



The Habit of engaging Human
potential, Teal

Kellogg Rural Leadership Programme

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Jason Hoyle

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I would like to take this time to thank my amazing supportive wife, Heidi Hoyle. For being patient and having the vision that enabled me to get this project to where it is. Thanks xo

Preface

From my time researching my chosen Kellogg's topic, I have found it very easy to say something is broken. We need to change. This needs to be done by aiming for those low hanging fruit that shock and challenge us as dairy farmers.

I have since come to the realization that great leaders can inspire and lead change. The point of this project was not just to start a conversation and become more knowledgeable, but to challenge my own beliefs, innovate and lead through action.

'The light bulb wasn't invented by continuously improving the candle.' Oren Harari

It was about understanding the job to be done and then stepping back to look for solutions to solve this.

Only a few years ago the statement 'Pasture to Plate' was created. Now with that rate of change required to hold onto our licence to operate as a farmer, I feel it should be changed to 'Ecosystem, transparent to customer with an emotional connection in-between.'

To even adjust to the complexity of what I feel is now required, I find myself relaunching my dairy farming career with what I suspect will happen at least three times within my working time frame, if I am to remain competitive. At each point requiring to fully up-skill, or in today's words - capability rejuvenation. To achieve this, can we do what we've always done and just improve or adjust? Or as farmers do, we innovate?

For years gone by and even still today, we as Kiwi's believe that we are great innovators through the ingenuity of the "No.8 wire" mentality, with a can do resourcefulness attitude, that comes from a country such as ourselves at the bottom of the world. We are a long way from February 15th 1882 when our first frozen meat shipment left New Zealand's shores. Although these are incredible feats in their own right, as we moved towards the industrialised age, the question has to be asked:

Are we as Kiwis still great innovators? How can New Zealand shift from this idea of 'feeding the world,' to 'being great for the world?'

Furthermore within an industry such as the dairy industry, why is it that we struggle to attract and retain quality staff members? That across the board we have an increased number of people struggling with mental health and wellbeing. To a point now, I'm left wondering, who's next? Who will be the next fellow dairy farmer crippled by depression and/or anxiety?

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How has a new management Paradigm come to be?

We as humans have experienced going through four key stages of management evolution

At every stage, every component of that management paradigm seems to change, enhance and uplift to have a better human experience. With each stage to the next, significant breakthroughs appear.

- Who is the decision maker? (Holding the position of leadership)
- Who becomes the next leader?
- What pathway if any, is required to gain a position of power? (Right of birth, won through the fight/ flight process, the most intelligent, the hardest working, the most innovative).
- How can we better engage?
- How can we stay agile to the complexity of modern business/ ecosystems?
- How can we better innovate?

Through this next paradigm of self-managing organisations, Teal has the ability to be far greater at adjusting and embracing change.

These four key stages of the management paradigms are referred to as different colours: Red, Amber, Orange and Green.

Each of these colours relate to a very different time in history. But even today these different colours can be seen through all organisations within culture, egos and strategy. Not one colour may relate to one organisation. Although as humans, we have evolved, innovated and asked questions. The next colour of the management paradigm for tomorrow has come to be the management concept known as **TEAL**.

Teal has a place, due to the disruptive world we are currently experiencing, with an exponential rate of change and the speed of innovation required in meeting our customer's needs.

The five colours of the management paradigms

Red: Impulsive paradigm – Basic biological needs and impulses.

The colour red at its very basic meaning is that through the use of loyalty, power and fear, control is gained over others to achieve an outcome.

Red can be best described as a wolf pack with the members being fiercely loyal and the alpha male dominating over the others in the pack.

The chief or leader keeps his team in line. But any sign of weakness, if he becomes greedy or neglects his key roles, then he will be challenged with the goal to topple the leader and gain power. And so the cycle repeats itself.

Red today can be seen in gangs like the Mafia.

The great breakthroughs of this era include

- The division of labour: From chief to manager to slave
- Overthrowing authority

Amber: Conformist Paradigm – Symbols, schemes and traditions.

Amber at its very basic meaning is around mythology, organised religion and right of birth succession. This is where we start to see agriculture evolve with systems and rules. What we planted last spring, we plant again next spring as it grew well and harvested plentifully.

Amber can be best described as the Catholic Church. The Church operates as a hierarchical pyramid. The humble Priest is at the bottom of the pyramid below the Bishops. Then the Arch Bishops, the Cardinals, and at the very top of the pyramid, is the Pope.

