

A cowboy wearing a brown hat and a blue denim jacket is seen from behind, herding a large flock of cattle through a grassy field. The scene is illuminated by the warm, golden light of a low sun, creating a hazy, atmospheric effect. The cattle are of various colors, including brown, black, and white, and are moving towards the camera. The cowboy is holding a long stick or whip in his right hand.

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

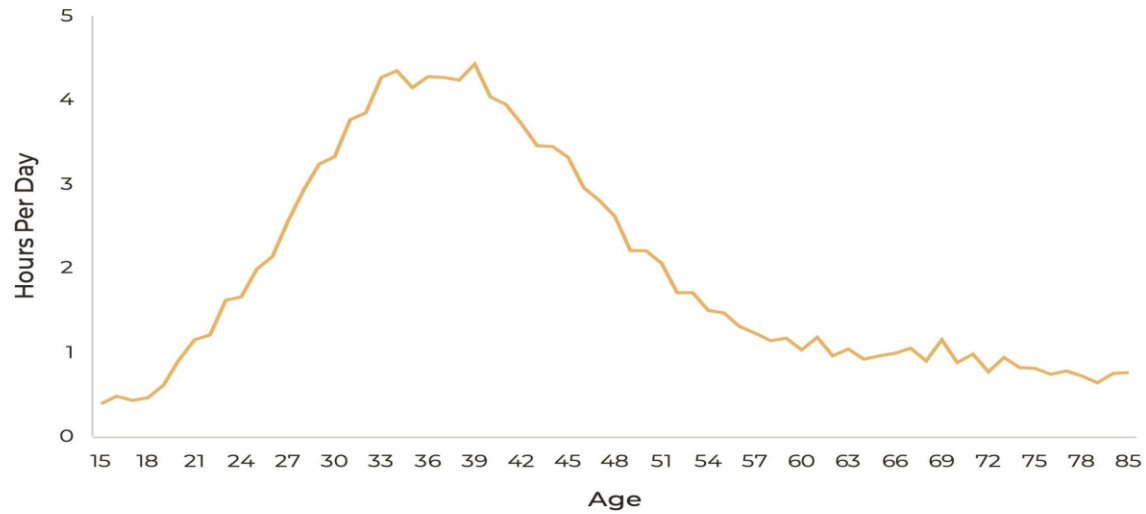
Texas A&M (TEPAP) Statistics (2024):

- *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



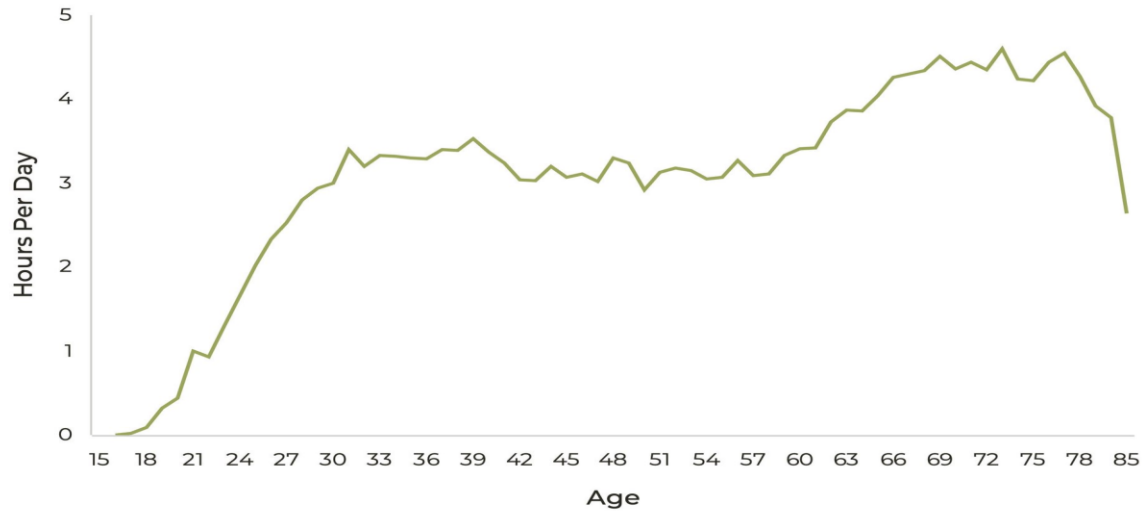
Source: American Time Use Survey, Our World in Data

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



The “Why” it Matters

Time Spent With Partner



Source: American Time Use Survey, Our World in Data

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



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.

