



Hired hands to high
performers
Labor, leadership, and livestock

The 5 Common Business (Agriculture) Frustrations:

1. **Lack of Control** – the business is running you; you aren't running the business.
2. **People** – you're frustrated with employees (family), customers, or vendors.
3. **Profit** – there simply isn't enough of it.
4. **The Ceiling** – you've stopped growing and don't know why.
5. **Nothing is Working** – you've tried every "quick fix" and none have stuck.



The Definition of Farming Today

"The art of losing money while working 400 hours a month to feed people who think you are trying to kill them"

People Management on Farms

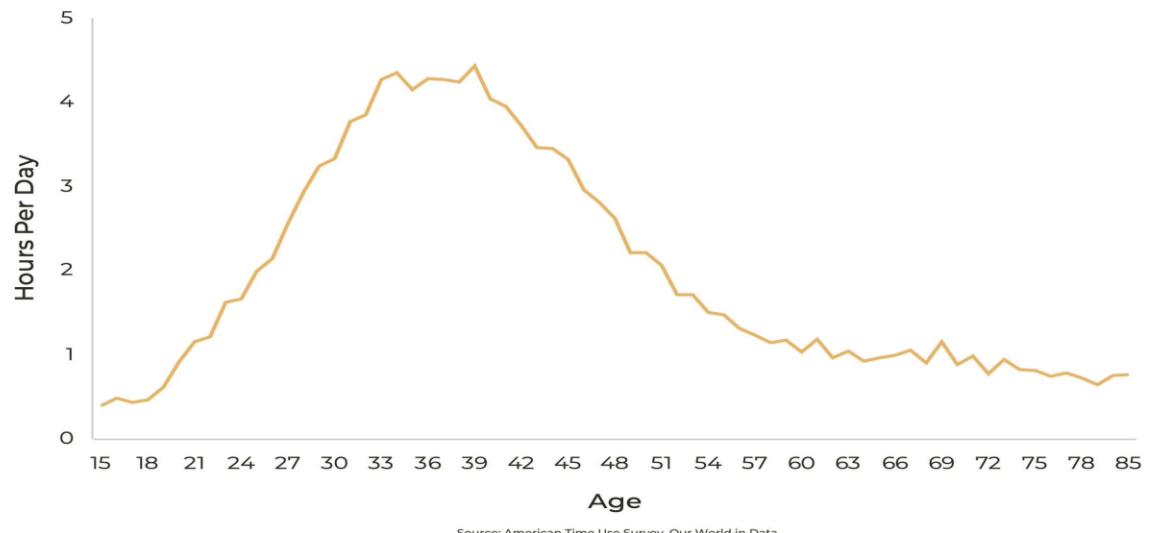
Texas A&M (TEPAP) Statistics (2024):

- *Less than 35% have identified roles, responsibilities, or accountability for employees or family.*
- *Less than 48% have set communication times for team or family meetings.*
- *Less than 38% have a compensation program with industry practices (benefits, pay, overtime, stats).*
- ***Less than 25% due performance reviews.***
- *Less than 25% have documented bonus structures.*