The other great way to think of amber is the Royal Family: King, Queen, Prince and Princess all the way down to peasants. The historical pathway to success only happens through position of birth.

Amber today can be seen in: Armies, religious institutions, government agencies, public schools and family owned and operated farms.

The great breakthroughs of this era include:

- The creation of formal job titles, position descriptions, a stable chain of command and reporting lines.
- A stable and replicable process where any one person can be replaced, but the cause will still continue. As critical knowledge is retained, such as a template of this year's harvest was based on last season's experience.

- Innovation really starts to take shape with achievements that were never before comprehended. Pyramids, irrigation systems and cathedrals.

Orange: Achievement Paradigm – Achievement and improvement

Orange in its very basic meaning could be thought of as cogs in a machine. It was the beginning of the scientific and industrial age. No longer are we as humans fixed by rules enforced through guilt and shame.

We have now created a pathway to become an expert within a given field through asking questions without the fear of challenging the status quo. This has been formulated by breaking tradition to improve the basic quality of human life. Drama and civil unrest unfolded as this era redefined what we thought was possible.

Orange could be best described in this example: In 1913, the Ford Model T was created by the Ford Motor Company and became the first automobile to be mass-produced on a moving assembly line. By 1927, Ford had produced over 15,000,000 Model T automobiles.

Although it seems to be widely argued, the internet believes Henry Ford was once quoted as saying "How come when I ask for a pair of hands, I get a human brain as well?"

Orange today can be seen within the banks that occupy Wall Street. These are ruthlessly innovative and efficient machines in the pursuit of profits.

The great breakthroughs of this era include:

- Innovation
- Accountability
- Meritocracy. The idea the worker from the shop floor could become a CEO or even own the business.

A negative that leads poorly from orange can be the pursuit of greed and a growth for the sake of growth strategy. A concept from orange is believed that by receiving low earnings for a product, more can be produced at lower costs to increase return. (Where you could argue the New Zealand dairy industry has been for some time).

Green: Pluralistic (Family) Paradigm – purpose (the WHY)

Green in its very basic meaning could be an organisation that resembles and feels like a family or community, where everyone's voice can be heard. Often green is very aware of Oranges obsession with social in-equality, materialistic and vein tendencies.

Green could be best described as: Not for profits organisations, NGO's and social ventures. But these green organisations are increasingly making themselves known within the corporate world, such as Google. In these organisations, soft aspects of management around empathy and emotional intelligence are an aid in collaboration and team work to increase productivity and increase the speed of innovation.

The great breakthroughs of this era include:

- Empowerment. Managers are trained in coaching and inspiring others by leading from behind, rather than directing from above.
- Values-driven culture. This provides guidance to truly inspire employees. Rather than having long check lists, rule books and lengthy policies, the employers have a well aligned set of values, set to capture the 'why' to drive the decision making around the organisations pathway forward.
- Stakeholder value. This idea of moving away from profits to the shareholders at all cost, but considering all stake holders and the flow on effect into the communities.

A negative towards green is that through collaboration and constantly feeling the need to give all parties a voice within a team environment, decisions can be slow and painful to come to fruition.

The catalyst for change

Before we approach TEAL, we need to take a look at what forces are at play within the world and how we perceive the world as humans. What would give a great enough vacuum to create the next paradigm shift in management?

On deciding to have a crack at this topic of self-managing dairy farm systems an acronym was given to me: VUCA(#). Now at first, I had never heard of this, but surprisingly, as my understanding of VUCA has grown, so has my awareness of what it represents and its sneaky way of creeping into documents and stories along the way of my research and in life in general.

VUCA within the dairy industry

Volatility.

Uncertainty.

Complexity.

Ambiguity.

The idea of VUCA was introduced by the U.S. Army War College in the 1990s and describes the increasingly convoluted and complex geo-political landscape in which it was operating.

The organisational structures of Red, Amber, Orange and Green commonly have business strategies that intend to predict and control the world around them.

In today's world, our greatest single competitive advantage in the New Zealand dairy industry is to improve performance faster than your competitors. In agricultural industries, the need to improve business performance becomes increasingly important and urgent as competition, social and environmental demands for improved land management. And ethical food and fibre production increases.