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.

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



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.AJBRsearch.com | MICHELLE HOULDEN GRAPHIC

The “Why” it Matters

Keyman Definition:

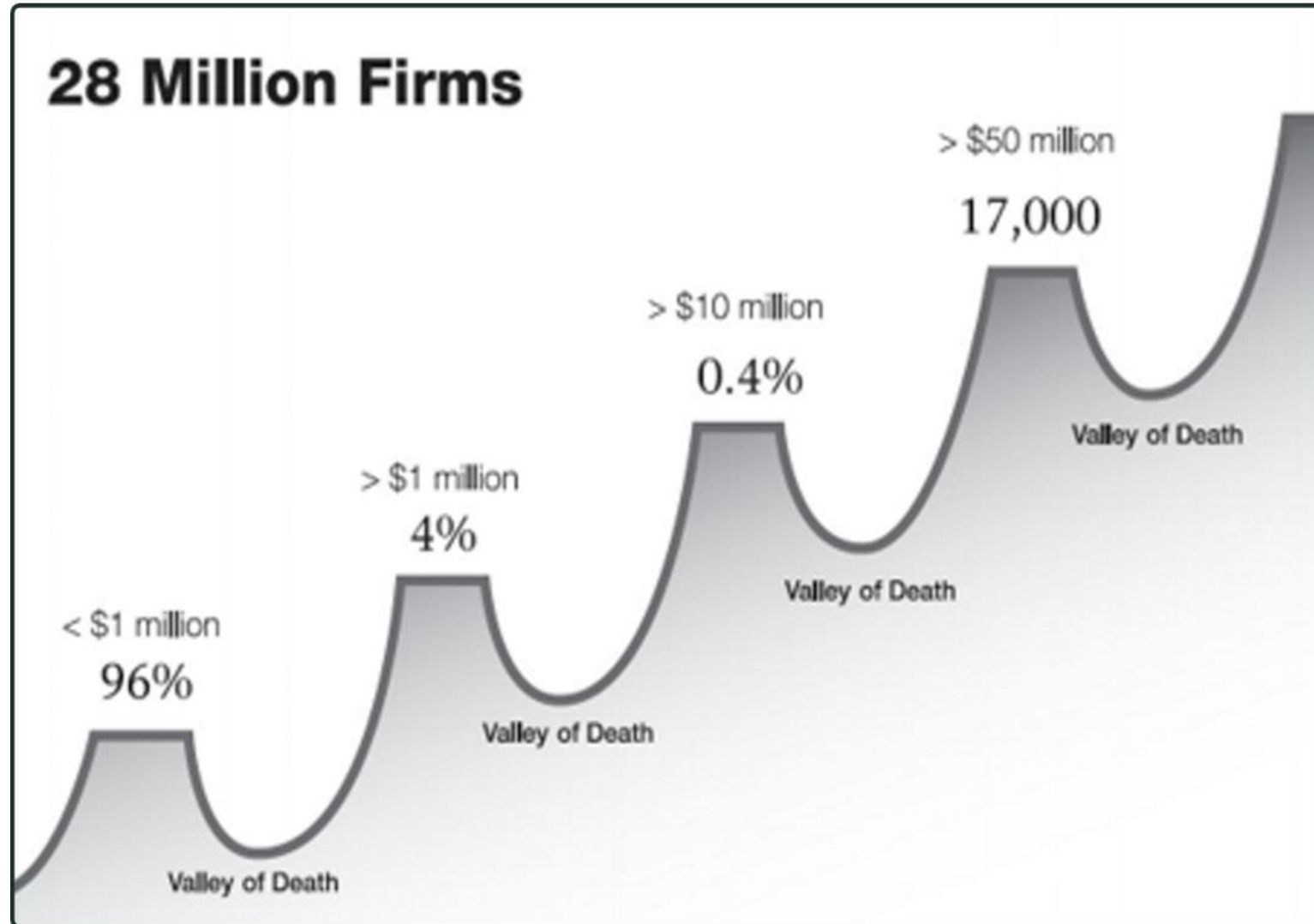
A keyman is someone whose skills, relationships, knowledge, leadership, or decision-making are so vital that losing them would significantly harm the business.