The “Why” it Matters

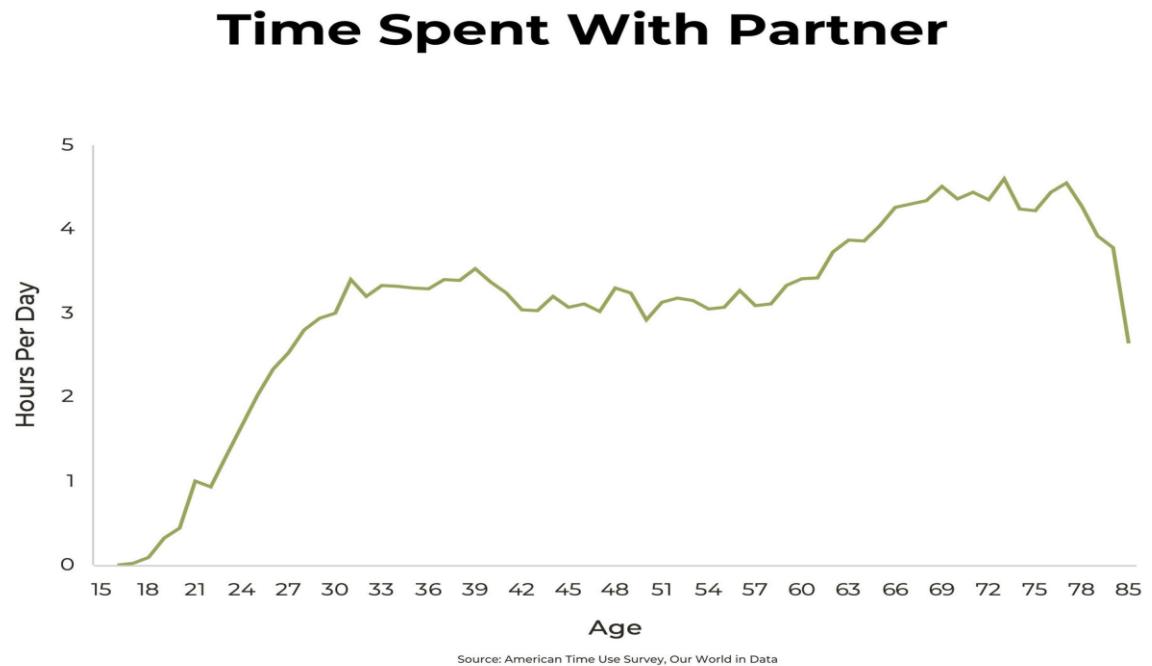
Time Spent With Children



90-95% of total time a parent spends with their children is before they turn 18



The “Why” it Matters



35% divorce rate in people who are 55 years or older



The “Why” it Matters



of farmers meet the classifications for **DEPRESSION**



of farmers report **HIGH STRESS**



of farmers meet the classifications for **ANXIETY**



of farmers are more susceptible than the general population to **CHRONIC STRESS**, which can lead to **PHYSICAL and MENTAL ILLNESS**



The “Why” it Matters

SOBERING STATISTICS: RESULTS FROM THE 2021 SURVEY OF FARMER MENTAL HEALTH IN CANADA



Farmers had significantly higher scores on all three subscales of the Maslach Burnout Inventory compared to population norms.



High exhaustion and cynicism are two of the three components of burnout.



of farmers were classified as experiencing moderate or high perceived stress.

Canadian farmers felt their life was not worth living, wished they were dead, or thought of taking their own life in the last 12 months.

Stress coping methods used by farmers significantly more than the general population:



- sleeping more
- avoiding others
- eating more or less
- self-blame
- drinking alcohol

Canadian farmers had significantly higher alcohol use scores than scale norms. The majority of farmers who were categorized as having hazardous/harmful consumption or moderate to severe alcohol use disorder reported an increase in their drinking since the start of the pandemic.



Source: www.AJBRresearch.com | MICHELLE HOULDEN GRAPHIC

The “Why” it Matters

Keyman Definition:

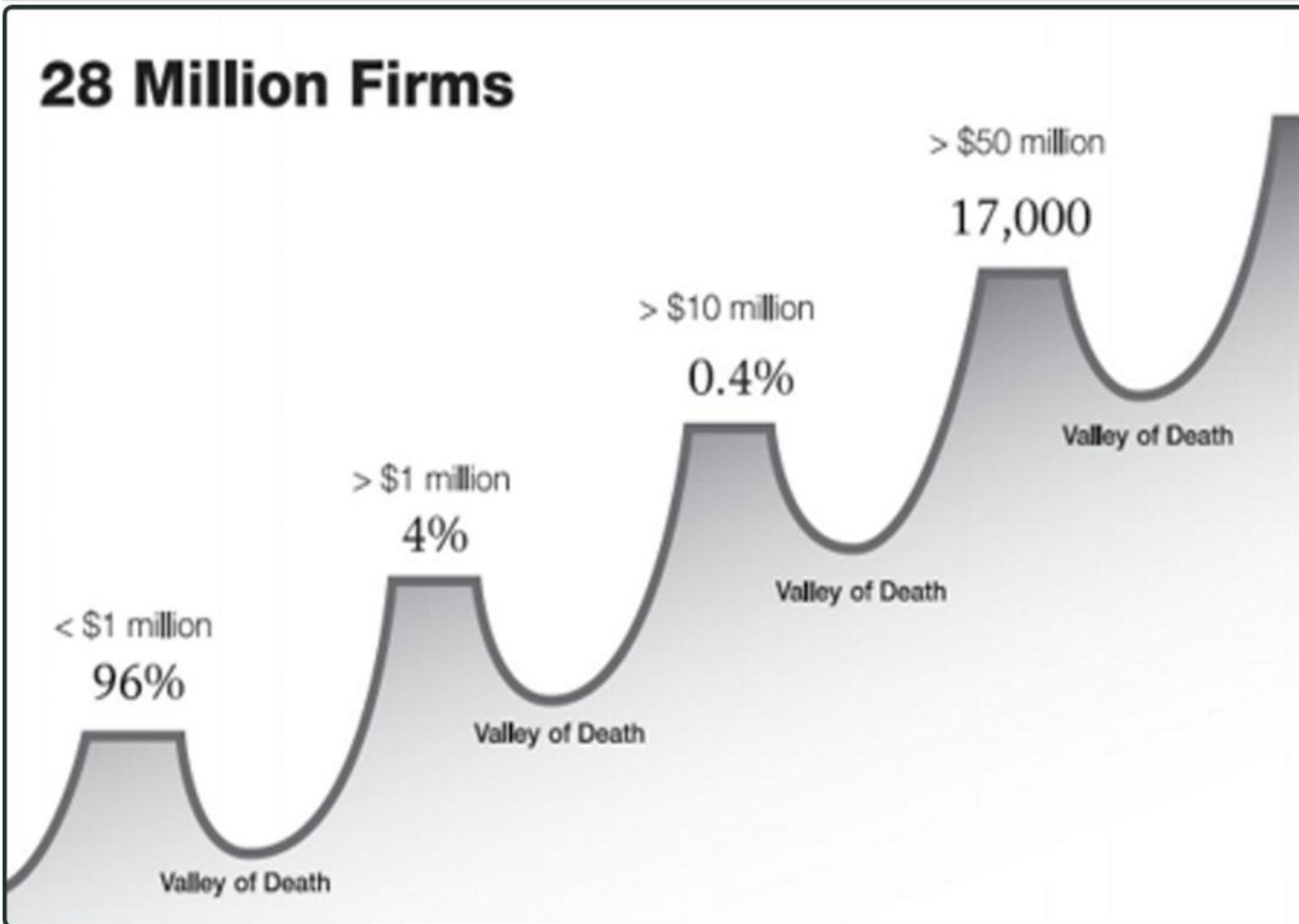
A keyman is someone whose skills, relationships, knowledge, leadership, or decision-making are so vital that losing them would significantly harm the business.