The How Teal came to be. And Why I believe Teal has a place within the New Zealand Dairy Industry. VUCA

Teal: Evolutionary/Worldview – A living organism

The idea of Teal management brings a change to what is said to be the next level of consciousness that we have the ability to operate in. When we take a look back in history, most historians, philosophers and psychologists agree that the big shifts in human management paradigms do not evolve linearly. For a long time it is a stable environment, then mass change occurs. For instance Kings and Queens rule the people, and then it changes to Government control with a democratic process.

If we look at how we operate within organisations today, we start to get a feeling that currently we're reaching our limit or that the system is broken. This is due to the lack of employee engagement and the sudden rise in mental health issues.

So as we look at this transition to the next level of conciseness (Teal), think of it as a set of gears. For the past several thousand years, we have operated through four gears like in a car, similar to the four colours of organisations (red, amber, orange and green).

We can drive the car and attempt to travel in one chosen gear or shift through the gears. But imagine if you wake up one day and realise you have a fifth gear! This fifth gear works only to all the strengths of the previous four gears.

Teal is simple but it's not immediately intuitive, just as you have recently learnt you have a fifth gear available. It's not yet a natural feeling to change into this higher range. Or what is being defined as a next level of conciseness. You may be able to travel through the first four gears and not realise as you move through them. As you reach the fifth gear, a self-managing Teal system comes into place. You must become extremely aligned with self-awareness to manage this fifth gear.

Sticking with the car analogy; with the Teal management paradigm, a car has countless parts. Each of these parts has a purpose to operate on an individual level and also in a whole system capacity (emergent systems). A car has door handles, window wipers, wheels, tyres which all work on an individual level but contribute to the final result (a working car).

<https://www.youtube.com/channel/UCAoNcJoPnVUiTjhQ7whx7zw>

If we attempted to make the whole car from tyres, it would just be a homogeneous mess. Teal is about the people of an organisation not being equally powerful. But having each and every individual fully powerful – 'The habit of engaging human potential' Teal.

What does Teal look like on a Dairy Farm?

When we as dairy farmers consider how we currently operate our employment structures on our dairy farms in New Zealand, they all come under the umbrella of the different colour management systems as mentioned above.

Think of the colour Red as being the absolute worst employer you have ever had using no planning and minimum communication with employees. This employer moves from one fire (problem) to the next. The employer can operate as a bully, making threats, yelling to little effect, and just not a nice person to be around!

The colour of Amber is an employee working within a family owned farm. This environment may have limited means of succession if you are not blood to the system, so succession won't occur to you, unless you marry into it.

Orange is the hierarchical approach working from the bottom up. The need to work hard, long, unsustainable hours as a cog in the greater system, hungry for recognition and fighting for your next position in the ladder for progression.

Green is the team work, cohesive "family" approach where the farming business needs you to be involved. This can be done with regular meetings to discuss the mission and vision that ultimately aligns to wealth as a reaction to land price and return on assets. This environment needs to retain you but struggles to truly engage you.

We have all had experiences in the above paradigms of farm management. Although this is a very general way to describe the types of farming management systems that you have come across. We so often disengage from them and think there must be a better way.

But change is hard! It seems to be hard wired into us to try and *predict and control* staff within a team environment.

So we turn to the concept of asking questions.

Why are we currently running our dairy farms with its management paradigm?

- It is how Dad did it.
- It is how my mentor taught me.
- Because that's how we've always done it.
- That's what our levy tells us to do.
- That's what we learnt on a coaching course.
- It is how I was taught.
- I need control.
- My personal favourite - I need my finger on the pulse, all the time and skin in the game to truly perform.

One often looks to that next paradigm and how you as an individual, can start that process of change to a healthier, more productive space to work in, the answer is TEAL.

Complicated vs Complex – Change Is HARD!

We as dairy farmers need to take the time to separate a complicated system from a complex system. It is crucial that we upgrade how we think about change. Most farmers look at change through an orange (mechanical) lens.

Complicated: How a tractor is put together is complicated. There are hundreds if not thousands of parts that all come together. Each part is there for a purpose; through logic. If you notice at random that any one part is missing then by studying the manual, the part can be identified and replaced.

Complex: A glass of milk is a complex system. Although it only has a few components to it: water, fat and protein etc. To change the fat component of this glass of milk becomes very complex. (A WICKED problem)?? The following statements all affect this one glass of milk.

- Was the processing factory up to the task?
- Does the cow have the genetic capability to reach the level of fat required?
- What can we feed the cow differently to achieve the required fat level?
- What is the cost of feed to achieve this?
- Is it still profitable at the current land price?
- Is it even what the customer wants?

