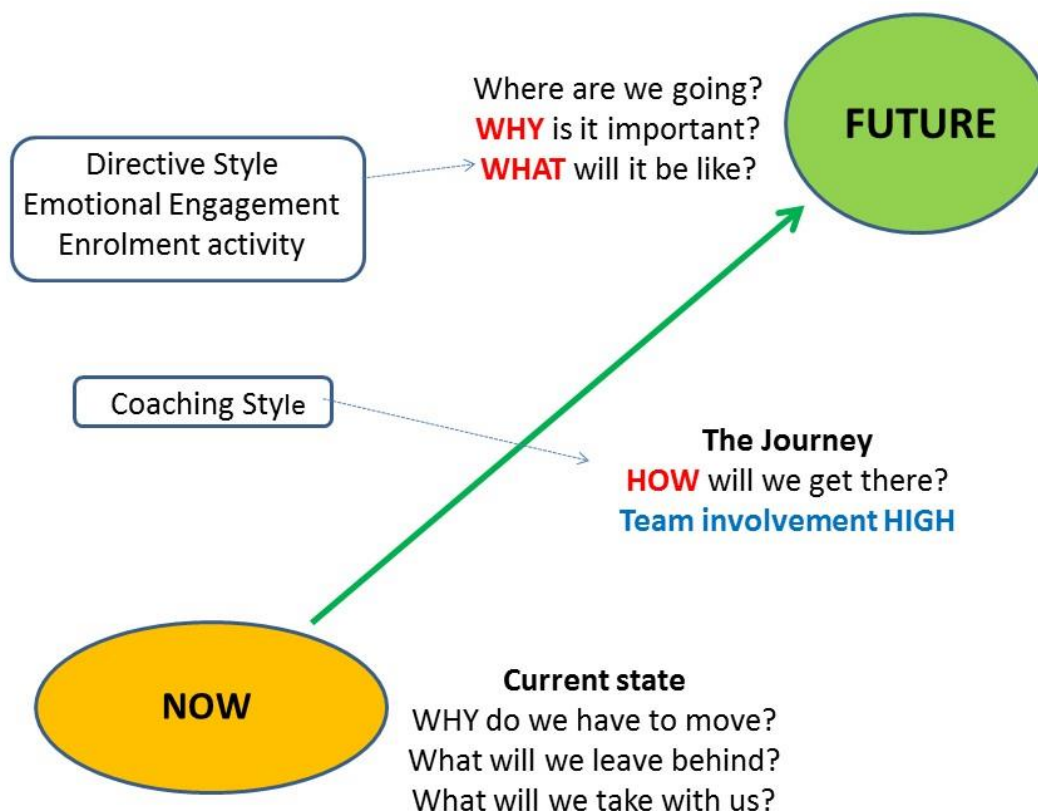


Figure 3: The 'Coach Approach' model
(Lamb, R (2012) <http://coachingknowhow.com>)

Hopkins Farming Group

- Coaching, training and development of individuals is a critical part of Hopkins Farming Group's philosophy. With coaching Hopkins Farming Group focuses on excellence in people management and farm systems.
- Operations Managers are actively encouraged to coach employees and develop their skills especially around pasture management and people management.

How to get team on board the bus?

The common themes that came from the organisations were that the individual needed to know the Why and work to an agreed strategy or plan with clear expectations. The development of staff through coaching and training & development was critical. Making sure staff were engaged in the process and took ownership of their roles. Leadership was identified as critical in this area as leaders need to be aspirational and live by the values of the organisation.

Craigmore

- Look for opportunities to take the business from good to great.
- Make sure staff are aligned through performance reviews, coaching and knowing where they are heading.
- The individual must agree to come into the group and act in relation to the group values.
- The ideal situation is where groups within the organisation are self-mediating and remove people that don't align.

Landcorp

- Reward excellence.
- Reasonable person test used – "What would a reasonable person do?"

Dairy Holdings

- Help formulate through engagement, checking how they are being developed, selling the plan to the team and committing to plan.
- Set direction and show everyone where they fit into the plan to give effect to plan.

Hopkins Farming Group

- Come from leadership what they say they going to do.
- Strong focus on training and development with a focus on developing excellence.
- Building strong team culture within the group with teams encouraged to attend formal and informal events. Events include, awards night, Christmas party, midyear event and individual team barbecues.

- Recognising excellence through annual awards night and monthly farm champions awards.
- Encourage and assist staff to enter Dairy Industry Awards and Dairy Business of the Year.
- Strong community involvement, Dairy Women's Network Leaders, sponsorship, agri careers expo and vet student work experience.
- Work around mental health on farm with staff attending events with Doug Avery and John Kirwan.

How do you get individuals to take responsibility for their role and be accountable?

The four organisations had differing opinions on how to approach making individuals responsible for their roles.

Hopkins Farming Group

- Monthly Farm Managers meetings are held to discuss policies and expectations with Farm Managers. Key to this meeting is Farm Managers giving feedback and taking ownership of the agreed plan.
- Weekly operation team meetings are held with action list completed with the person responsible identified and timeframe put in place for completion of project or action.
- Clear expectations and job descriptions are completed for each role within Hopkins Farming Group.

Landcorp

- Tend to have a structure where much of the plans and policies to Farm Managers are fed down from Operations Managers or senior management team.

Dairy Holdings

- Dairy Holdings focus is being very clear on what they expect, set expectations, "What we are going to do." Colin Glass commented, report against expectations and provide strong feedback. "People love feedback." Colin Glass. Feedback focuses on how we've gone against the plan, where we want to be, acknowledging that staff are listened to, what training or areas of improvement are required and what are the implications if they are not achieved.