- Revenue driver (sales, relationships)
- Strategic leader (founder, CEO, direction or vision)
- Relationship hub (lenders, investors, suppliers, clients)
- Operational backbone (day-to-day execution)
- Technical Knowledge (specialized expertise)

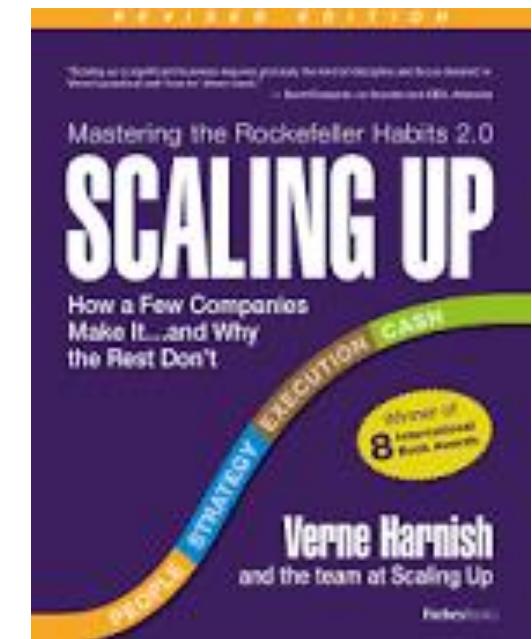
Many farms say they want to be “multi-generational”, very few have put the things in place to make sure it happens.



The “Reason” it Matters



Ceilings of Complexity



The “Reason” it Matters

2033

The year that the average age of the baby boomer Generation meets the expected average life

expectancy

73 years of age

IN 2021 THERE WERE

262,455
FARMERS IN CANADA

60.5%
are at least
55 years old.



Farmer age	# in 2011	%	# in 2016	%	# in 2021	%
Under 35	24,120	8.2	24,850	9.1	22,635	8.6
35-54	127,895	43.0	98,840	36.3	81,040	30.8
55+	141,920	48.0	148,250	54.6	158,790	60.5
Average	54 years		55 years		56 years	

The “Reason” it Matters

The single greatest wealth transfer in history

The single greatest loss of thought leadership

The “Reason” it Matters

Canadian Statistics

- **1900** – 63% of Canadians live on farms
- **1936** – 33% of Canadians live on farms
- **2021** – 1.6% of Canadians live on farms

Saskatchewan Statistics

- **1936** – 142,000 farms in Saskatchewan
- **2006** – 44,000 farms in Saskatchewan
 - 11% of Saskatchewan people live on farms
- **2021** – 34,128 farms in Saskatchewan
 - 10.3% of Saskatchewan people live on farms

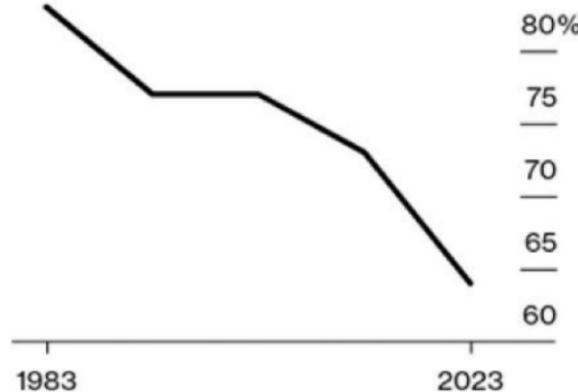


The “Reason” it Matters

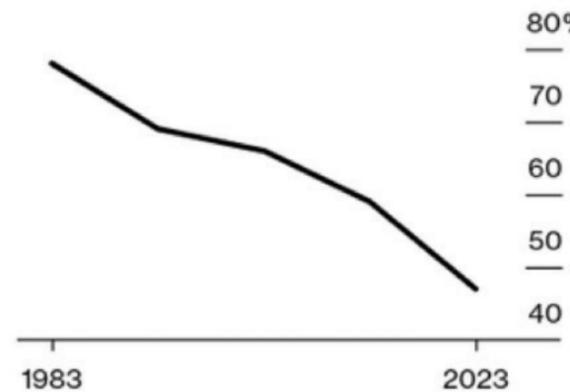
Adult Milestones

Share of US 30-year-olds who...

