



Heffernan Consultancy Ltd

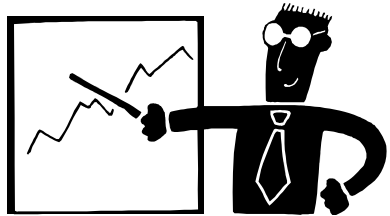
solutions for every organisation at every level

EMPLOYING LABOUR ON DAIRY FARMS

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CHANGE MANAGEMENT: BUSINESS OR PERSONAL?



Driven by
Economics
(Business)

BOTH!

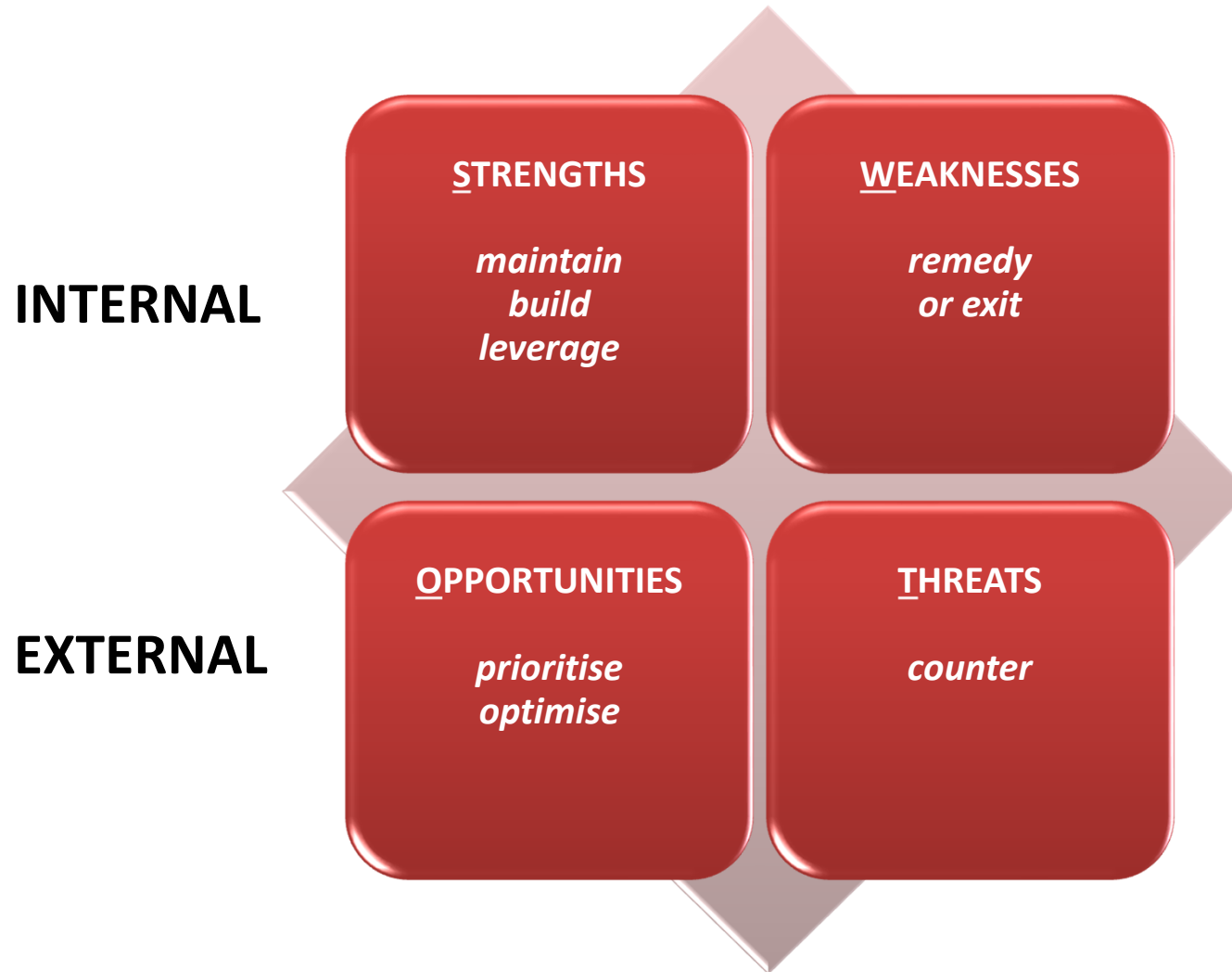
Implemented
by People
(Personal)