Craigmore

- Craigmore uses the empowerment model which helps to get the Farm Managers to take responsibility while mentoring and providing feedback or KPI's and farm performance. A no blame culture is encouraged to allow Farm Managers to try new ideas as Craigmore looks for continuous improvement.

Do you have a strong Training and Development program?

All the four organisations encouraged training and development and requirements were either identified by formal reviews or requested by individuals. Individual Training and Development Programs were seen across the four organisations with Hopkins Farming Group and Dairy Holdings making it a special emphasis. "In the past we have done a lot of training not targeted to what people need, generic training doesn't add value and training and development must be fit for purpose and mandated." Dairy Holdings.

Employees at Dairy Holdings are encouraged to step in and take ownership around training with a focused conversation around development. Colin Glass has found this approach to be very positive with individuals controlling their own development once given guidance from a senior manager based on their areas requiring further development. "People can be scared to ask for training and development but if they are focused on the why and what role may lead to provides incentive and motivation to do training."

Hopkins Farming Group has an extensive training programme which focuses on people and farm systems excellence. Training includes internal discussion groups, skills training, assistant managers development programme, dairy trainee apprenticeship programmes and external conferences. Formal reviews and manager feedback are used to identify training and development requirements for individuals.

How do you reward excellence or deal with poor performance?

Excellence is recognised with a focus on recognition and celebrating success. Poor performance involves feedback in either six months review, annual reviews or adhoc reviews as required. These reviews are focused on job descriptions and expectations for the role. All four organisations enter into conversations with staff if performance is not up to standard and give feedback on how improvements can be made.

Landcorp focuses on what can be improved and to coach staff to find their gaps and help identify blind spots. From this a plan is developed and discussed with consequences if not achieved outlined. Senior Managements response must be level-headed and consider individuals' circumstances. Craigmore has a very similar process but emphasis on "Recognising the person as a human being first and how can we help." Stu Taylor

Dairy Holdings recognise this is an area that they need to develop further on and want to focus on how to change poor performance within a supportive environment.

As a team how do you deal with conflicts and differences of opinion?

All four organisations identified the need for rules on how their teams interact and behave. Some of this is formally done through job descriptions and setting clear expectations, while other components are around soft skills such as, open communication, relationship

management, listening to understand, being vulnerable, open and transparent where everyone’s opinion matters.

Craigmore – uses Clifton Strength Finder which helps to gain a better understanding of the individual.