The ripple effect of what seems like a simple component change becomes exponential and adding to this, the rate at which the world is changing. The transparency required for this change process and the speed that innovation needs to operate at. Innovation was once thought of as nice to have, now is an essential part of every business.

https://www.ted.com/talks/tom_wujec_got_a_wicked_problem_first_tell_me_how_you_make_toast/discussion#t-114335

Self-Management

The next level of conciseness will bring a paradigm shift to Teal. Self-managing systems are thought of as a living organism. We need to ensure we get the three key components in place for it to operate effectively.

- Practices – self managing systems
- Framework – Wholeness/self-awareness (About being a bloody good human)
- Development – The evolutionary purpose

<https://www.strategy-business.com/article/00344?gko=10921>

What appears in the world of hierarchy is the 'top down pyramid system'. The general rule is that the CEO's and top leaders are hopelessly over worked and overwhelmed. This goes for the dairy industry as well – hence contract milking/ share milking still has its place. So many people have said in the past and still today; to have skin in the game, you will be far greater focused on achieving the end result.

Self-employed business owners will fully commit time and their resources to achieve an outcome, at minimal financial cost, all for a greater financial return. Where does being a good human fit with this? Can every team member truly reach their individual potential within this?

Not a single complex system works within a pyramidal hierarchy as this hierarchy always breaks down in the face of complexity. Add to this the rate of change within today's world and the pressures that come from this.

I have found through my research, the best way to describe and combine both self-management and complexity is to use the theory of 'Emergent Behaviour'.

Take the flocking behaviour of thousands of birds flying together. They are twisting and turning, but not crashing into one another.

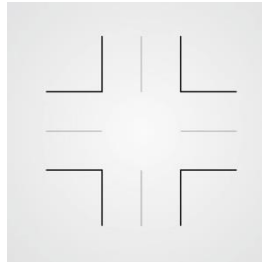
To operate within this environment you need to consider three key rules:

- Maintain a minimum distance between your team members.
- Steer towards the approximate direction of the rest of the group.
- Move towards the average position of your nearby group.

If a team is truly working as a cohesive unit and functioning as a self-managing team, then everyone is feeling empowered and has the ability to make their own decisions at any given time. One must consider the ripple effect that will occur from these decisions. How will the decision affect other people in the team and ultimately, is it a good decision for the business?

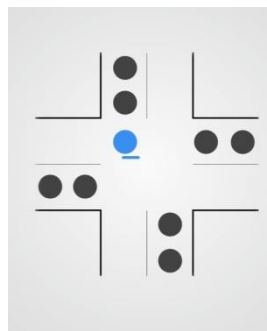
To go from a standard management system to a truly empowered Teal team, consider this metaphor:

Your Management system as a four way traffic road intersection



Scenario One: With only a traffic controller as the centre to control traffic flow. The whole system relies on this one person to arrive and bring their best self to the job of “controlling” the intersection so that it flows smoothly. What happens if this one person does not turn up or worse fades as a leader due to the pressure on being the top of the pyramid? All of the organisations complexity and management is compiled onto one person. They alone must decide how the system/ organisation will respond at any given moment.

Experiment: In the time over a 15min time period, as cars flow through the intersection. You can expect approximately 289 cars to travel through.

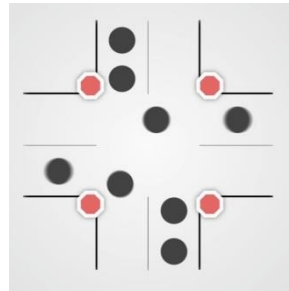


Scenario Two: With stop signs at each of the roads at this four way intersection, we are all required to abide by a set of rules. We must come to a complete stop. The cars participation in this scenario take responsibility of their own actions and in doing so, become more aware of their surroundings and in turn become better engaged in the system.

If this is thought of as a management scenario, a team that abides by strict rules, coming to a complete stop, even if there is no need to stop and there are no other cars at the intersection, they will still abide by the stop sign rule. In decision making within this scenario, consulting the team before decisions are made, can be slow and cumbersome but effective.

Due to this stop sign overarching rule, the system design of this form of management could be considered tired, slow and outdated.

Experiment: In the time over a 15min time period, as cars flow through the intersection. You can expect approximately 385 cars to travel through the intersection with the stop light configuration. An increase of efficiency of 33 %.