- 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)

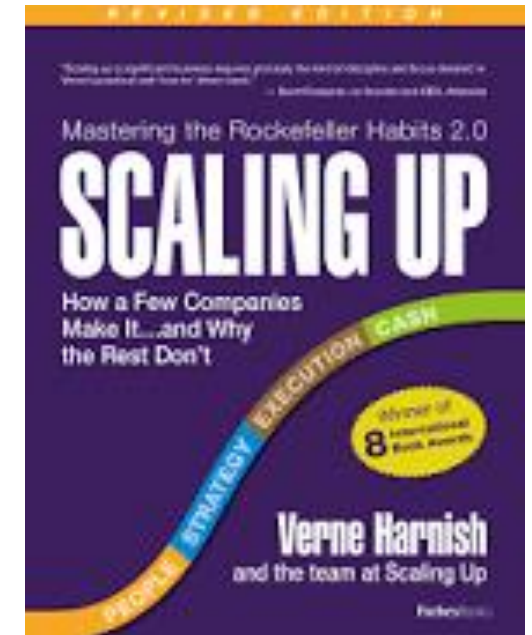
Many farms say they want to be “multi-generational”, very few have put the things in place to make sure it happens.



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	36.8	81,040	30.8
55+	141,920	48.0	148,250	54.5	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