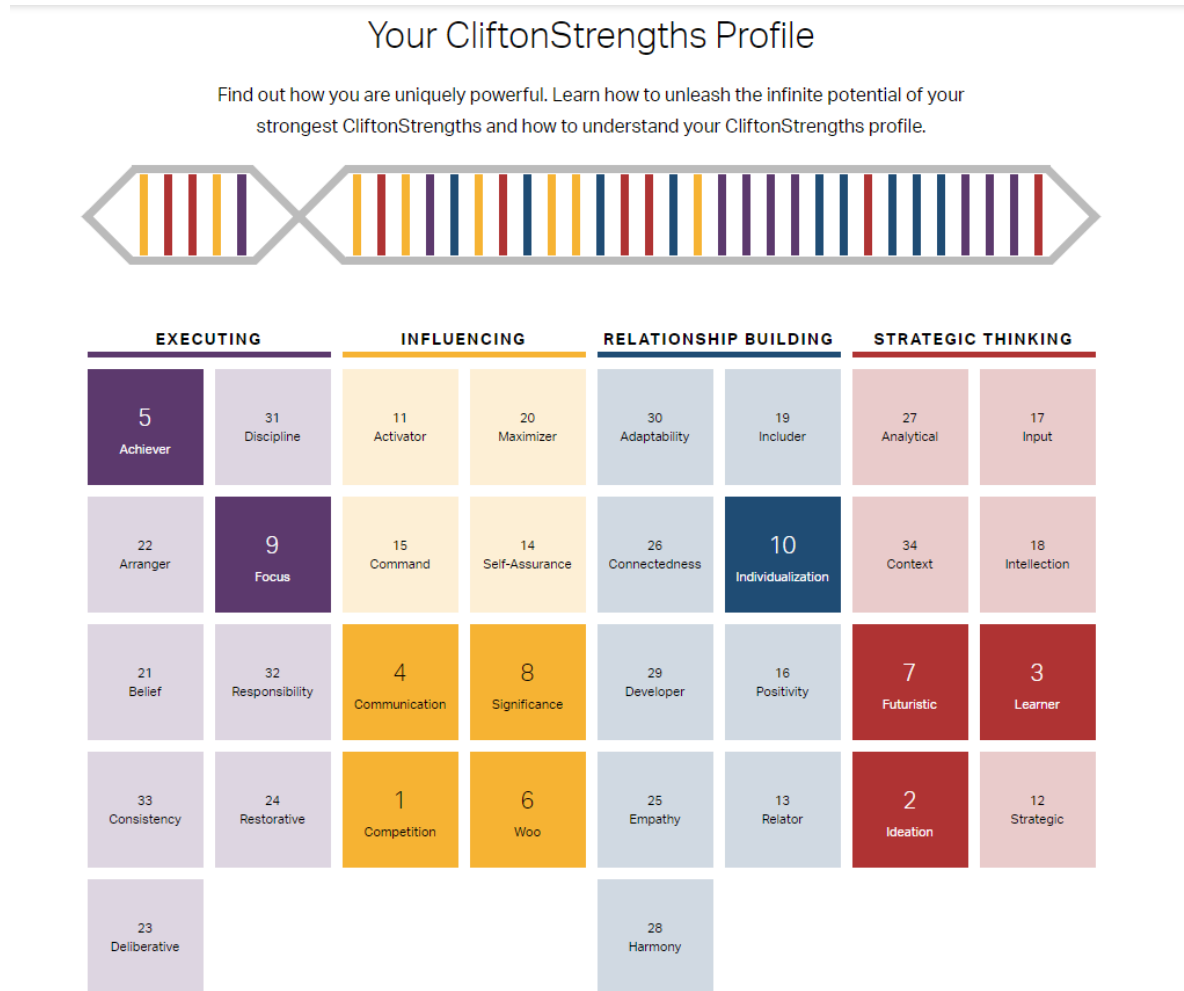


Figure 4: Clifton Strength Finder Report – Shaun Back 2019 (gallup.com/Clifton strengths)

Landcorp – Form, Storm, Norm, Perform and adjourning model, Leadership Activities at Different Group Formation Stages (Bruce Tuckmans)

Stage	Activities
Forming	<ul style="list-style-type: none"> Direct the team, and establish clear objectives, both for the team as a whole and for individual team members .
Storming	<ul style="list-style-type: none"> Establish processes and structures. Build trust and good relationships between team members.

	<ul style="list-style-type: none"> • Resolve conflicts swiftly if they occur. Provide support, especially to those team members who are less secure. • Remain positive and firm in the face of challenges to your leadership, or to the team's goal. • Explain the "forming, storming, norming, and performing" idea, so that people understand why problems are occurring, and so that they see that things will get better in the future. Coach team members in assertiveness and conflict resolution skills, where this is necessary. • Use psychometric indicators such as Myers-Briggs and the to help people learn about different work styles and strengths.
Norming	<ul style="list-style-type: none"> • Step back and help team members take responsibility for progress towards the goal. (This is a good time to arrange a team-building event.)
Performing	<ul style="list-style-type: none"> • Delegate tasks and projects as far as you can. Once the team is achieving well, you should aim to have as light a touch as possible. You will now be able to start focusing on other goals and areas of work.
Adjourning	<ul style="list-style-type: none"> • Take the time to celebrate the team's achievements – you may work with some of your people again, and this will be much easier if people view past experiences positively.

Key Points

Team formation usually follows easily recognizable stages, known as "forming, storming, norming, and performing." Psychologist Bruce Tuckman, who created this memorable phrase, later added a fifth stage, "adjourning" or "mourning."

You can use Tuckman's model to help your team reach the performing stage as quickly as possible.

First you identify the stage of development that your team is at. Then, you use strategies that move your team through to the next stage in the team formation process. With focus and hard work, you'll quickly have a high-performing team.

The goal setting process differs between the four organisations.

Craigmore – Farm Managers come up with the strategy to achieve goals which is peer reviewed, Board approved then implemented and reviewed.

Dairy Holdings – Focus on the story the direction of travel, the strategy is set at senior management level and approved by board. Once approved by board empower senior management team to implement and provide a clear road where people are mentored. People are pushed outside their comfort zone and pushed to get accountability and performance from them.

Landcorp - Change management style based on individuals, Business Managers drive plans and set expectations. It is their role to explain the why and build relationships to gain trust.

Hopkins Farming Group – Weekly operations meetings and Farm Managers meetings where information is distributed to the Farm Managers. Set individual team goals and provide feedback to teams. Annual farm plans are developed in consultation with Farm managers.

What are the key features of Culture?

Each of the four companies had a different slant on the key areas of culture but common themes included people, pride and systems.

Craigmore – focused on empowered and connected staff who act with integrity and think in the future but act in the present.

Landcorp – key area of focus was setting clear and realistic goals which focused on getting the right people who took pride in their work, were enthusiastic, looked for continuous improvement and united as a team.

Dairy Holdings – clarity of strategy and farm systems which gives a framework for farms to operate to. The farm systems and administration are simple and understandable. Check the right message is being received and check perceptions to make sure alignment with message.

Hopkins Farming Group – very people centric based on family values. Striving for excellence in people and farm systems management. A strong team focus with training & development and progression actively encouraged.

What are the key factors in building a team culture?

Relationship building and trust are key drivers of building a successful team. The team values are also identified, and team members are being held accountable for their behaviours that are expected to reflect the values of the organisation. Open and constructive feedback forms part of building a positive team culture.

Craigmore

- Leaders live by and model behaviours as well as calling team members to account if outside expected behaviours.
- Creating an environment where individuals can share opinions.

- Look for solutions rather than problems.
- Have a focus on the problem and solution rather than the individuals involved.

Landcorp

- Employ the right person to fit into the culture.

Dairy Holdings

- Low staff turnover.
- Clarity and focus around policies, farm systems, processes and the rest happen.
- Non-performance must be addressed at the time.
- Courage to address so that the right outcome can be achieved.

Hopkins Farming Group

- Relationships building trust, showing integrity and consistency.
- Honest discussion about clear goals and values.
- Spending time outside work and having fun to further build relationships.

How are policy's and processes developed and implemented?

- All the organisations plan what should be in place, they have input from farm teams with a feedback process in place.
- Craigmores - focuses on Empowerment Model, which focuses on developing a goal or plan, peer reviewing plan, implementing plan and giving feedback.
- Dairy Holdings has developed their own simple systems where performance can be monitored. Once plan is agreed to staff are expected to stick to plan to avoid people doing things in isolation.
- Landcorp's policy and procedures have multi layers of development from Central Government, Board and Business Managers as well as having many key interested parties with a public good aspect to policies.
- Hopkins Farming Group relies strongly on Senior Management Team to develop policy and procedures with feedback gained from Farm Managers. Policies are approved by board with expectations explained to all staff. Hopkins Farming Group is currently moving towards an Empowerment Model.

