

## Empowering Agricultures NEXTGEN Managers



The future of agriculture depends on the management skills of the next generation (NEXTGEN).

*Definition: NEXTGEN Farm Manager - a middle management position typically a training position and stepping stone, to greater responsibility, and potentially to ownership of a farm business.*

**Are you an effective NEXTGEN manager?**

When managers do not work effectively, productivity drops, morale suffers, staff leave, goals are not met and the business struggles.

The achievement and mastery of key business management skills are important milestones on the career path of every NEXTGEN farm manager.

Effective managers are not born, they are made, and they invest time and energy into learning and developing the skills to be effective, productive, confident, and respected in their positions.

The NEXTGEN manager is sometimes dubbed the 'straw boss', a supervisory position with responsibility, but little authority. Without the privileges of ownership, NEXTGEN managers are expected to act decisively, effectively, and to make important management decisions on behalf of the farm shareholders. On the other hand, they are not one of the crew and will be held accountable for staff productivity and the achievement of business goals. It can be an uncomfortable and a lonely place, especially for a new NEXTGEN manager.

Few are properly, prepared, trained, or equipped with the skills required to be effective NEXTGEN manager in a modern farm business environment. Rite of passage to the next business levels is not a given but earned mastering core management skills and competencies.

*Are you looking to be more effective, productive, confident, and respected in your role as a NEXTGEN farm manager?*

To address these identified skill gaps, Roman 3 Operations, a human resource and training development firm, and Morton Horticultural Associates, a farm business management consultancy, have joined forces to create a unique learning experience and path for middle managers called "**Empowering Agriculture's NEXTGEN Manager**".

This unique program offers a success path to a new level of middle management skill capacity, and to master the key skills necessary for NEXTGEN manager success.

## The People Side of Productivity #1.0 – Becoming an Effective Farm Manager of People

Hands down, the greatest challenges NEXTGEN manager face will be to effectively recruit, manage, and retaining staff. There is no escaping that the interactions, communications, and education of people are what make a business successful. By better understanding systems like human resources, performance management, and communication tools, any NEXTGEN manager will take a giant leap forward in their role and on the path to becoming a more effective, productive, confident, and respected manager. In this Level #1 course, learning is focused on: understanding people management; the different management styles; creating accountability & performance frameworks; dealing with difficult people & difficult conversations; conflict management; and how to handle staffing challenges. With these skills, you will become a more skilled & confident NEXTGEN manager that makes better decisions, builds a motivated team faster, and is more effective in ways that lead the farm business more profit in the future.

The Level #1.0 learning focus is on the following core human resource management elements:

1. **Understanding performance systems:** You begin by candidly assessing your own strengths and weaknesses managing others. Then you will learn what makes an effective manager and actions you can take to be more effective immediately.
2. **Management styles:** There is a difference in being a boss, versus being a leader. In management styles, you will learn how to unleash those dormant leadership skills to bring out the best in both you & your staff, to become more productive & united as a cohesive and motivated team.
3. **Build accountability:** Establishing realistic expectations for you and your team is the first step in building a successful accountability framework and system. This includes developing assertiveness skills and learning to be comfortable saying no.
4. **Having hard conversations:** It is challenging dealing with difficult people and situations on your team. Achieving win/win outcomes is less challenging when you have the right tools and strategies in your toolbox. You will learn through conflict simulations how quickly manage difficult situations in a manner that builds team trust.
5. **Handling staffing challenges:** Success with leading teams and people comes much easier when you know how to handle challenging situations. Strong managers understand how to problem solve skill gaps and staffing shortages while keeping everything running effectively.

Upon completion of Level #1, participants will have developed a strong understanding of the people side of productivity elements and learned how to apply their new knowledge in the farm workplace.

The learning format of Level #1 is based around 5 in-class full-day workshops.

- Sessions 1 and 2 are presented in consecutive weeks with sessions 3-5 presented bi-weekly.
- The program is offered over an 8-week period and supplemented by self-directed coaching (via phone or teleconferencing) arranged for the off weeks to better support the individual goals and challenges of each participant.
- The in-class workshops are fast-paced, interactive and engaging; full of group discussions and skill-building activities to ensure concepts are well understood.
- Simulations and activities are used to ensure that skills are not just learned but understood so the manager knows how to apply in their real workplace environment.