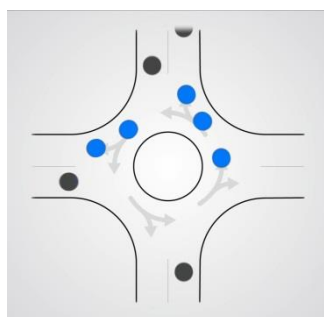
Scenario Three: With the use of a roundabout within the intersection, all of the system management is decided by the participant. Each driver approaches the roundabout at an appropriate speed for the situation based on their own experience and judgement. The design of this system makes it less risky for high speed collisions and makes it easier for the participants to co-ordinate with each other to achieve an outcome.

Great benefits can occur when a self-management system is designed well, showing the organisation can become:

- More Productive
- More Efficient
- More Engaged

In the past we only had to train one person to manage a system. But to succeed today, we are challenged to help every member of our team to understand those same principles and to do so in a way that will be consistent across the entire organisation.

Experiment: In the time over a 15min time period, as cars flow through the roundabout. You can expect approximately 460 cars to travel through the intersection with the self-managing roundabout. A total increase of efficiency to 60%.



In a farming context: When the land owner is communicating with the Sharemilker, Contract Milker or Manager, he discusses information about striving to reach high level goals, targets and aspirations with only this person. The land owner is then relying on

them to then feed that same information to the rest of the team. If this is not done with the same passion and energy that the land owner has, then the message can be lost. In turn, if the upper form of management moves on, then so does that team and culture.

If the land owner was to introduce a self-managing system where the team is fully empowered and then fully engaged, then that passion and energy is easily transferred through the team, removing the rebuild/ reset scenario.

<https://talentguard.com/ladder-or-lattice-which-career-development-strategy-is-best-for-your-employees/>

Wholeness

Within our organisations, we tend to wear a mask to work. We turn up as our professional selves, bringing to the organisation what we feel it wants of us, not so much what we feel we can offer it.

Teal organizations invite people to reclaim their inner wholeness. They create an environment wherein people feel free to fully express themselves, bringing unprecedented levels of energy, passion, and creativity to work.

<https://www.strategy-business.com/article/00344?gko=10921>

Within the dairy industry there have been some amazing pieces of research and literature created around wholeness and the ability for one to reach their potential within the current dairy industry. These resources include:

'The Resilient Farmer' by Doug Avery is an inspiring tale of how one man overcame heart breaking adversity to live a fruitful life and help others. He has brought mental health to the forefront of discussion within the agricultural industry by managing ones top paddock with emotional intelligence.

<https://www.resilientfarmer.co.nz/>

Kellogg's project: 'The dream that made us' by Stuart Taylor

Stuart challenges our cultural beliefs in the dairy industry that have been extremely successful in the past and ask of their relevance going forward to achieve farm ownership. How we as an industry, can lift our standard of management.

<https://ruralcoach.co.nz/2016/08/15/dream-made-us/>

<https://www.millenniumfarming.co.nz/>

Nuffield Farming Scholarship: 'How can self-awareness and self-reflection ignite a farmer's motivation to engage in leadership?' by Ben Allomes

A very well written research paper that explores traits that high performing, well established leaders in the agriculture sector have: Self-awareness and self- reflection in farmers and how they relate this to leadership style and direction.

<https://www.youtube.com/watch?v=DUIwbrXAOiM>

[https://www.nuffield.org.nz/fileadmin/documents/Reports/Ben Allomes Nuffield Report - FINAL.pdf](https://www.nuffield.org.nz/fileadmin/documents/Reports/Ben_Allomes_Nuffield_Report_-_FINAL.pdf)

Evolutionary Purpose

Teal organizations base their strategies on what they sense the world is asking from them. Agile practices that sense and respond replace the machinery of plans, budgets, targets, and incentives. Paradoxically, by focusing less on the bottom line and shareholder value, they generate financial results that outpace those of competitors.

<https://www.strategy-business.com/article/00344?gko=10921>

We need to think of how we run a meeting within our current business. Rather than look to our vision and goals that are not always regularly or annually updated, we should ask some well thought out questions.

- How do the decisions we've made today affect the customer?
- What can we do better for the environment?
- How have our decisions aligned with the land owners values?
- What as a team could we do more efficiently?

Even go to the extent of having three empty chairs at the meeting table: These being the environment, customer and land owner. This helps to keep the team thinking innovative rather than being closed minded where you each sit at the table with blinkers on.

