

CATSKILL REGIONAL AGRICULTURE CONFERENCE

Cornell Cooperative Extension
Delaware County



January 11 - 13, 2022



Watershed Agricultural Council
nycwatershed.org



Fostering a Culture of Excitement and Motivation for the Farm's Future

Dr. Robert Milligan



Agenda

- Intergenerational Transfer/strategy
- Keys to farm success – today and tomorrow
- Including the Junior Generation

Keys to Intergenerational Transfer

“Intergenerational transfer begins at birth of the child.”



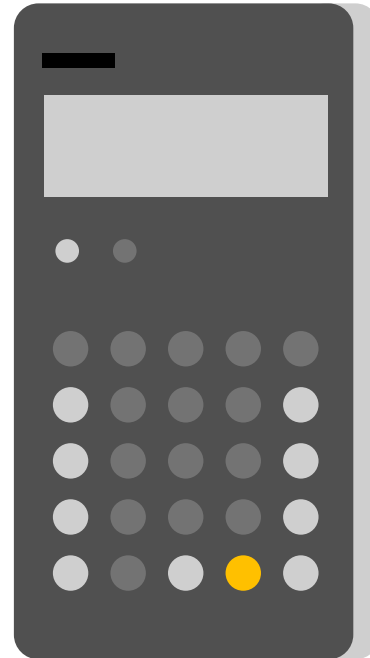
Keys to Intergenerational Transfer

Agreement on the direction of the farm business – vision, mission, values, business culture, strategy



Keys to Intergenerational Transfer

Understand the financial status of the business – make certain the business has the financial base to be transferrable.



Keys to Intergenerational Transfer

Life balance expectations - younger generations have greater life balance expectations.



Keys to Intergenerational Transfer

Parental vs. business relationship – transition from an adult – child relationship to an adult – adult relationship.



Keys to Intergenerational Transfer

1. Agreement on the direction of the farm business – vision, mission, values, business culture, strategy.
2. Understand the financial status of the business – make certain the business has the financial base to be transferrable.
3. Life balance expectations - younger generations have greater life balance expectations.
4. Parental vs. business relationship – transition from an adult – child relationship to an adult –adult relationship.

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Improving Communication



Communication Begins with Listening



- Think of a recent time when someone – employee, colleague, family member, friend – was not listening when you had something important to say.
- In a one word feeling, how did you feel?

Listening



The problem:
Very few of us
are good
listeners

The solution:
Active Listening

Active Listening

Focuses on:

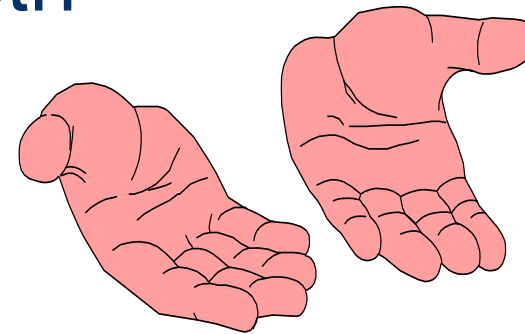
- Both message content AND underlying feelings.

Requires:

- Listening to both content AND emotions
- Providing feedback on both

Fosters:

- Open communication
- Growth in people



Skills to Become a Better Listener

1. Pause 1-2 seconds before replying
 - Show you are carefully listening
 - Avoid risk of interrupting
 - Hear the other person better
2. "Tell me more?"



Emotion



- Effect is internal to yourself
- Impact is primarily on yourself

Emotions are normal and very personal

Never tell someone:
“Don’t be angry!”