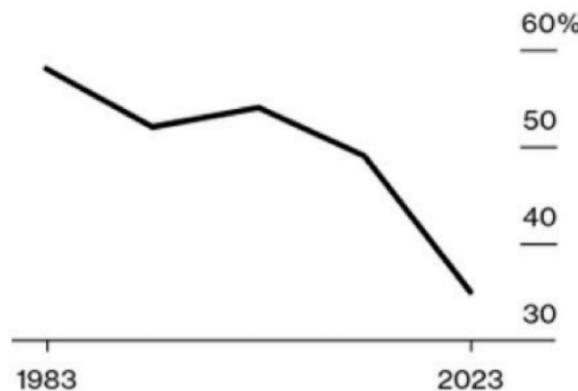
Live on their own



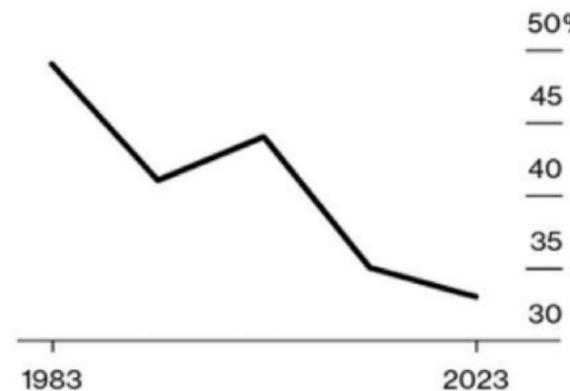
Have ever married



Live with a child

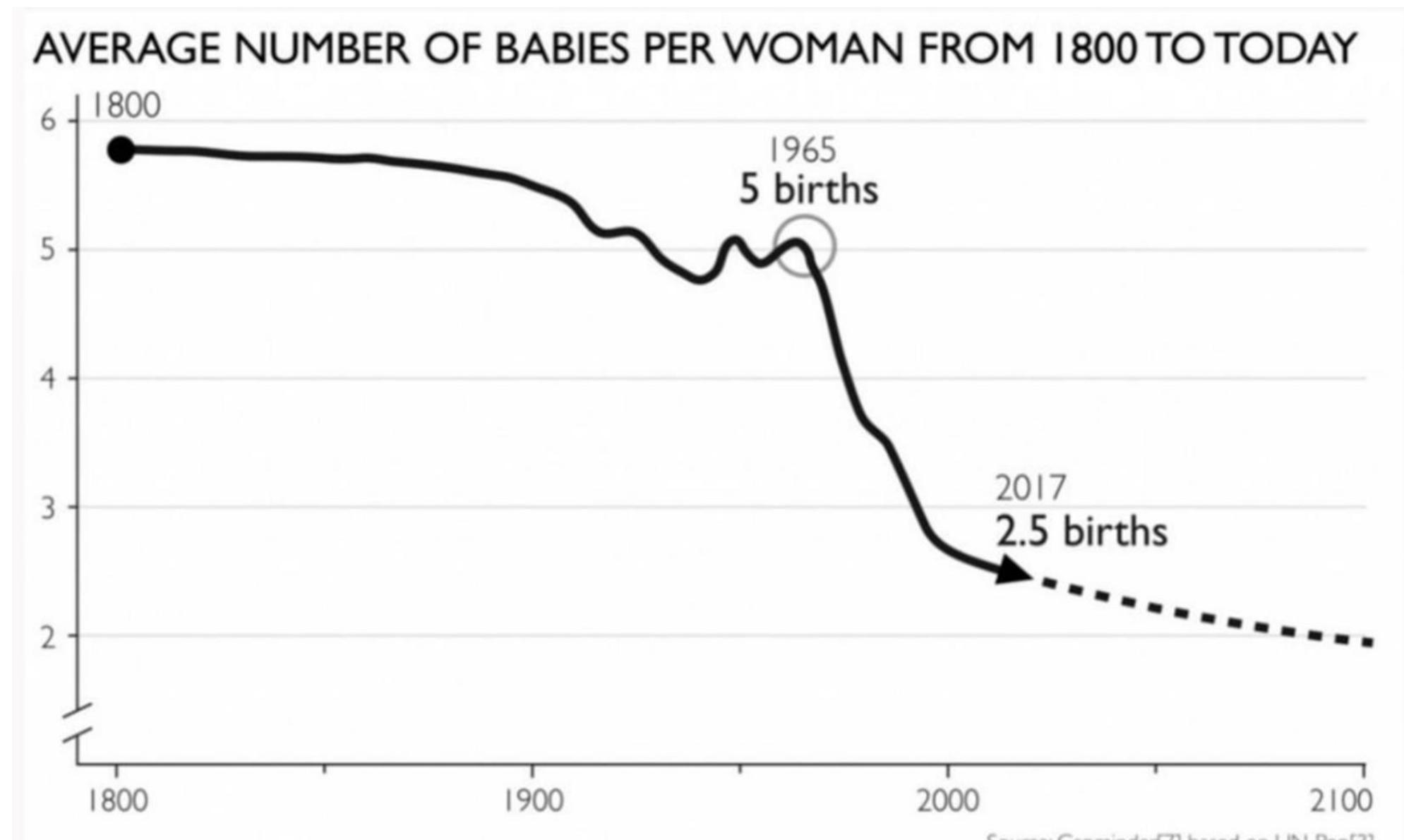


Own a home



Source: John Burns Research and Consulting tabulations of US Census Bureau Current Population Survey Annual Social and Economic Supplement via IPUMS-USA