Notes (Teagasc)

- Human resource skills are skills that can be learned.
- Expansion is change.
 - First and foremost it needs to be decided if this is the right thing for YOUR farm, not just because the farmer down the road is doing it. It's critical
 - Any change you take on should have a financial benefit and personal- will have an impact on you and the people around you

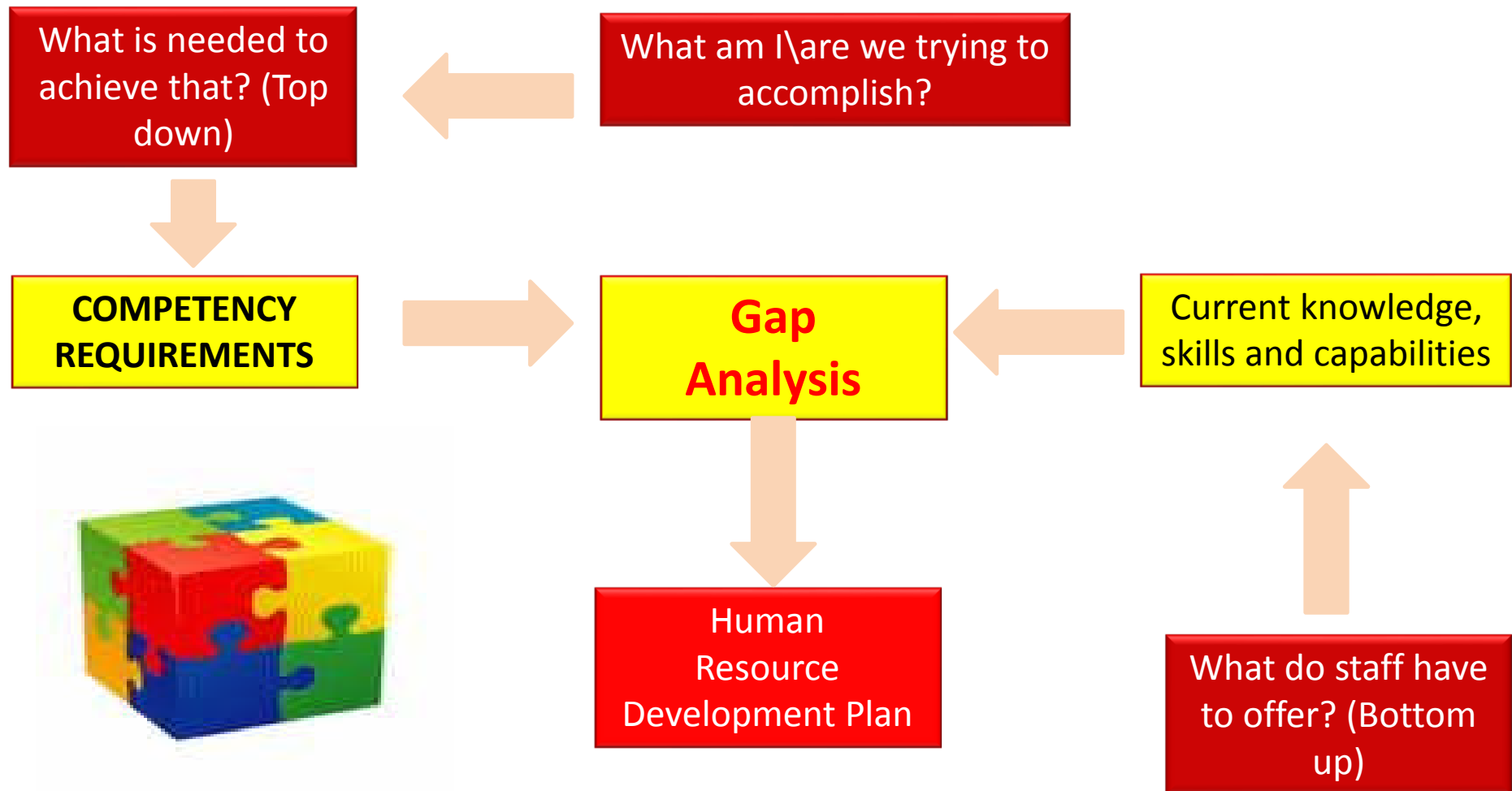
SWOT ANALYSIS



Notes (Teagasc)

- SWOT analysis useful tool when analysing business
 - Strengths
 - Cow herd?
 - Facilities?
 - Opportunities
 - Potential to expand?
 - Good work force available?
 - Threats
 - Contingency planning
 - What happens if the milk price drops?
 - Limiting factor
 - Weakness
 - Having a weakness means there's an opportunity to improve