Behavior

- Effect is external to yourself
- Impact is primarily on others

Since the impacts are external, other individuals and our environment can and should impact our behavioral response

We choose our behaviors

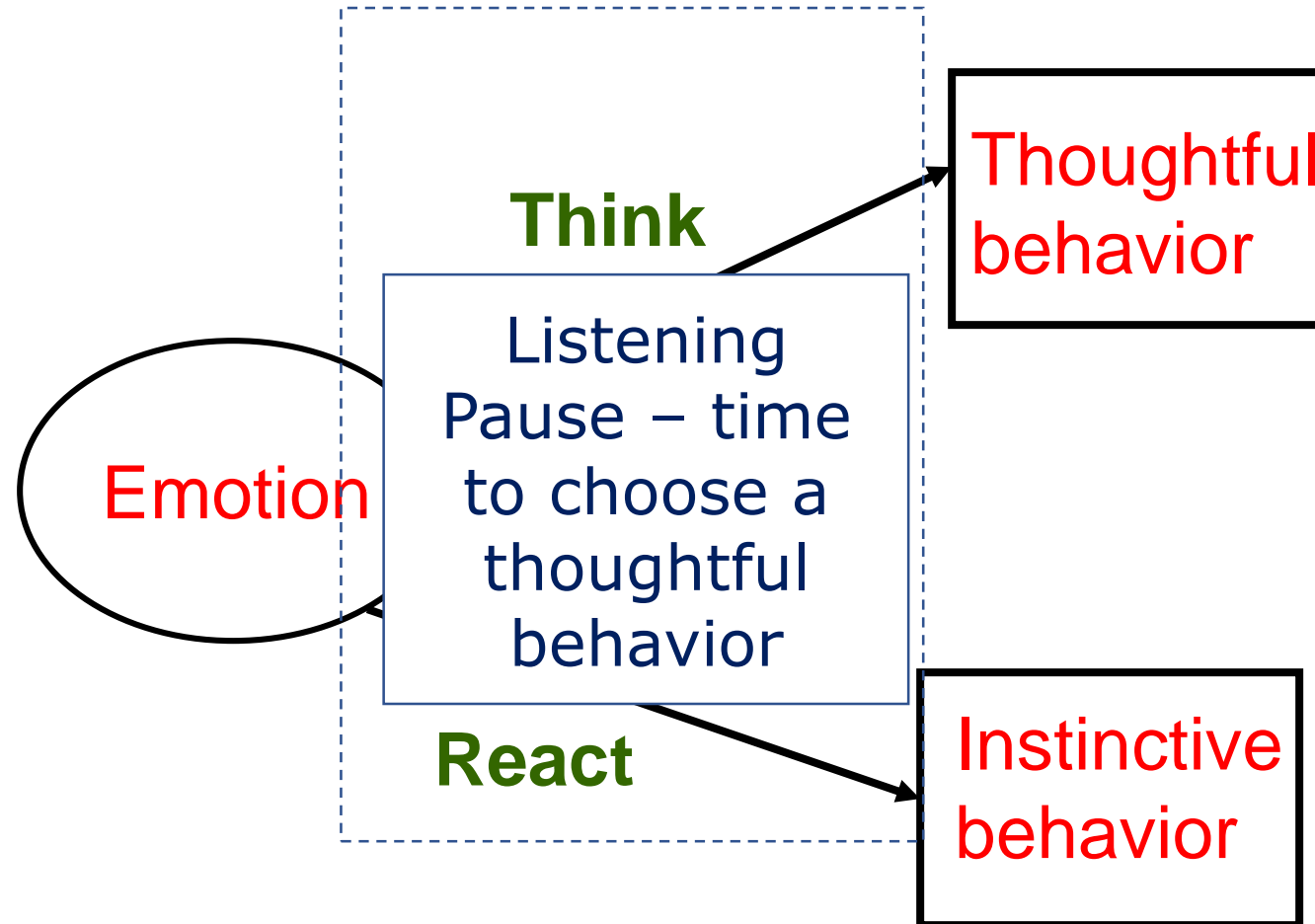
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12



Ask More; Tell Less

- Key to engaging people in conversation.
 - Think about how you network – you ask questions
- Open ended questions – cannot be answered with Yes or No

Learn leadership and supervision “best practices”

- Leadership and supervision are learned skills.
- Recognize the dual roles of a working manager.



**Non-supervisory
positions/roles**

Supervisory Roles

Understand what motivates employees.



Choice: The perception of having choices, perception we are in control of our actions.



Connection: Genuine, authentic relationships, contributing to a noble purpose, a vision.