Case Study

On deciding to research the Teal Management Paradigm, I came to learn of a lovely farming couple: Abe and Anita de Wolde. They operate five dairy farms in Heddon Bush, Southland, New Zealand. They milk 3600 dairy cows over five farms. They also run dairy support and forestry blocks. Four of the farms have Contract Milkers on them and the fifth farm has a Teal Management system in place.

In 1990 Abe and Anita decided to emigrate from the Netherlands. They took a short orientation trip and decided Canterbury, New Zealand was the place to settle.

The first 18 months were spent working for wages and learning the 'kiwi way' of farming. In 1992 they had purchased and converted their first farm in North Winton, Southland.

From here the De Wolde's have expanded wisely and grown their business to a strong sustainable model that it is today (www.woldwide.nz)



"Dairy farming is simple; first you grow a lot of feed and then you put that feed through your cows as efficiently as possible" In reality the things we do to make that happen are a bit more complex, but the principle remains.



I interviewed the De Wolde's to find more about the Teal Management System: This was conducted via phone call.

How did you come to learn of the Teal Management System?

We read an interesting article about Teal in the New York Times. This article came from the book by Frederic Laloux. www.reinventingorganizations.com

Why did you use Teal as a Management System within one of your farm?

When employing Contract Milkers, investment decisions can become slanted to one party or the other. Trying to find that middle ground with a win-win outcome can become tricky or just unfair to either party involved. And having the ability to make

business decisions to benefit staff, but taking into account the time horizon, for the benefits to be reached.

They want to keep the business innovative by involving cow managers, pasture monitoring and cow behaviour monitoring. By using a top down management structure, and the complexities involved today as a Dairy Farmer to remain in the top 10%. These innovative ideas often become diluted or even lost in translation as we try and implement them. Within the Teal system with people working fully empowered in their chosen skills matrix, these innovative ideas can be easily implemented and done to their best return.

What challenges have you faced implementing a Teal Management system?

It doesn't seem to really fit the industry models that Ag ITO, Dairy NZ and immigration NZ have structured.

In the process of setting the farm up for Teal, no major obstacles or problems were encountered.



What could you have done better in the implementation process of Teal?

Within the three key components of Teal sits the category 'Wholeness'. This is the ability for the individual to feel safe and be fully empowered and for each team member to be a 'Good Human' in fostering and cherishing one another within the team.

This was taught to the staff by using coaching workshops. By showing them how to live and work above the line, not below the line.
(<https://www.youtube.com/watch?v=fLqzYDZAqCI>)

This was also done by having a "Memorandum of Understanding" (MOU) between team members.

This was achieved by asking each staff member:

What can you contribute to the team?

This creates a benchmark of what people are going to do for the team.

This also shows the individual and potential skills and how they can contribute to teaching others.

It also holds themselves accountable to the team and farm. *Not the farm owner.*



How did you get staff on board with Teal?

The farm started with a fresh team of new people coming to the farm. When looking for farm staff, we did not look for a superhuman that could do everything. But we looked for more good people with a '**Generosity Mind Set**'. *If you want to hear your own voice all the time and lead with your ego. Teal is not for you!*

How long have you been operating a dairy farm in a Teal Management System?

We have been operating for three years, and as the other Contract Milkers move on in time, we plan to convert all our farms to the Teal Management System.



How does the Teal farm compare to the Contract milking farms in your business regarding KPI performance?

We have five farms close to each other and within these farms we monitor the KPI's:

- a. Heifers lost during first lactation.
- b. Animals lost before peak production.
- c. Six week in-calf rate.
- d. Pasture utilized per/ha.

The Teal farm has achieved higher in all four KPI's when compared with the Contract Milking farms.

What does the successful implementation of Teal look like in your business?

To date Teal has surpassed all expectations. You think people need to have skin in the game to be further committed to the vision of the business and to drive the outcomes. And doing so, they are being rewarded for their actions. But all that is needed is to appreciate people for who they are and saying thanks for a job well done. This encourages the individual to work to their own individual potential and enabling them to bring their true selves to work. It's really motivating and the level of energy can be unprecedented to any top down management structure.