ALIGNING DEVELOPMENT WITH STRATEGIC DIRECTION



(Adapted: Thompson & Mabey 1994)

Notes (Teagasc)

- Gap analysis slide
 - Helps to have a business mission statement (can be very difficult to pinpoint)
 - Gap – countering threats of swot analysis
 - Where are we now, where do we want to be?
 - What's the gap in your system now that's going to prevent you from being as good as you can be?
 - Be aware you may be the biggest block in moving forward. Self awareness...look at your own skills gap and looking to improve those

THE BEST PERSON FOR THE JOB...

- Job Description
 - What the job entails

Do you actually know what you do?

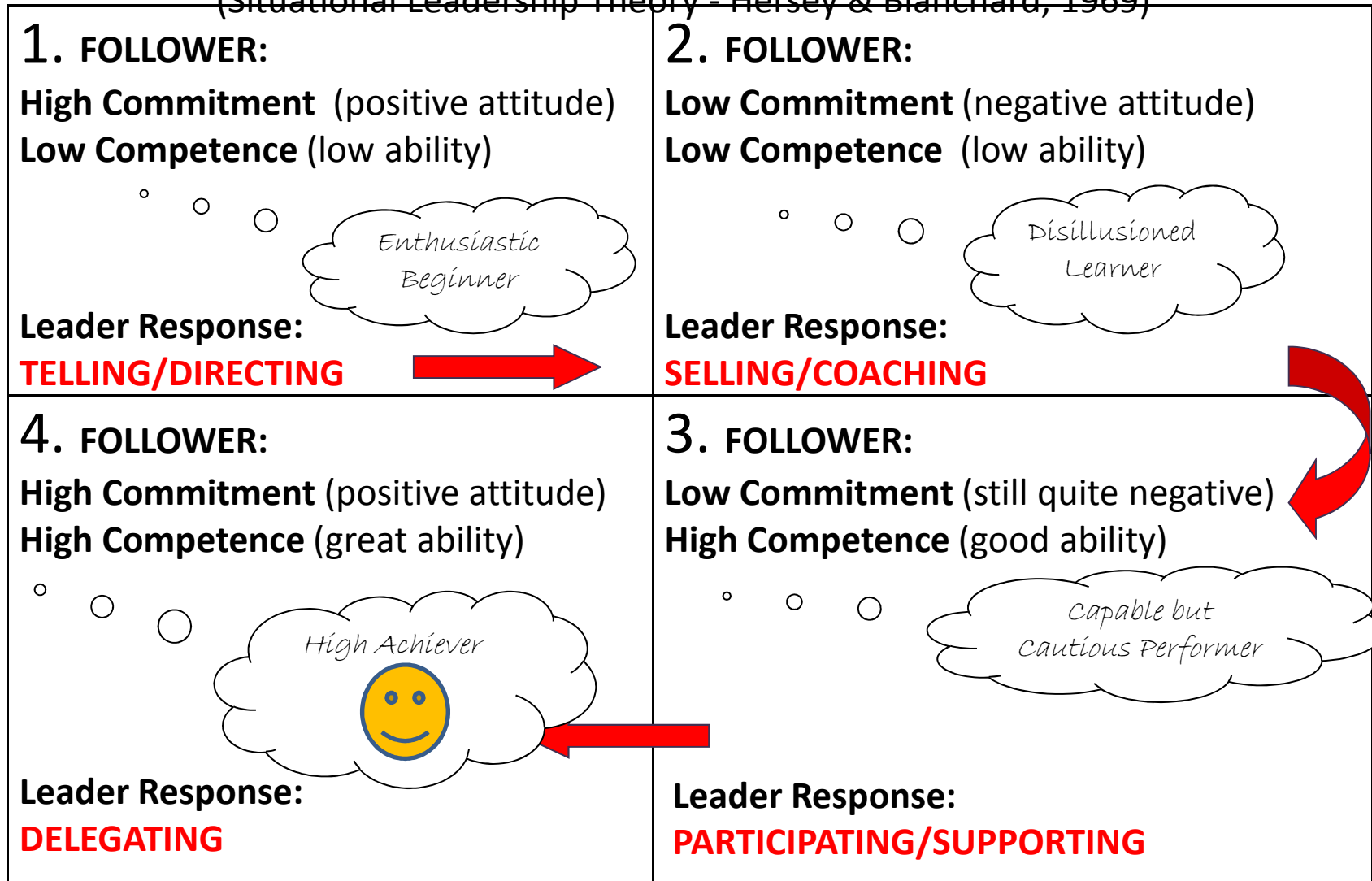
- Job Specification
 - What is required to do the job