The “Reason” it Matters



25%

→ farms that get passed to the **SECOND** generation

12%

→ farms that get passed to the **THIRD** generation

3%

→ farms that get passed to the **FOURTH** generation

“Human Resources” in Ag



“Human Resources” in Ag

✓ The Five Leadership Abilities:

1. Simplify

1. *Dumb it down – less is more*

2. Delegate

2. *You are in the way OR they are in the wrong seat*

3. Predict

3. *Goal setting and issues identification*

4. Systemize

4. *Process creation – 20% work = 80% results*

5. Structure

5. *Role clarity becomes the root of all evil*

“Systematize the predictable, so we can humanize the exceptional”

The Five Dysfunctions of Teams

Summary

Leadership Role

Focus on Collective Outcomes

Confront Difficult Issues

Force Clarity and Closure

Mine for Conflict

Go First!

Hindrances

Inattention to
RESULTS

Status and Ego

Avoidance of
ACCOUNTABILITY

Low Standards

Lack of
COMMITMENTS

Ambiguity

Fear of
CONFLICT

Artificial
Harmony

Absence of
TRUST

Invulnerability

PATRICK LENCIONI
NEW YORK TIMES #1 BEST-SELLING AUTHOR

The FIVE DYSFUNCTIONS of a TEAM

A LEADERSHIP PRACTICE



20TH ANNIVERSARY EDITION

NEW FOREWORD FROM THE AUTHOR



The ABC Model

Name: _____

Date:

A IRRITATING

B
OKAY

C FASCINATING/ MOTIVATING

100

ELIMINATE

DELEGATE/ AUTOMATE

EXPAND

DELEGATE AND ELEVATE

Love/Great

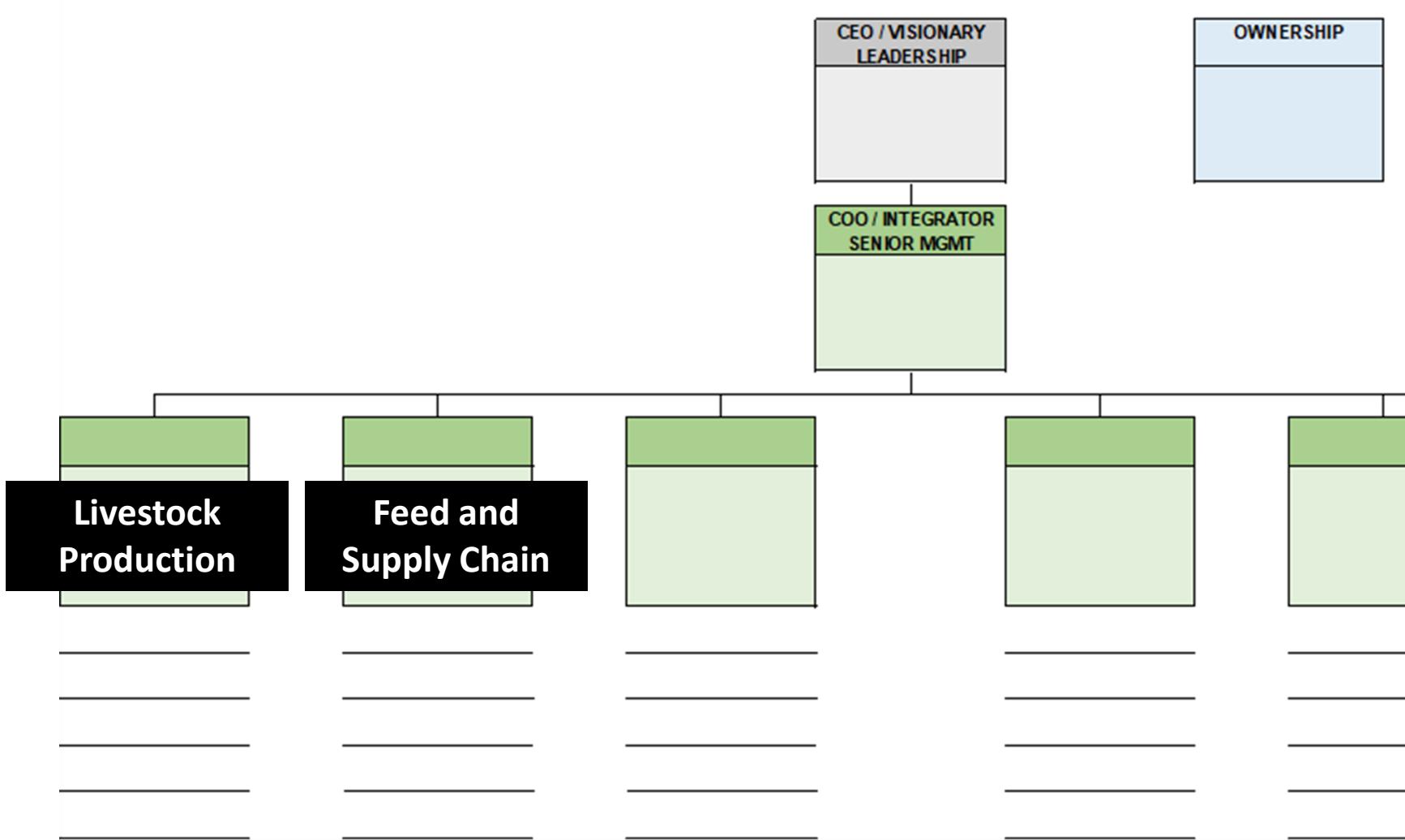
Like/Good

Don't Like/Good

Don't Like/Not Good

Breakthrough

The Accountability Chart



- Yard Operations
- People (Human Resources)
- Finance
- Marketing and Sales
- Genetics and Quality
- Maintenance and Asset Management
- Data and Performance Analytics
- Animal Health
- Nutrition Management
- Animal Handling and Processing
- Transportation
- Safety
- Administration
- Environmental and Sustainability
- Regulatory and Quality
- General Labour