- a. Profit sharing. This allows staff to set their own wages. An overall wage budget is given to staff members and they allocate this amongst themselves. This process is very interesting, but not a complicated process.
- b. Staff engagement is noticeably improved from what's observed in the wider industry
- c. When you're a large organisation. You'd be foolish to think all the good ideas make it to the top? People in the Teal system can have good ideas and feed them directly into the system through to implementation. They're constantly making decisions, through self-management, in real time. Not like a machine but a **living organism**.

As a farm owner with a Teal system, your influence, values and passion all filters through the whole system. Whereas with a Contract Milker, your influence somewhat stops there. As an owner you don't choose your Contract Milkers staff.

Now we can: set the culture, how we learn from one another and how we behave, all the way through the business. It's very compelling

Teal Success equals wholeness. Staff members under the Teal Management System bring their full selves to work and, in doing so they're connected to the cows, team, environment, system and community. Good humans, happy humans.



Summary

This summary that follows could be considered a real life flow chart of how we have taken the above information and tried, whilst still continuing to adopt a teal management paradigm shift within our own business.

What Teal looks like within the 3 Leaf Limited Business model

My wife and I have contract milking company called '3 Leaf limited'. We milk 1250 Holstein cows in North Canterbury. We are split calving and milk 310 cows through the winter.

1. What made 3 Leaf Limited consider Teal? Capability rejuvenation

Constant upskilling is the new normal. For anyone hoping to stay relevant in the dairy industry, their ability to innovate and merge with new innovation is a matter of survival

We all learn new things every day in our jobs, but there is a difference between just picking up experience and actively pursuing new skills, information and qualifications. The most successful people know that to achieve their career goals it's important to be proactive and expand their skills.

Whether it's working on your current skill set, exploring a new farming system or embarking on a whole new use for land, it is important to keep learning and growing. Upskilling or as I've referred to it as, capability rejuvenation must be continuous in our farming careers.

In the 19th century, if you were trained as a wagon wheel builder, you were set as a wagon wheel builder if you chose to stay there. You sold direct to the consumer.

In the 20th century, your chosen career needed to be realigned two to three times. From the industrial age and the introduction of technology, the vision and energy required to enable one's self to go through the intense capability rejuvenation. And then be on track with skills and services that the world requires is not easy.

Now in the 21st century, the person and business that can stay agile and adapt to this rate of change and level of regulation now upon us, will define who we are, and how long our businesses will remain successful.

By moving through the paradigm shift to Teal and moving away from a top down management structure, empowering all within the team to be better humans and true to themselves just made sense. In an industry where mental health is now the topic of conversation as depression and anxiety are on everyone's radar, Teal will hopefully mitigate this through spreading the complexities of the business over the whole team, not just heavily relying on one leader.

<https://www.weforum.org/agenda/2017/07/skill-reskill-prepare-for-future-of-work/>

2. Base line required - resilience

"It's your reaction to adversity, not adversity itself that determines how your life's story will develop". Dieter F. Uchtdorf

https://en.wikipedia.org/wiki/Psychological_resilience

3. What we look for in our team – emotional intelligence

<https://www.youtube.com/watch?v=yOgfKSWJ1HA>

4. Position description – 3 Leaf Ltd

What follows below is a section we have in the 3 Leaf Ltd position descriptions.

Key Objectives of 3Leaf Ltd

1. To operate the farm through good pasture management and getting all the little things correct all day, every day.
2. To base each day on the time management fundamentals of:
"Milk the cows, feed the cows, check the water, and spread the effluent".
3. To have a positive, safe team culture enabling staff to learn and develop, with an attitude of ***performance through people***.

Competences Required

1. Communication
 - a. To communicate all relevant information in a timely, mature and positive manner to the Contract Milker and other staff.
 - b. To empower staff and train them to the standards 3 Leaf Ltd strives to achieve.
 - c. Not to belittle staff, or encourage negative communication between staff.
2. Team Work
 - a. To utilize the whole team in the 3 Leaf Ltd team. Respecting and understanding other team members: their needs, and limitations.
 - b. To only have team members working together when absolutely necessary.
3. Problem Solving
 - a. To understand the principles of the term "trouble shooting" and perform these skills on a daily basis, whenever needed.
 - b. To think for one's self, in a logical and timely manner.
 - c. The ten minute rule. If there is a problem, attempt to fix it. If the problem takes longer than ten minutes, with no success. Ask for help from someone within the team that may have the answer or experience to assist you!
4. Self-Management
 - a. Using your time wisely, always working with a sense of urgency.
 - b. Being active in ideas to help improve efficiencies.
 - c. Consider the *ripple effect* of your decisions to the rest of the team
 - d. Always safety first.***

5. Memorandum Of Understanding

As a business we are in the process of creating Memorandum of Understanding (MOU). This will be used as a set of rules/ guidelines between staff and ourselves as employers to have an understanding of how we will behave between one another. The idea you need a rule book on how to behave as a good human is where we have got to in society!