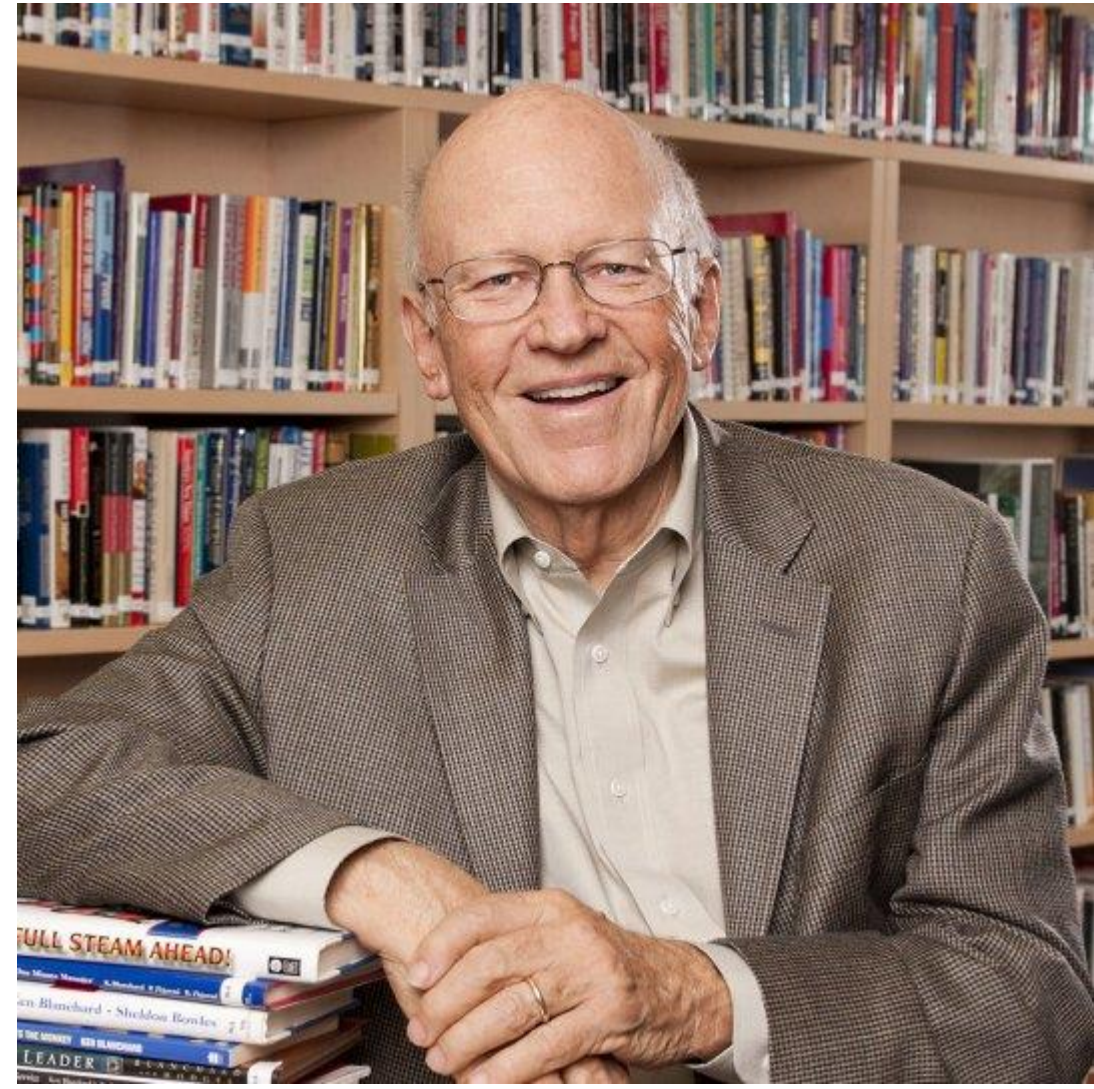


Competence: Feel successful at meeting daily situations and challenges, a sense of personal growth and learning.