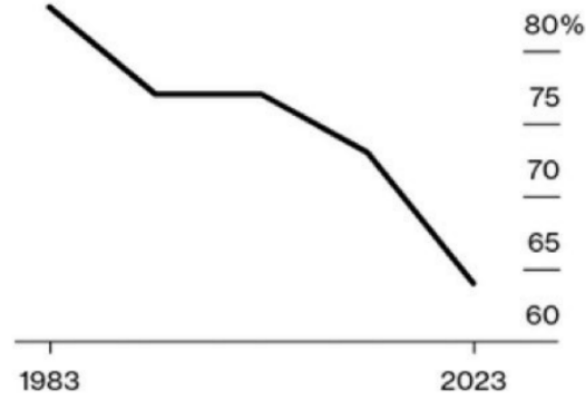


The “Reason” it Matters

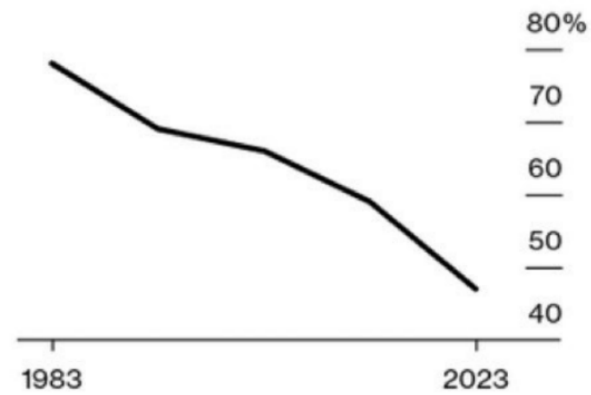
Adult Milestones

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

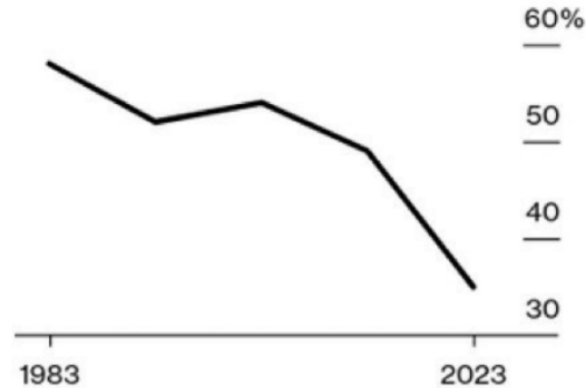
Live on their own



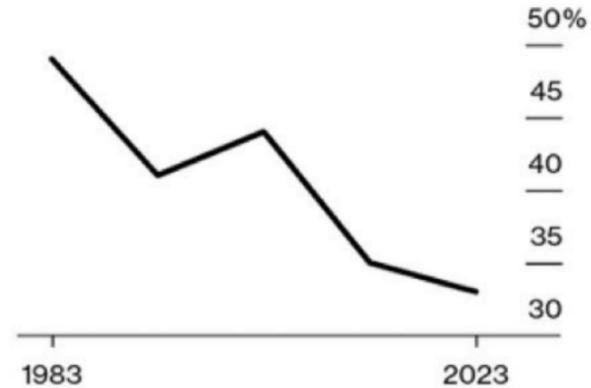