What is the purpose of a memorandum of understanding?

A MOU is a nonbinding agreement between two or more parties outlining the terms and details of an understanding, including each parties' requirements and responsibilities. An MOU is often the first stage in the formation of a formal contract.

Memorandum of Understanding (MOU) - Investopedia:

<https://www.investopedia.com/terms/m/mou.asp>

6. Above the line mentality

A great way of teaching to staff how to behave within themselves and for the greater good of the team is the link below.

<https://www.youtube.com/watch?v=fLqzYDZAqCI>

7. Millennials

How to be human and adjust for millennials

<https://www.youtube.com/watch?v=As8XkJNaHbs>

8. How to train effective decision making

How to reach ones potential with good life choices through decision making

<https://www.youtube.com/watch?v=supVPLOHWPg>

9. Skills Matrix

A skills matrix is a grid or table that clearly and visibly illustrates the skills and competence held by individuals within a team. A well-implemented skills matrix should identify the skills that the job roles require, the skills of individual employees, and any gap between the two. www.skillsmatrix.info

<https://www.dairynz.co.nz/people/employer/training-and-development/dairy-industry-standard-roles-disr>

10. The Challenges faced to date.

The hardest thing to date has been for us as employers, is that while producing this Kellogg's report and learning of the Teal management system, we have been trying to implement it as we go along. Nothing like actively adapting a system as you learn it!

11. How the industry perceives self-managing teams.

We are employed as Contract Milkers for a land owner who has contracted us to their business to run it effectively along the lines of 'predict and control'. We are trying to move towards empowerment of the team around us. The end result will be that our team will have a complete understanding of the farm and experience empowerment through a sense of ownership of:

- How we as employers want to embrace being a good person.
- Holding the owners values with pride throughout the team.
- Understanding our customers.
- Protecting the environment.
- Not being overwhelmed with regulation.

When under pressure through time and performance. As a leader of a team we tend to drift back to the direct control and top down instruction. But taking the time to coach and empower the individual to where they could fit in the team and bringing self-belief to them and their value and skills.

12. The wins to date

We decided not to give each staff member an individual a position description, instead opting for a title of 'valued team member'. When employing the team they were surprisingly receptive of this. Having the same job description removes the scrap over hierarchy and focuses on what each individual is good at, what they enjoy and how they fit within the team. This also focuses on what their skills are and where they want to grow and teach skills to others around them.

We are starting to see people bring their full selves to work. When people know its okay to think for themselves and proactively plan their days, the sense of enjoyment, fulfilment and their potential becomes more evident

We appreciate when the staff members tell us as employers, what jobs need doing and where we need to be to help them out, rather than the expectation of the employer creating a job list. This spreads the work load amongst each other and promotes decision making.

This gives them a sense of community; we all want to help each other out to reach an end goal. This also applies to after-hours time; they feel more inclined to be generous and forgiving. We each have a past with our own story. With no judgement of others but making others around us become aware that we have battled similar life hurdles and they were overcome.

The next win will be consideration and teaching the staff the ripple effect. It is great to make decisions without consulting ourselves (as employers) and other staff, but consider how it will affect the others around you. Will it reflect in a positive way on the environment, customer and land owner? If there is information to be communicated and be passed on, how we do this in a timely and effective manner?

We have installed an app on our phones 'WhatsApp' and have created a private group conversation within the app. It is a great way to upload general text, photos and videos of relevant information and it's free!

13. What success through Teal ultimately looks like

- To hold the respect of our employers and show them that their values don't just stop at us as Contract Milkers, but are held by the team with execution and pride.
- To have zero staff turnover in three years.
- To still have the energy and drive to continue as a good person, trying to help others reach their individual potential within our business, benefiting the industry in general
- To still have a passion for the dairy industry and succeeding as a Contract Milker. As an industry we are heading more into the science of why. And how to adopt efficiencies to support this science. This comes with far greater regulations and complexities. If we feel we must protect our team from this and as employers, hold the skills as individuals required to achieve this. We just won't last.
- To be a team that teaches one another to be better dairy farmers but also better humans