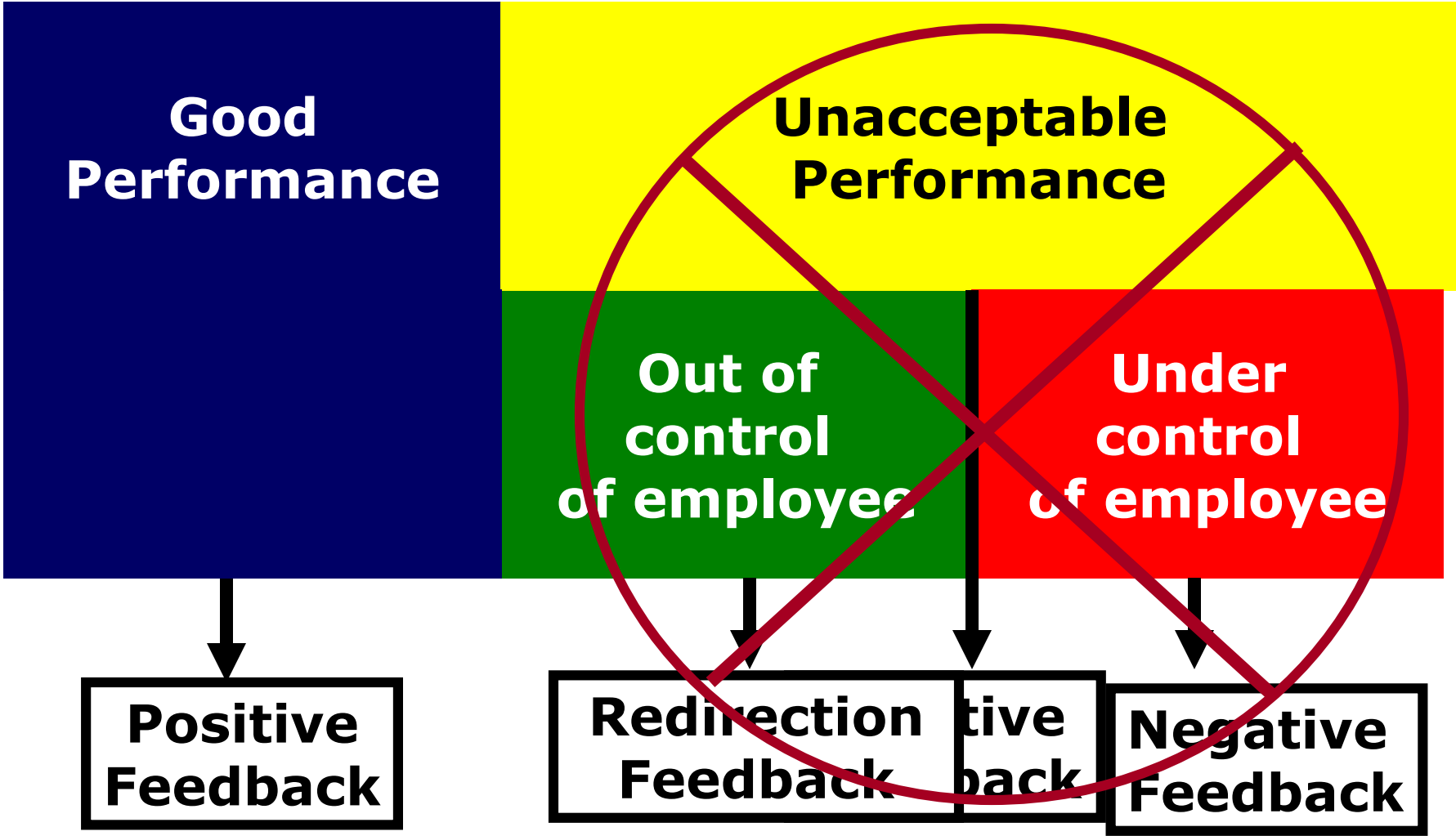


Large quantities of high-quality feedback

“Feedback is the breakfast of champions.”