The RACI Chart

What is a RACI Matrix?

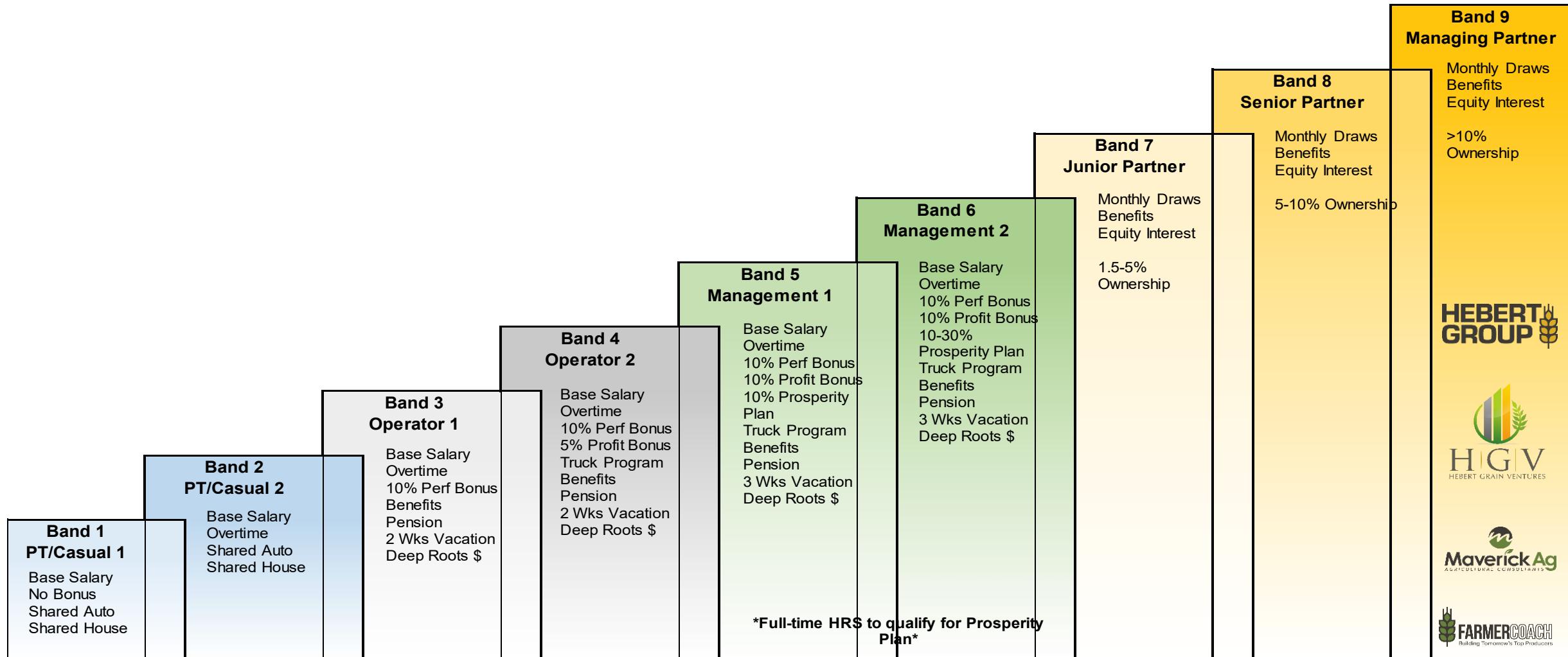


Key Activity	Production Manager	Herd Health Manager	Feed Manager	HR Manager	Finance
Daily Animal Performance Monitoring	A/R	C	C	I	I
Health Protocol Implementation	A	R	I	I	I
Feed Program Execution	A	C	R	I	I
Hiring Yard Staff	A	I	I	R	I
Cost of Gain Tracking	A	I	C	I	R
Facility Maintenance Scheduling	A/R	I	C	I	I
Production KPI Reporting	A	C	C	I	R