Do you give feedback and look for continuous improvement?

Feedback to staff as a critical way to improve the organisation to identify training & development needs and get general feeling of whether business is flowing in the right direction. Feedback across the organisations had two main focuses:

1. The performance of the individual and their role in the business.

2. Measuring the organisational culture and how that individual feels about the organisation.
- Hopkins Farming Group uses a Happiness Survey to gauge what staff are feeling and 360 reviews of senior management.
 - Dairy Holdings use an independent survey company to ask staff opinions as they feel staff are more likely to tell an independent party what they really think. “We have had some real gold nuggets come out of this process.” Colin Glass, CEO Dairy Holdings. Colin also commented that it is important to callout if not at level wanted and to avoid telling people what they want to hear. Acknowledge performance good or bad in front of peers but don’t single out an individual. Dairy Holdings has an employee assistant programme trying to develop an open culture. Once again, an external party and/or support person is there if required. People are different and have different drivers and on the whole want to do the right thing. Feedback has to drive the right behaviour.

Dairy Holdings feedback process:

1. Overarching performance measures
 2. Clarity of feedback
 3. Conversation where they think they have performed well
 4. Honest conversation – good and bad
- Landcorp uses a team ranking process but tends to be very subjective and a formal performance matrix is also used.

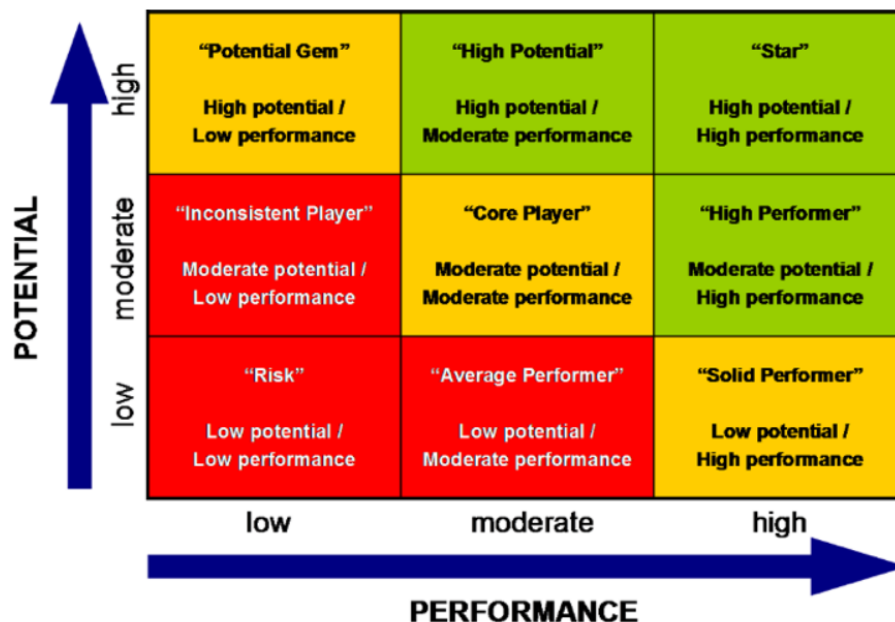


Figure 5: Performance Matrix
(Barnhill, A (2017) <http://performance culture.com>)

6. CONCLUSIONS

The question on developing a culture of high-performance senior management team in a large-scale dairy operation has been broken into three key areas, culture, high performing teams and the expectations on senior management.

The culture of the organisation is critical to its success but hard to interpret and define. To understand the culture, you must look at the values of the organisation that govern the behaviours of the individuals in the group. To understand the values, you must understand how the team members perceive, think and feel. These are learnt behaviours and like trust build over time. Company culture is the personality of the company and defines the environment in which people work.

A framework on how to influence culture looks at the why, what and how. The why requires a clear vision and purpose that is based on the goals and values of the organisation and provide a clear focus. The what focuses on the purpose or “what is your part in the organisation” and the expectations and goals to achieve the organisations strategy and plan.

Goals should be written and be used to develop a plan which outlines the steps involved to achieve the goal as well as defining a timeframe. Expectations is the belief something should be done in a certain way, an example of this is a job description and company policies which outlines the expectations and responsibilities of an individual.

Finally, the how is defined as the clear values and guiding behaviour of the organisation. Behaviour is defined as the way in which an individual or organisation responds to a situation or stimulus. This is largely determined by the individuals and organisation values. Values are the fundamental beliefs of a person or organisation. Values have a major influence on a person’s behaviour and attitude. This was seen by two examples given the All Blacks changes under Graham Henry and feedback from ten successful head coaches in American sports.

Whether we are talking about elite special operations units, winning professional sports teams or high-functioning business organisations, all high-performing teams share similar attributes. They have high levels of internal trust and accountability and clear values. They are more sustainable, have higher levels of engagement, employee satisfaction, retention and therefore efficiency.

Coaching and mentoring help to develop the correct behaviour. This involves celebrating success and feedback to the individual to make sure they are aligned with the goals and values of the organisation. To develop a high performing team requires a clear purpose, clear strategy, clear plan, clear indicators of success and ensuring every individual has clear responsibilities and performance expectations.

