

## 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.

## Manager Skill Success Path

Success has a path, it is a step-by-step process to become a successful NEXTGEN manager and it takes time to ensure that skills are learned and can be applied in the actual workplace.

Knowing what to do, is not the same as being able to do what needs to be done.

The success path is constantly under construction, because the business environment is constantly changing and evolving, and managers must too.

**Empowering Agriculture's NEXTGEN Manager's** success path starts with understanding how to manage the people and performance systems of a business. Business success is all about people, working with people, communicating with people, selling to people, and managing people. A core foundation element to achieving the desired NEXTGEN management outcomes is to develop skills to effectively manage people.

When you learn to manage effective business productivity will increase, staff will be motivated and stay longer, goals will be met, and there will be more profit. Skill development is undertaken in a systematic order, as each skill builds upon the previous skill so that new synergies are created beyond what would be possible from each individual component.

Marketing and sales skills build upon the people side of productivity elements, as the financial skills build upon the people side of productivity and marketing sales skills to create more management success than was thought possible. Therefore, we start with people side of productivity skills Level #1 "Becoming an Effective NEXTGEN Farm Manager of People".



The People Side of Productivity Level #2.0 and #3.0, and a Marketing/Sales and a Financial component are all currently in development to meet the complex needs of the NEXTGEN Manager.

## 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.

## About Us

### Roman 3 Operations

#### **W. Coby Milne – Partner**

With an extensive background in workforce and talent development and a master's degree focused on building workforce and community capacity, W. Coby Milne is a visionary executive and project manager in creating practical and sustainable innovations in workforce development. Coby has designed and implemented many workforce and community development projects for numerous departments of the Nova Scotia provincial government. He continues to support progressive workforce and human resources solutions, as well as leading innovative community projects for municipalities and municipal corporations.

#### **James Schofield – Partner**

With a background in the public sector offering strategic business services to Small and Medium Businesses (SMBs) and a degree in Human Resource Management and Labour Relations, James Schofield has been reshaping the way municipal and provincial agencies engage with private business. James researched, developed, and implemented a framework for a pilot project through Employment Nova Scotia. This project was the foundation of the Employer Engagement Specialist program that is now offered across the Province by Nova Scotia Works agencies to support small business workforce challenges. James continues to work to improve strategic supports for SMBs by redesigning and mentoring regional economic agencies in providing full-scale business services focused on business acceleration.

### Morton Horticultural Associates

#### **R. Gary Morton - Business Management Consultant, Speaker, Author & Coach to Agriculture Industry**

For the past 40 years, Gary has worked in the horticulture and agri-food industry helping entrepreneurs, farmers, processors, and organizations find new value, direction, skills, opportunity, and profit from what they do. He spent his first 15 years as a general manager in the greenhouse, landscape, and nursery industry. A recognized authority in the areas of business management, marketing, and value-added product development; it is rare to find this level of skill and practical experience in one person. He has coached, mentored, and guided hundreds of entrepreneurs on the journey from idea to viable business opportunity and to add new value that moves a business forward faster and farther than was thought possible. His specialty is in helping small & medium-sized entrepreneurs develop new business management skills, grow market opportunity, finding new competitive advantage, and align products with the needs and wants of the customer. Backed by a comprehensive history or work experiences, industry network of associates and a keen interest in innovation Gary has a knack for connecting with clients and simplifying even the most complex business management concepts into understandable terms that relate and motivate people to act.

## Opportunities for Funding Support (Nova Scotia)

The Province of Nova Scotia's Department of Labour and Advanced Education accepts applications for the Workplace Innovation and Productivity Skills Incentive (WIPSI) program that may be submitted by individual businesses or by an organization/association on behalf of a group of businesses.

### ***WIPSI Funding***

A small business in Nova Scotia with less than 50 employees, you may be eligible for up to 100% of your training costs to be covered up to \$10,000. For larger businesses, WIPSI provides up to 50% of direct training costs.

WIPSI may also cover other expenses such as travel, books for participants, and accommodation costs for persons with disabilities.

If you are an organization/association and you apply for WIPSI funding on behalf of member businesses, you may also be eligible for WIPSI to cover administration costs to host the training.

### ***How to Apply***

Contact the WIPSI team:

<https://novascotia.ca/programs/workplace-innovation-productivity-skills-incentive/>  
1-844-850-2030 (toll-free)

Be sure to ask about:

- Eligibility for the WIPSI Program
- Requirements/Responsibilities for Business Associations
- Administration costs and payment schedules