“Human Resources” in Ag



Compensation Matrix
Hebert Group of Companies
2025 Edition



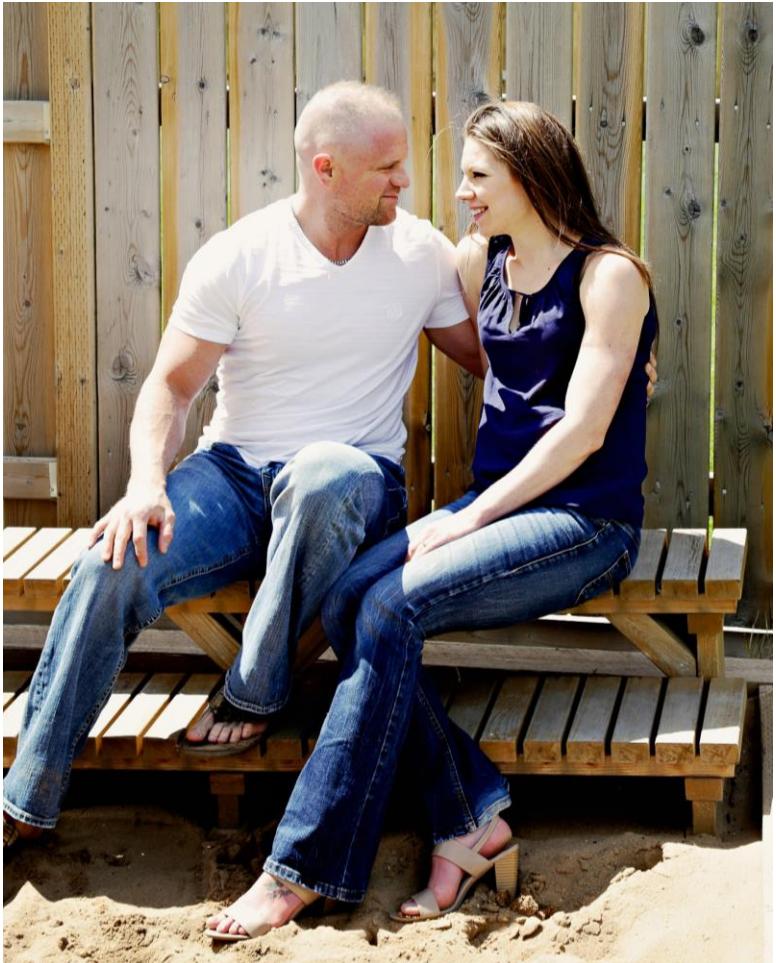
“Human Resources” in Ag

The Top Farms Now Offer:

- Benefits (including disability or critical illness)
- Life insurance
- Pensions (matching RRSPs or specified pension)
- Overtime and statutory holidays
- Employee handbooks – drug and alcohol policies, clothing, social media regulations, cell phone use.
- Company trucks, fuel, housing
- Training and development programs (internal or external)
- Tuition or scholarship programs
- Swag (clothing, gloves, hats, decals)
- Flex-work, part-time, work-life balance
- Health and wellness spending or memberships
- Performance bonuses and/or profit share
- Career progression and milestones
- Time spent awards and recognition



“Communication” in Ag

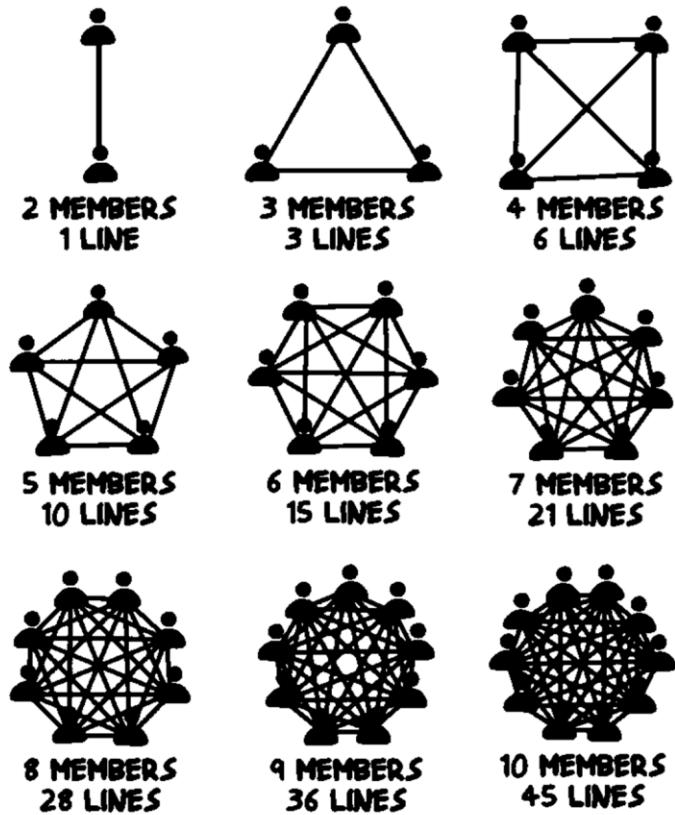


Evan	Amy	Result
WRONG	RIGHT	Amy's Right
RIGHT	RIGHT	Amy's Right
RIGHT	WRONG	Amy's Right
WRONG	WRONG	Evan's Wrong

Marriage communication
map

“Communication” in Ag

SMALL TEAMS WIN BECAUSE
THEY SOLVE COMMUNICATION COMPLEXITY



ROBERTOFERRARO.ART

The Communication Action Steps:

WHEN....are we meeting?

WHO....is included in the meeting?

WHAT....is the agenda of the meeting?

WHERE....is the location of the meeting?

How...do we get the team members to buy-in to the meeting cadence?