Notes (Teagasc)

- Best person for the job
 - Being able to articulate what you want in SPECIFIC
 - Avoid generalized statements like ‘hard worker’ there are different interpretations to that. Are you working hard or are you working efficiently?
 - Potentially going from ‘this is my absolute *ideal* employee’ and breaking it down to what can you tolerate
 - Be able to articulate what it is you do (specifically step by step)
 - Creating clarity (through Standard operating procedures (SOPs)) removes fear and anxiety and stress (an unhappy employee)
 - Lack of job clarity is one of the biggest sources of job dissatisfaction

CREATING COMMITMENT

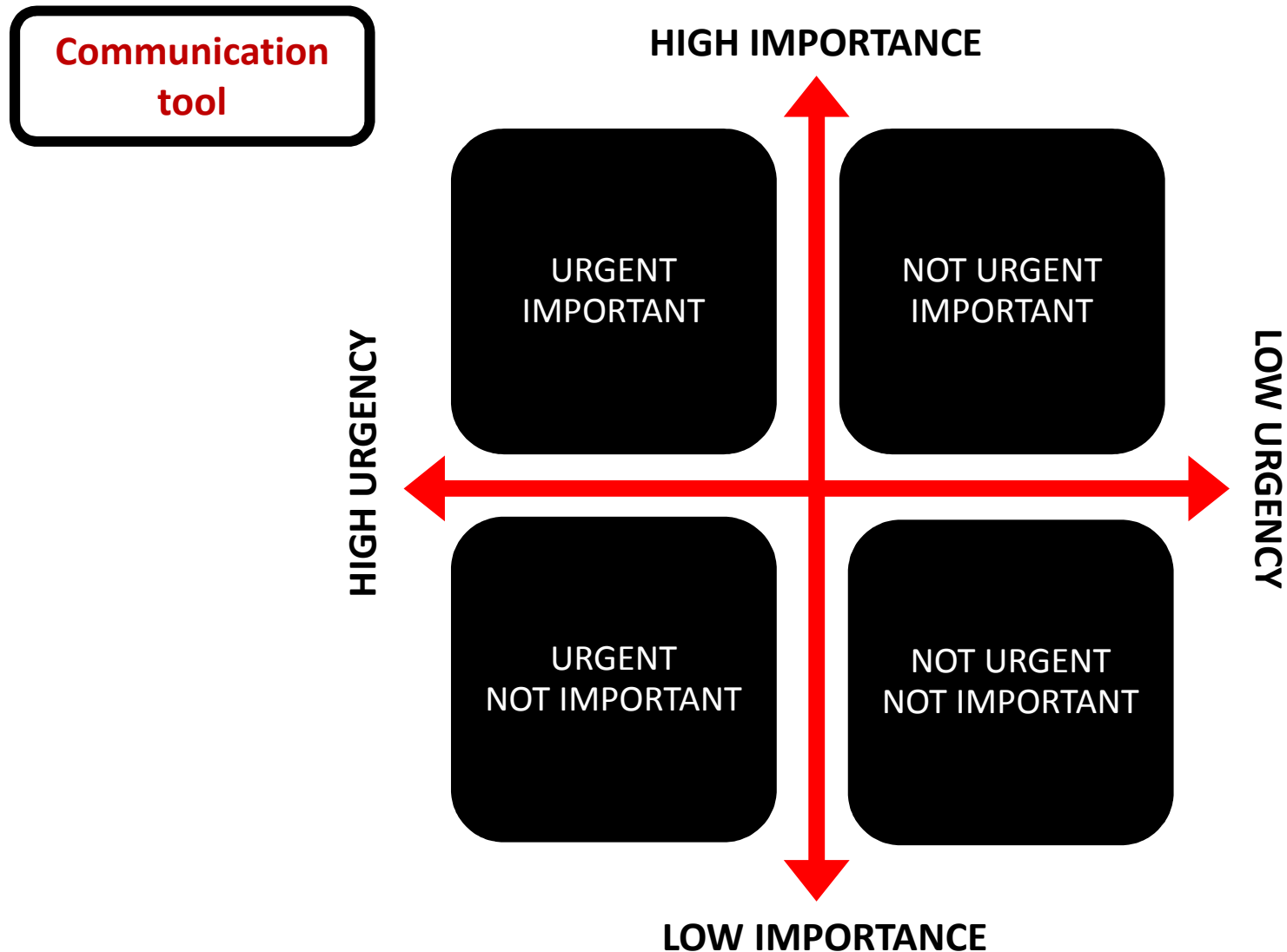
(Situational Leadership Theory - Hersey & Blanchard, 1969)



Notes (Teagasc)

- **Creating commitment**
 - Responding appropriately to employees
 - 1. Highly motivated, new employee, doesn't really know what doing
 - 2. As going along in job, not positive you like what you're doing (negative attitude), doubts start to settle in, might still not be very competent. Manager needs to facilitate more and respond to emotional output of that individual
 - 3. Still cautious but know the business. Manager can incorporate employee asking their opinions (letting them take ownership), getting them involved
 - 4. Delegating is the point when you can leave the farm and know that everything is running fine without you and you can take a holiday with ease of mind
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- Any employee can be on any one of those quadrants at any one time
 - Have to respond to the individual in regards to where they are in that time for that task. Just because they know how to milk doesn't mean they're competent with machinery
 - Important to do self-reflection. When you think you have an incompetent employee, think about how you failed to prepare them!

TASK PRIORITISATION



Notes (Teagasc)

- Task prioritisation
 - The ultimate in leadership is to become obsolete
 - Idea behind quadrants is everything done should be in relation to moving towards 'not urgent, important'
 - Those are your goals of what you're working to in your lifestyle or business
 - 'I want to expand to x# cows and x# acres by this age' or 'I want to be able to retire by 55'
 - True delegation and succession planning is asking someone to do something above their workload in order to move up.

THANK YOU!