Have ever married



Live with a child

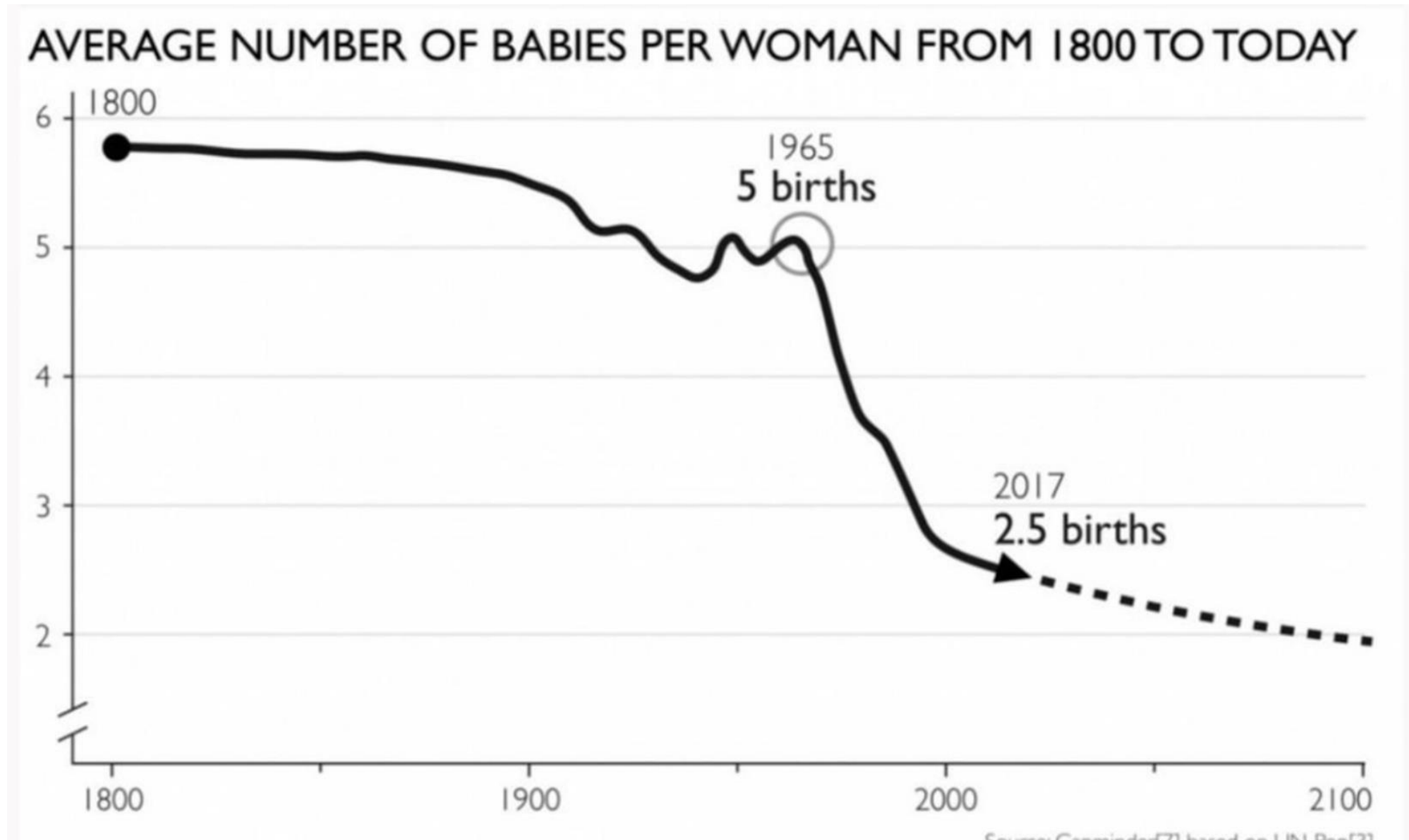


Own a home



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

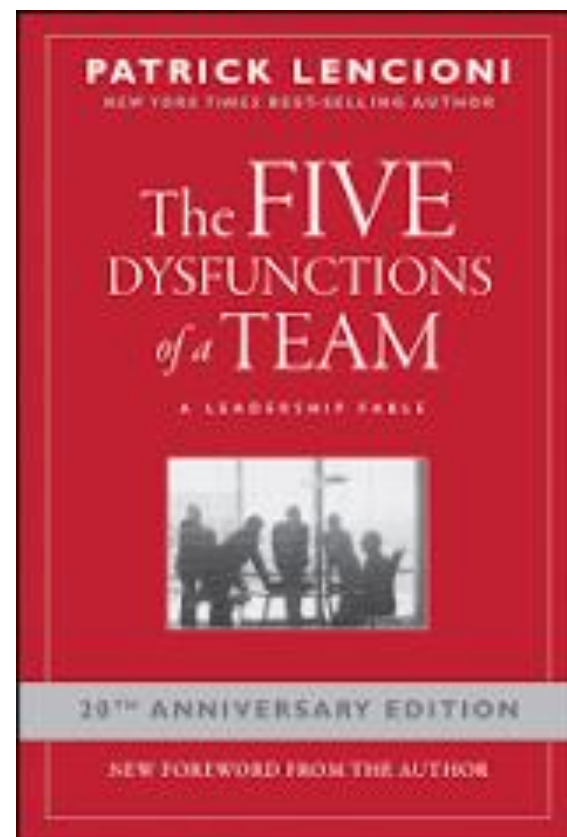
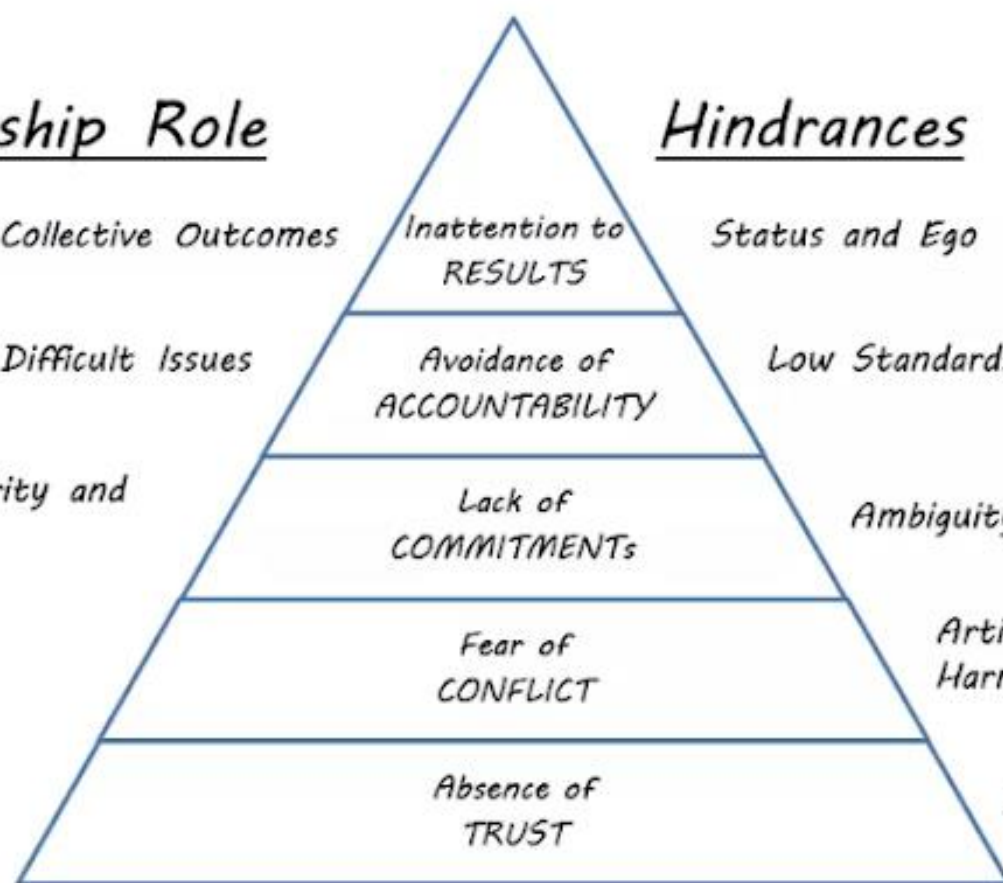
Status and Ego