Feedback



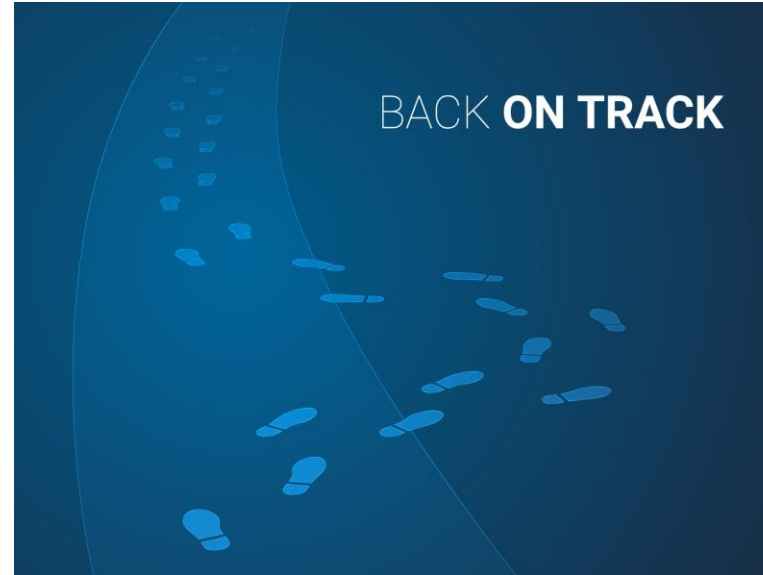
Inadequate Performance

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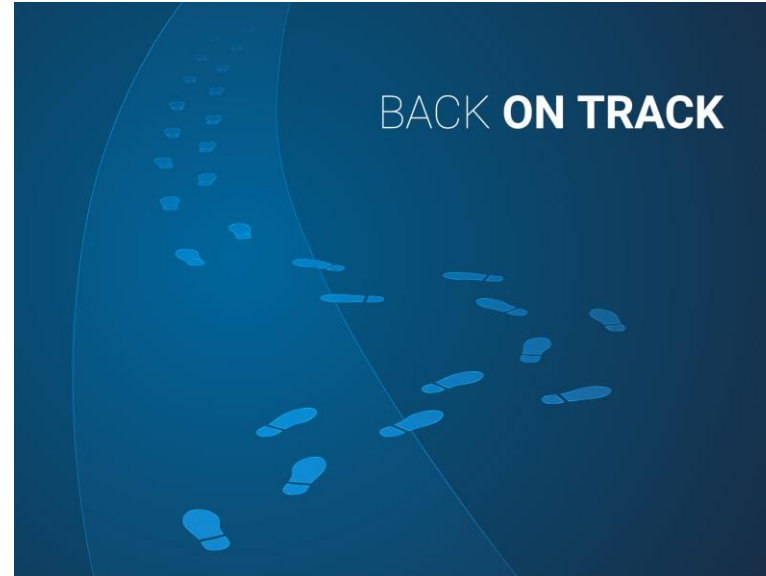
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Where is Redirection Feedback Common?

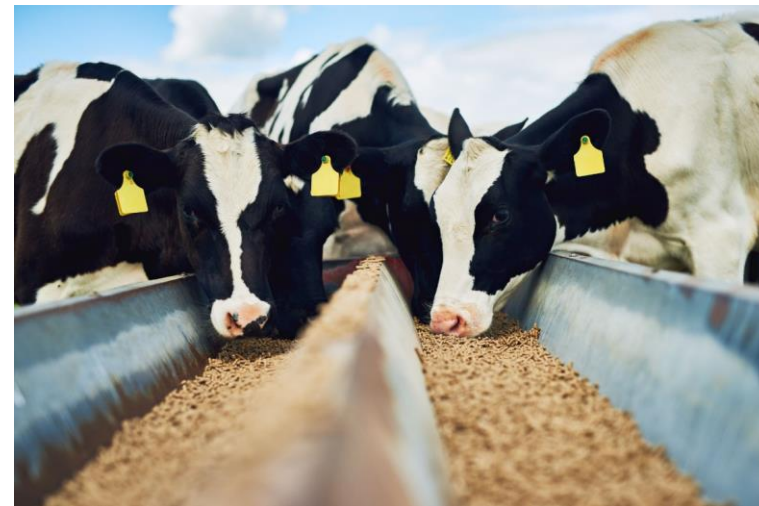


Where is Redirection Feedback Common?



Where is Redirection Feedback Common?

Why not at
your farm/
ranch/
orchard/
business???