“Communication” in Ag

THE MEETING PULSE™

INCREASES TRACTION, ACCOUNTABILITY, COMMUNICATION, TEAM HEALTH, AND RESULTS

- The moment of truth
- Routine, heartbeat, spike, cadence
- Right hand...left hand
- Same day, same time, same agenda, starts on time and ends on time
- Keep the circles connected

ANNUAL (2 DAYS)

- Company vision
- 1-year plan

QUARTERLY (1 DAY)

- Review V/T/O™ and previous quarter's Rocks
- Establish next quarter's Rocks
- Resolve key issues

WEEKLY (90 MINUTES)

- Numbers and Rocks on track
- Employee and customer satisfaction
- Resolve issues

The Level 10 Meeting

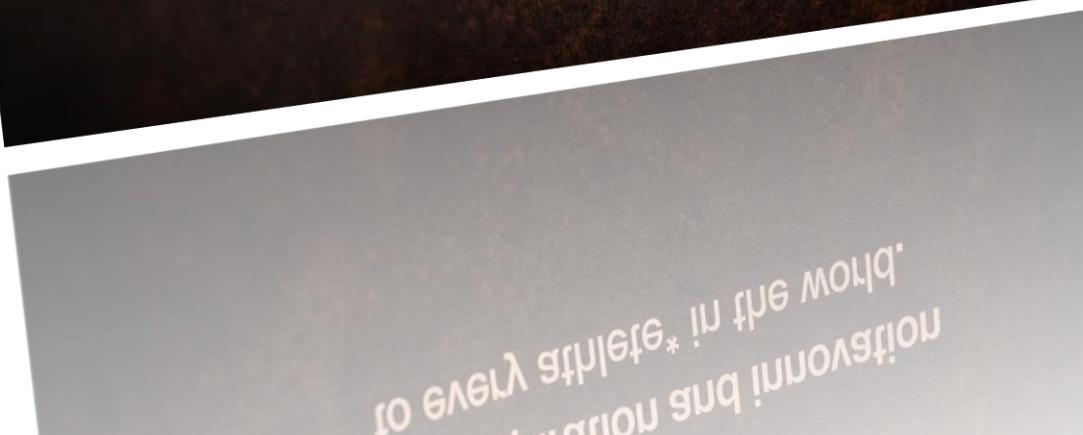
Day: _____

Time: _____

Agenda

Small Talk	5 min
Scorecard	5 min
Goal Review	5 min
Customer/Employee Headlines	5 min
To Do List (Action Items)	5 min
Issues IDS (Identify - Discuss - Solve)	60 min
Rate the Meeting (Was it valuable)	5 min

“Communication” in Ag



Mission Statement – A formal summary of the aims and values of a company, organization, or individual.

- 1. What can you do better than anyone?**
 - Superior skill, should be simple
- 2. The organization's reason for being?**
 - Comes from the leadership
 - Beyond money, ignites passion

“Communication” in Ad

6666

4 SIXES RANCH

OUR CORE VALUES:

- Hard Work
- Integrity
- Heritage
- Stewardship
- Innovation

• Inno
vational

“Communication” in Ag

Core Values - Discovery Process

1. If you could invest in one person and earn 10% of their earnings in the future, who would that person be? Why?
2. Past or present – who is the top employee or manager you have worked with? Why?
3. What are the most important behaviours, attitudes and qualities in your significant other?

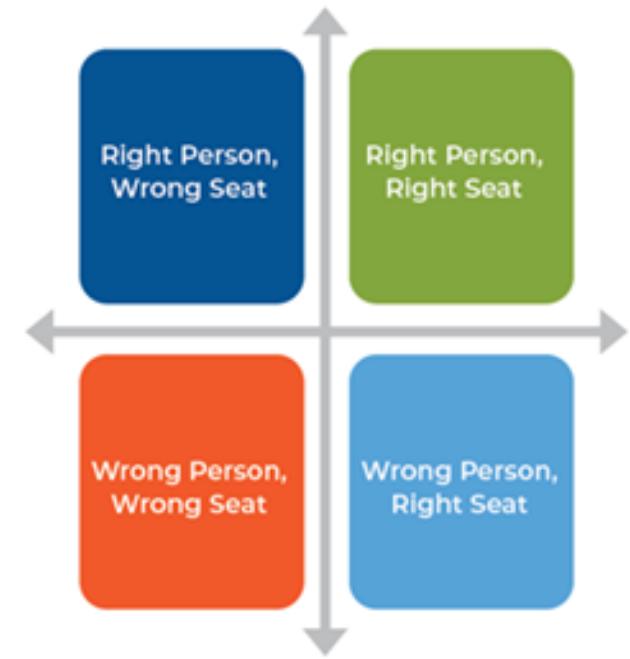


“Communication” in Ag

The People Analyzer

Name	Humbly confident	Grow or die	Help first	Do the right thing	Do what you say	Get it	Want it	Capacity
Sally Jones	+	+	+	+	+			
John Smith	-	-	-	-	-			
George Wilson	+/-	+/-	+/-	+/-	+/-			
The Bar	+/-	+/-	+	+	+	Y	Y	Y

EOS PEOPLE ANALYZER FRAMEWORK



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HEBERT GROUP Philosophy



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