The roles of managers involve four general functions: planning, organising, leading and reviewing which works in a continuous process. Planning and decision making determine courses of action and sets the goals of the organisation. Organising means co-ordinating the

resources of the organisation. Leadership focuses on managing, motivating, modelling behaviour and directing people through influence and relationships. The last component reviewing, focuses on monitoring and evaluating activities and giving feedback ensuring the achievement of organisations goals

The key factors coming through from every stage is that the following is required to be a successful organisation with a positive culture requires a clear vision and purpose which is based on the values and goals of the organisation. Once the culture has been determined the next key factor was getting team on Board the Bus, who need to know the why and work to an agreed strategy or plan with clear expectations.

6.1. Key findings from case studies

When working through the responses to the questionnaires all the four organisations had a Vision, Strategy and Values. The focus of the organisations vision was around the customer, food quality and sustainability of the system. Hopkins Farming Group was more focused on strong family values.

Values were similar with all organisations having a focus on people, sustainable farming practices and process. Profitability was a secondary focus except for Hopkins Farming Group which had profitability as a primary outcome. A difference in emphasis was observed due to different drivers of the values of the business and farm systems. The key factor is that all the organisations had a vision and values / principles in which to work to.

The Senior Management Team was structured in the way that each member had a distinct role and responsibilities in the business. The goal was not to overload the operations team but to allow them to focus on the team and developing that team. All organisations had support staff to complete administration, health & safety, human resource, compliance, data analysis and financial management functions. The size of the team was influenced by the size of organisation and economies of scale were seen.

The way the Senior Team interacted had four common themes:

1. Values and expected behaviour were clearly defined.
2. Where we are going and how we act was discussed with the team.
3. Weekly reporting and information system were utilised to monitor farms and staff.
4. Mentoring & Coaching around feedback was utilised to develop individuals and enforce values.

Common themes were seen across the organisations around leadership, expectations, trust and the culture of the organisation. Craigmore uses the empowerment model to develop team plans and set goals with interaction with Farm Managers and Senior Staff.

When employing for a senior team the key factors that were identified were employ the right person with good attitude and skills who have clarity about how things are done. Skills can be developed through training and development. A critical component of the senior

team is their ability to use coaching and mentoring of staff. Craigmore and Dairy Holdings used the Coach Approach model which involves staff involvement in finding the answers and taking ownership of their roles.

Feedback and developing staff through coaching and training & development was critical to make sure staff were engaged in the process and took ownership of their roles. How to get individuals to take responsibility for their role and be accountable was an area that Landcorp & Hopkins Farming Group identified as an area to focus on. Dairy Holdings focused on being very clear on what is expected and providing feedback on those expectations. Craigmore used the Empowerment Model that helps to get the farm managers to take responsibility while monitoring and providing feedback to KPIs and farm performance.

Excellence was recognised with a focus on recognition and celebrating success. Poor performance involved feedback focused on expectations. All four organisations enter conversations with staff if performance is not up to standard.

All the organisations encouraged training and development in requirements identified by formal review or requested by the individuals. Dairy Holdings suggested that generic training doesn't work, and training needs to be based on an individual's requirements.

Key factors of organisations culture were the next area of questions discussed with the Senior Managers. Each of the organisations had a different slant on the key areas of culture but common themes included people, pride and systems which focused on empowering and connecting staff (Craigmore). Setting clear and realistic goals which focused on getting the right people who took pride in their work (Wairakei Landcorp). Clarity of strategy and farm systems (Dairy Holdings). Family values and striving for excellence (Hopkins Farming Group). When building a team culture, relationships, trust, values are important and that individuals are accountable for their behaviours around organisational values is critical.

This report shows that all four organisations focused on building high performing senior management teams with a focus on the culture of the business. Mentoring and coaching staff was critical to the success of the organisations as was having clear values, goals and vision. Further work is required around what happens in smaller to medium organisations and whether focus on culture is evident.

High performing senior management teams play a critical role in building a positive team culture that supports decision making and ensure the organisation is focusing on strategy that is guided by the vision and values of the organisation. This report shows a process which can be followed with recommendations.

7. RECOMMENDATIONS

To develop a culture of high performance in a senior management team within a large-scale dairy organisation it is important to:

1. Ensure the vision and values are clearly understood and communicated throughout the Business.
2. Have a clear purpose, clear strategy, clear plan, clear indicators of success and ensure every individual has clear responsibility and performance expectations.
3. Develop a strategy and plan that is focused on the purpose, the expectations and goals of the organisation.
4. Clear values and guiding behaviour must be defined as this sets the boundaries and has a major influence on a person's behaviour and attitude.
5. Ensure the members of the team have input into developing the vision and values which are then used to guide strategy and develop the Why, What and How of the operation.
6. Understand how the team members perceive, think and feel through developing a relationship with the individual team member focusing on the values of the organisation to guide an individual's behaviour.
7. The first building block of team culture is to employ the right people for the role and provide them ongoing training and development opportunities.
8. To be an effective manager you must determine the required course of action, set goals, coordinate activities and resources, motivate and model behaviour and directly influence relationships, evaluate and give feedback.
9. Ensure the Senior Management Team has clearly defined roles that give them enough time to focus on people.
10. Coaching and mentoring are a critical role of the Senior Management Team to develop the desired behaviour, build relationships, build trust and consideration.
11. Feedback and developing team members through coaching, mentoring and training & development is critical to ensure team members are engaged in the process and take ownership of their roles.
12. Feedback that is used to keep team members accountable and provide guidance on behaviours and performance. It is critical with feedback to celebrate success and to make sure the individual is aligned with the goals and values of the business.
13. Ensuring team members are being held to account for behaviours and make sure that all the processes are linked to behaviours.
14. Actively look for opportunities to celebrate success.
15. Developing a culture of high performance is continuous and must be a focus in any organisation.