When Deliver Redirection Feedback

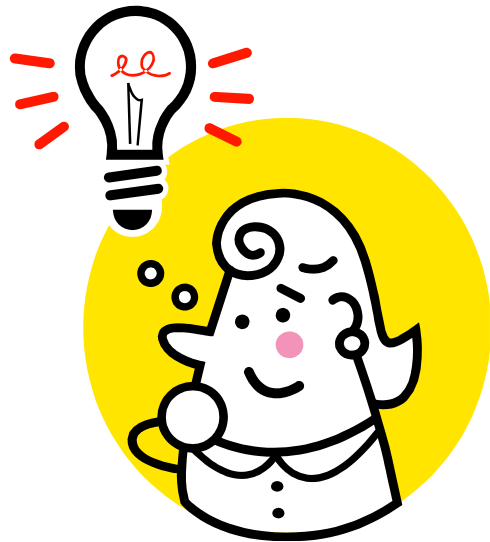
1. Unsatisfactory performance or behavior has occurred.
2. A root cause or causes have been identified.
3. The root cause is outside the control of the employee.



Inadequate Performance

Type of Feedback	Cause of poor performance	Correct Response	Responsible for Success
Redirection	Situation or context — not the employee	Corrective action — training, clarity, encouragement, realistic expectations	Supervisor – must work with employee to remove root cause.
Negative	Employee's personal characteristics - motivation, effort, commitment	Warning or reprimand with consequence if poor performance continues.	Employee – must make the required changes

Firing Hypothesis

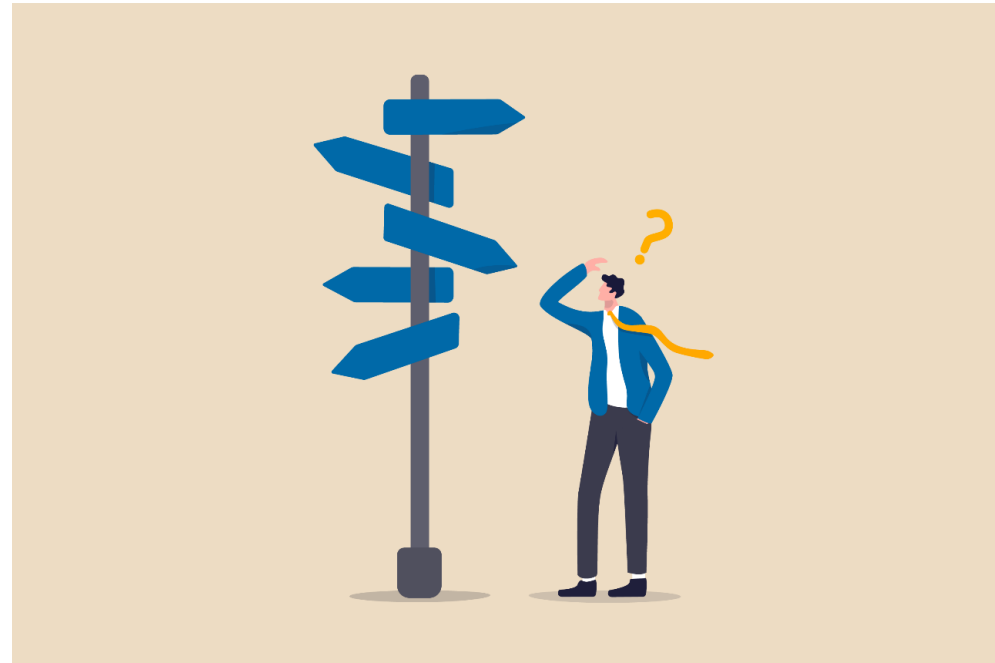


Most firings can be avoided with excellent, well thought out use of negative feedback.

Negative Feedback — A Choice Not a Reprimand

You are providing the
employee a choice

- Meet performance expectations
- OR
- Incur the consequence



Negative Feedback — A Choice Not a Reprimand

- You are providing the employee a choice
 - Meet performance expectations
 - OR
 - Incur the consequences
- **Think differently than that you are reprimanding or disciplining – it is a choice**



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Think of as a Career

Establish expectations for learning and performance required to advance.



Think of as a Career

Create an effective leadership team – owners and potential owners

- Learn about business function.
- Increase responsibilities as ready
- Requires some structure



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