Low Standards

Ambiguity

Artificial Harmony

Invulnerability





The ABC Model

Name:

Date:

A

IRRITATING

B

OKAY

C

FASCINATING/
MOTIVATING

ELIMINATE

DELEGATE/
AUTOMATE

EXPAND

Breakthrough

DELEGATE AND ELEVATE

Love/Great

Like/Good

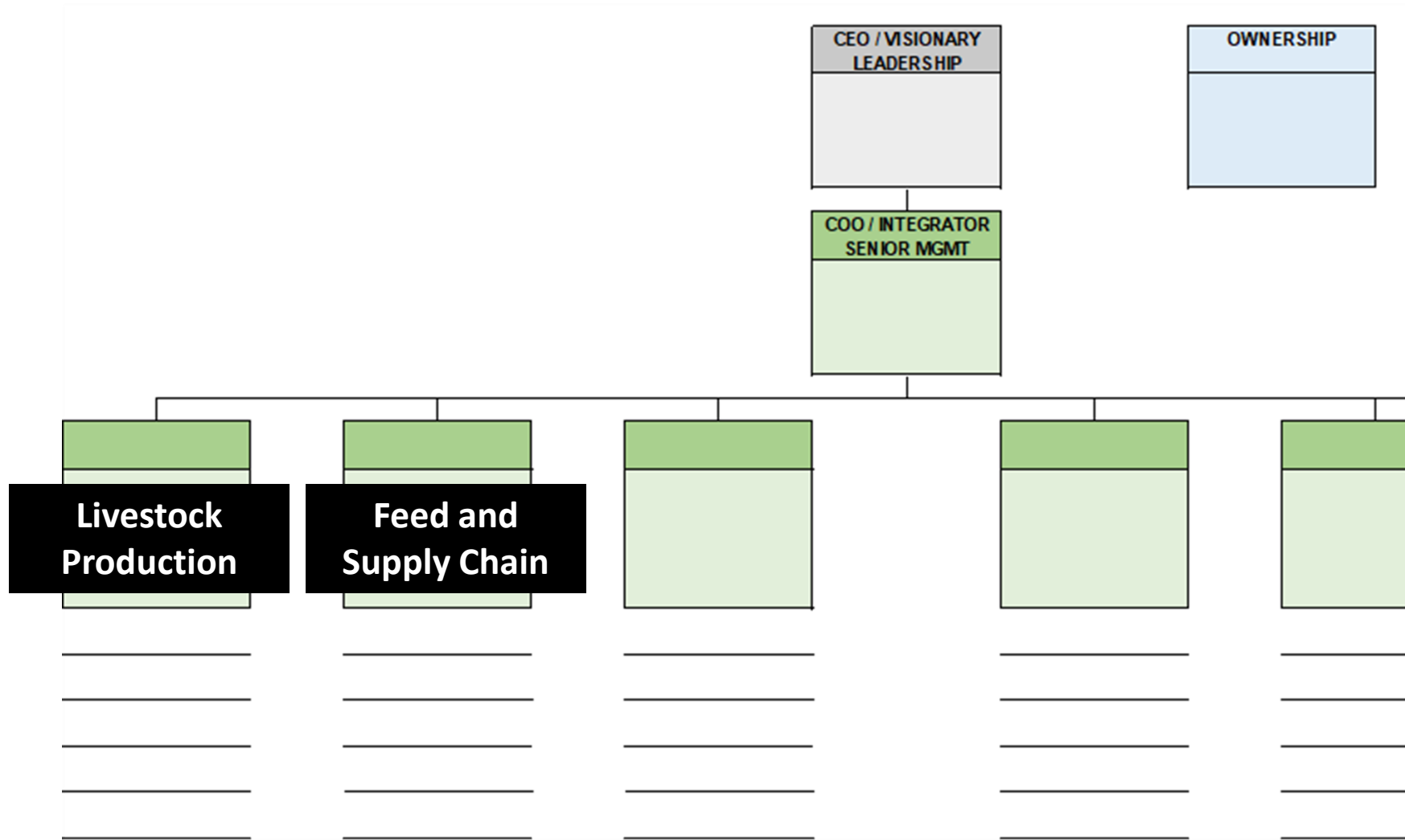
Don't Like/Good

Don't Like/Not Good

LEADERSHIP FACTOR

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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?