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9. APPENDIX

9.1. Appendix One: LANDCORP WAIRAKEI DAIRY COMPLEX interview answers

Kellogg questions

- How is your senior team structured and are roles clearly defined?
 - Senior Business Manager
 - 6 Business Managers – 4 farms each
 - 1,000 cow farms with a Farm Manager, Production Manager x 2, Dairy Assistants x 2 plus a casual
 - \$1.18/kgMS staff costs
 - Overheads 20c/kgMS plus functions provided by Wellington
 - 5 on, 2 off roster

- What do you believe are the key factors in building a successful team?
 - Weekly team meeting with Business Manager's, chasing milk and costs
 - Team working together
 - Change culture

- What attributes do you look for when employing senior team members (Skills vs attitude)?
 - Right people on bus first
 - Employ right people with good attitude and skills, if not right be prepared to change the people
 - Don't want supervisors driving around aimlessly, want business managers driving performance on farms
 - Business Managers to have deep insightfulness into business and understand detail, risk this doesn't happen if too busy to spend time

- How do the senior team interact with farm teams (Expectations, Relationship building setting goals)?
 - Vision is the basis of goals set
 - Know plans and set expectations
 - Celebrate success
 - Business Managers have credibility
 - Explain the why (facts and figures)
 - Build relationships to gain trust – positive, know what is important to each team members including families and hobbies
 - Change management style based on different people

- Do you use coaching and mentoring?
 - Coaching of staff is a focus by Business Managers
 - Know who the staff are
 - Honesty

- No surprises
- Follow the agreed processes
- Run 'Good to Great' sessions for continuous improvement
- What are the key features of your culture?
 - Company values are well defined
 - Culture for complex defined
 - Get right people
 - Clear and realistic goals
 - Plan goals and expectations with KPI's agreed to
 - Goals based on the biological model of the farm
 - Goals for people
 - Pride
 - Continuous improvement
 - Doing together
 - United as a team
 - Enthusiasm
 - Go beyond what is required
- Do you have clear values and Strategy (vision)?
 - Yes - photo
- How are your policy and processes developed and implemented?
 - Central government
 - Biological system based
 - Environmental
 - Research & Development
 - Health & Safety – people home safe each night
 - Business Managers and staff input
- What do you believe are the key factors in building a team culture?
 - Trust and relationships
 - Employ the right people
 - Have clear realistic expectations
 - Feedback
- How do you get team on board the bus?
 - Reward excellence
 - Pay bands (multiple roles / hierarchy)
 - Training & development every year
 - Aspirational leader
 - Left alone to do the job, trust people and leave good people alone
 - Reasonable man test – what would a reasonable man do?

- How do you get individuals to take responsibility for their role and be accountable?
 - Hard area especially with budgets – don't want a 'not my money' mindset
 - Focus on performance of people, environment, animals and systems
 - Financial objective – 6.6% return on weighted average cost of capital

- As a team how do you deal with conflicts & differences of opinion
 - Group model – Form, Storm, Norm (safe), Perform
 - Want to be in the perform space
 - Business Managers team
 - Be yourself
 - Open, firm, humour, details
 - Reasonable man test
 - Try to find safe place
 - Go back to the goals
 - Collaborate not compete – avoid silo's
 - Business Managers
 - Open and transparent
 - Be vulnerable
 - Everyone's opinions matter

- Do you give and receive feedback and look for continuous improvement?
 - Weekly team meetings
 - Team ranking – very subjective
 - Performance matrix used

- How do you reward excellence or deal with poor performance?
 - Celebrate success
 - Feedback
 - Business Manager's focus on expectations
 - Six monthly reviews – top down
 - Conversation
 - What can be better
 - You coach me in my gaps, help to identify blind spots
 - Our problems – opportunities to develop
 - Response to be level-headed

- Do you have a strong training and development programme?
 - People trained well, if they leave have done job well if move to a higher role
 - Training and development budgeted \$1,700 each person each year
 - Performance reviews always include personal development
 - Team members bring options to manager, driven by team

Areas of focus or team weakness

- Senior management team – silos can develop
- Rewards and recognition
- Performance on farm – resilient systems
- Interaction with Treasury and Government owners
- Dealing with poor performance quickly
- Relies on Senior Business Manager to lead team
- Conflict management

9.2. Appendix Two: CRAIGMORE interview answers

Kellogg questions

- How is your senior team structured and are roles clearly defined?
 - 6 Pod Managers Dairy – 3 x Pod of 4 farms, 4000 cows with 4 Farm Managers
 - Dairy finance team – 3 account people
 - Business support – NAIT, Health & Safety, Human Resources

- What do you believe are the key factors in building a successful team?
 - Vision – sustainable business
 - Synergy – agree way ahead
 - Purpose – why get out of bed in morning
 - Values & Behaviour – how we react
 - Acceptable behaviour
 - Modelling behaviours
 - Agreed values – how well do things and do things properly
 - Environment / Animal / People – forgo some income to balance out competing needs

- What attributes do you look for when employing senior team members (Skills vs attitude)?
 - 50% on performance and 50% on behaviour
 - Alignment of values and beliefs
 - Skills to do the job
 - Can we teach them to do the job?
 - Inline values
 - Naturally behave in a certain way
 - Line up way company
 - Collectively – we want to do things this way
 - On the bus
 - Believe what trying to be achieved
 - Empowerment model
 - Truly believe

- How do the senior team interact with farm teams (Expectations, Relationship building setting goals)?
 - Values and expected behaviours clearly defined
 - Where we are going and how we act
 - Managers come up with strategy
 - Financial plan presented to budget committee
 - Peer reviewed based on farm plan
 - Board for approval
 - Monthly focus or 2 monthly
 - Match farm calendar

- First forecast March
 - Review first quarter in November
 - July review of year – good and bad
 - Internal – stock, feed weekly information
 - Land & Feed – administration person - group
- Do you use coaching and mentoring?
 - Coach approach with Pod Managers and Farm Managers
 - Empowerment model
- What are the key features of your culture?
 - Empowered and connected
 - Integrity
 - Think in future, act in present
- Do you have clear values and Strategy (vision)?
 - On website
- How are your policy and processes developed and implemented?
 - Farm consultation
 - HR Committee
 - Empowerment model – ownership & responsibility
 - Plan – Check – Implement – Feedback
- What do you believe are the key factors in building a team culture?
 - Values, Purpose, How we act
 - Leaders live by behaviours and enforce behaviours
 - Creating individuals can share options
 - Problem not the individual
 - Trust
 - Solutions rather than problems
- How do you get team on board the bus?
 - Good to great
 - Starts at the top
 - Agree strategy – what you are trying to do and how we behave
 - Make sure align
 - Performance reviews
 - Coaching
 - Open coming in knowing where heading
 - Agree to come into the group
 - Act in relation to the group
 - Sweet spot – self mediating, remove people that don't align

- Process
 - Coaching, mentor, chance to change, detrimental to team
 - Work out individuals, look for patterns
 - Strength finder and Lean Management as part of a development programme
 - Catch phrases – Above the line not below the line
- How do you get individuals to take responsibility for their role and be accountable?
 - Empowerment model
 - Deciding where going
 - How they act getting their right plan
 - Monitoring feedback and KPI's
 - No blame cultures
 - Looking for continuous improvement
- As a team how do you deal with conflicts & differences of opinion
 - Use Strength Finder – Gallup model for understanding each other
 - Rules on how we interact and behaviour
 - Cut through emotional noise to real problem
- Do you give and receive feedback and look for continuous improvement?
 - Riverbank
 - Plan – where is the river going to flow
 - Feedback – is the river flowing the right way
- How do you reward excellence or deal with poor performance?
 - No bonus structures
 - Recognition and praise
 - Understanding individual needs and wants and situations that fulfil these
 - Poor performance
 - Feedback
 - Conversation
 - How do you see this?
 - I notice that you are how can we help you?
 - Recognising the person as a human being first
- Do you have a strong training and development programme?
 - Developing program
 - Individual training program

9.3. Appendix Three: DAIRY HOLDINGS LIMITED interview answers

Kellogg questions

- How is your senior team structured and are roles clearly defined?
 - Senior team – CEO, COO x 2 and CFO
 - PA
 - Agronomist / Contracting Manager
 - Farm Supervisors (7) 3 & 4 under each COO
 - Farm Supervisors have 6 – 12 farms depending on region and whether farms are run by sharemilkers

- What do you believe are the key factors in building a successful team?
 - Culture is everything
 - Commercial experience – budget / out deals
 - Work ethic
 - Expectations people always available if has to be done
 - Supporting people
 - Managing teams and people a strong focus

- What attributes do you look for when employing senior team members (Skills vs attitude)?
 - Technical knowledge operating at top of their game
 - Determine what is important and what is not – clarity
 - Good operators demand time, but supervisor needs to go where most needed
 - Structured and planned in approach
 - Focus energy in the right place
 - Clarity of focus – quite tight & hold people to account
 - Focusing on what matters

- How do the senior team interact with farm teams (Expectations, Relationship building setting goals)?
 - Move senior people
 - Strategy where see going in next couple of years
 - Pick key parts out to deliver on
 - Alignment of values
 - Story, direction of travel, important right now
 - Larger organisation
 - Board approval
 - Empower senior management team
 - Clear road map
 - Mentoring people
 - Moving forward

- Outside comfort zone
 - Push to get accountability and performance
- Do you use coaching and mentoring?
 - Mentoring people, getting them to move forward outside comfort zone
 - Open ended questions, letting the other person come to the answer
 - Pushing and pulling to get to the right direction
 - Coach approach
 - Asking leading and open questions
 - Open discovery to ensure buy in
 - Focus on getting done
 - Dealing with different people in different ways as they need and based on experience
- What are the key features of your culture?
 - Clarity of strategy
 - Clarity of farm system
 - Simplicity of farm systems and administration
 - Careful perceptions, getting the balance right
 - Check in regularly that they are getting and understanding the right message
- Do you have clear values and Strategy (vision)?
 - Growing pastoral dairy farming business to the highest quality food producer.
 - 100% pasture based
 - Self-contained
 - High standard of farm system
 - Monitor performance
 - Lift and progress people
- How are your policy and processes developed and implemented?
 - Simply as we can
 - Simple measure
 - Monitor performance and information
 - Systems to support people
 - Stick to plan – do other stuff on time and do well
 - Attention to detail
 - People don't do thing in isolation
- What do you believe are the key factors in building a team culture?
 - Profitable
 - Low staff turnover
 - Clarity around policies and processes and rest happens
 - Focus
 - Farm systems

- Knowing it is what you do
 - Clarity
 - Avoid distraction
 - Focus on what is important
 - Non-performance has to be addressed at the time
 - Process
 - What will happen if leave
 - Courage to address with right outcome achieved
- How do you get team on board the bus?
 - Help formulate what it is
 - Engage with development as part of process
 - Check in how being developed
 - Sell the plan to team and commit to plan
 - Set direction and show everyone where they fit so can give effect to plan
- How do you get individuals to take responsibility for their role and be accountable?
 - Very clear about what you expect
 - Expectations really important
 - Report again expectations
 - People love feedback
 - What we are going to do
 - How we've gone
 - Where we want to be
 - Acknowledge they are listened to
 - 90% people want to vent
 - Other time leadership role
 - Step up or leave
- As a team how do you deal with conflicts & differences of opinion?
 - What the other person thinks is good
 - Investigate perceptions
 - Shut up and listen first
 - Accountability of what other do
 - Look to get people on board
- Do you give and receive feedback and look for continuous improvement?
 - What contribute or difference making or wasting everyone time
 - Clarity on what is important
 - Feedback to team on what is happening
 - Feedback – independent auditor gives feedback
 - Tell them the truth, look for real nuggets
 - What people really think weak on
 - Call it out – highlight not at level wanted

- Avoid telling people what they want to hear
 - Employee assistant program – open culture
 - External party / support person able to be there
 - Acknowledge performance in front of peers
 - People are different
 - Focused on KPI and bonus
 - People do the right thing
 - Feedback has to drive the right behaviour
 - Overarching performance measures
 - Clarity of feedback
 - Conversation where they think they have performed well
 - Honest conversation – Good and bad
 - Adopt grandparenting principle
 - Perform differently if someone looking over shoulder
 - Farm Manager – written clarity back to staff members, between two people
 - Considered feedback – has to be signed off
 - A lot clearer, get off the fence and say what you mean
 - What is likely to happen
 - Oversight – what has been thought about
 - Learning through trial and error
- How do you reward excellence or deal with poor performance?
 - Area weak on
 - Reward excellence publicly
 - Call out poor performance issue – highlight why not at level wanted
 - Deal with person privately
 - Do you have a strong training and development programme?
 - In the past have done a lot of training not targeted to people
 - Target to what people need
 - Generic training doesn't add value
 - Fit for purpose – mandated
 - Encouraged to step up and take ownership around own training
 - Focus conversation around personal development
 - Very positive
 - Control of own development
 - Give guidance based on strengths
 - People can be scared to ask for training and development, focus on why and what is role

9.4. Appendix Four: HOPKINS FARMING GROUP LIMITED interview answers

Kellogg questions

- How is your senior team structured and are roles clearly defined?
 - CEO
 - Farm Operations Manager – 7 dairy farms
 - Farm Operations Manger – 3 dairy farms, 3 runoffs and asset management
 - Business Operations Manager
 - Office staff x 2

- What do you believe are the key factors in building a successful team?
 - Relationships
 - Taking ownership, responsibility and accountability
 - Understanding the why
 - Focus on coaching and mentoring
 - Building trust
 - Modelling behaviour
 - Leadership

- What attributes do you look for when employing senior team members (Skills vs attitude)?
 - Prepared to get on the bus
 - Good attitude, willing to change and learn
 - Prepared to be a team player
 - Skills to complete job can be trained
 - Ability to coach and mentor staff – people focused
 - Good communication skills
 - Ability to build relationships

- How do the senior team interact with farm teams (Expectations, Relationship building setting goals)?
 - Operations Managers very hands on
 - Weekly operation meeting to set plan for week
 - Set expectations
 - Need to set goals with teams
 - Conflict management
 - Feedback
 - Annual reviews

- Do you use coaching and mentoring?
 - Not as effectively as would like as farm operation manager tend to be hands on
 - Area of focus and seeing more coaching develop especially around conflict management

- What are the key features of your culture?
 - Family business
 - People are a focus and important
 - Striving for excellence
 - Team culture
 - Team meetings
 - Training and development
 - Progression opportunities

- Do you have clear values and Strategy (vision)?
 - Area where biggest gain can be made
 - Family have strategy around protecting family future
 - Business strategy currently being reviewed with change in board
 - Need to articulate values better

- How are your policy and processes developed and implemented?
 - Senior management team develop policy
 - Feedback gained from farm managers at farm managers meetings
 - Policies approved by board
 - Expectations explained

- What do you believe are the key factors in building a team culture?
 - Relationships building trust and showing integrity
 - Consistency with reaction and approach
 - Honest discussions
 - Time spent together outside work and having fun to further build relationships
 - Share workload and keep varied
 - Clear goals and values aligned

- How do you get team on board the bus?
 - Explain the why
 - Provide clear expectations
 - Develop staff through individual development and skills training
 - Come from leadership doing what they say they going to do
 - Accountability

- How do you get individuals to take responsibility for their role and be accountable?
 - Area struggle with especially with farm operations team
 - Farm Managers need to be more accountable for their operations, but we must give them ownership to run farms
 - Needs to happen within a coaching and mentoring structure

- As a team how do you deal with conflicts & differences of opinion
 - Tends to go on too long – problems need addressing quickly
 - Open communication
 - Use of job descriptions
 - Clear expectations and timeframes
 - Don't forget about relationship with the individual

- Do you give and receive feedback and look for continuous improvement?
 - Happy survey – looking at how things going
 - Farm Manager meeting monthly
 - Operations Manager visit on weekly basis
 - 360 review
 - Senior managers review

- How do you reward excellence or deal with poor performance?
 - Monthly recognition for staff living Hopkins Farming Group values
 - Look for opportunities to celebrate success
 - Northern farms dinner
 - Profit share and incentive scheme
 - Feedback on poor performance based on job description and role expectations
 - Formal annual review
 - Informal reviews throughout the year

- Do you have a strong training and development programme?
 - Primary ITO programmes
 - 2IC professional development
 - AWDT Next Level governance and leadership
 - Kelloggs Leadership course
 - Various discussion groups and industry training days