R

Responsible

Individual or individuals who are directly involved in doing the work and completing the task

A

Accountable

An individual or group who is ultimately responsible for making sure that the work is completed and meets all the project objectives

C

Consulted

The people or stakeholders who should be consulted and sought inputs and feedback from, before commencing a task or the project

I

Informed

Individuals who need to be informed about the progress of the project and what is happening in the project execution

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

Band 1 PT/Casual 1 Base Salary No Bonus Shared Auto Shared House	Band 2 PT/Casual 2 Base Salary Overtime Shared Auto Shared House	Band 3 Operator 1 Base Salary Overtime 10% Perf Bonus Benefits Pension 2 Wks Vacation Deep Roots \$	Band 4 Operator 2 Base Salary Overtime 10% Perf Bonus 5% Profit Bonus Truck Program Benefits Pension 2 Wks Vacation Deep Roots \$	Band 5 Management 1 Base Salary Overtime 10% Perf Bonus 10% Profit Bonus 10% Prosperity Plan Truck Program Benefits Pension 3 Wks Vacation Deep Roots \$ *Full-time HRS to qualify for Prosperity Plan*	Band 6 Management 2 Base Salary Overtime 10% Perf Bonus 10% Profit Bonus 10-30% Prosperity Plan Truck Program Benefits Pension 3 Wks Vacation Deep Roots \$	Band 7 Junior Partner Monthly Draws Benefits Equity Interest 1.5-5% Ownership	Band 8 Senior Partner Monthly Draws Benefits Equity Interest 5-10% Ownership	Band 9 Managing Partner Monthly Draws Benefits Equity Interest >10% Ownership
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“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

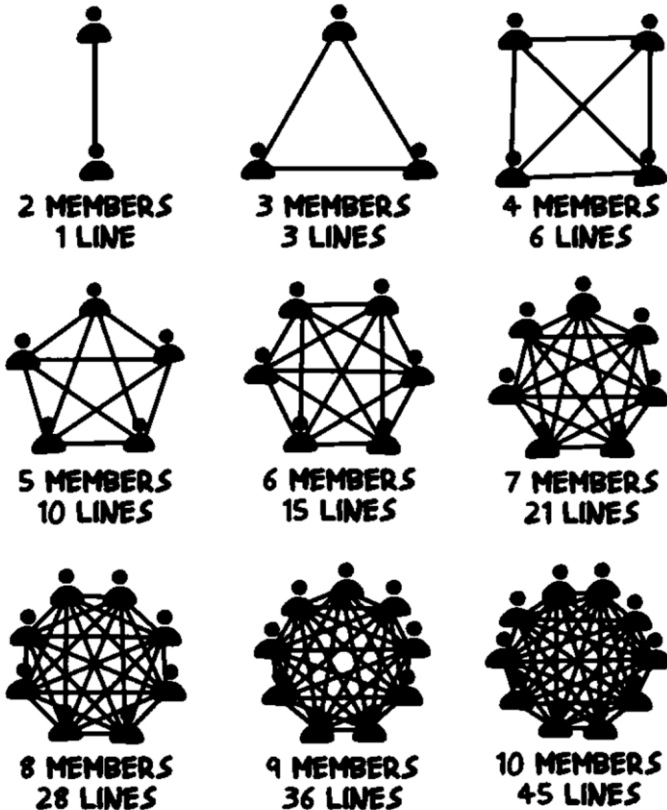


Evan	Amy	Result
WRONG	RIGHT	Amy's Right
RIGHT	RIGHT	Amy's Right
RIGHT	WRONG	Amy's Right
WRONG	WRONG	Evan's Wrong

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/TO™ 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

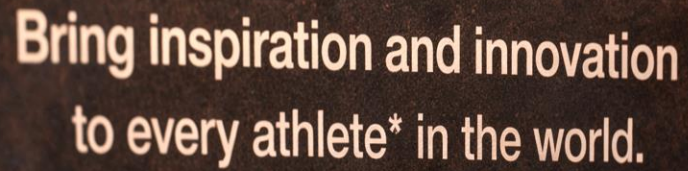
The Level 10 Meeting

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



Bring inspiration and innovation
to every athlete* in the world.

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



OUR CORE VALUES:

- Hard Work
- Integrity
- Heritage
- Stewardship
- Innovation

• Innovation

“Communication” in Ag

Core Values - Discovery Process

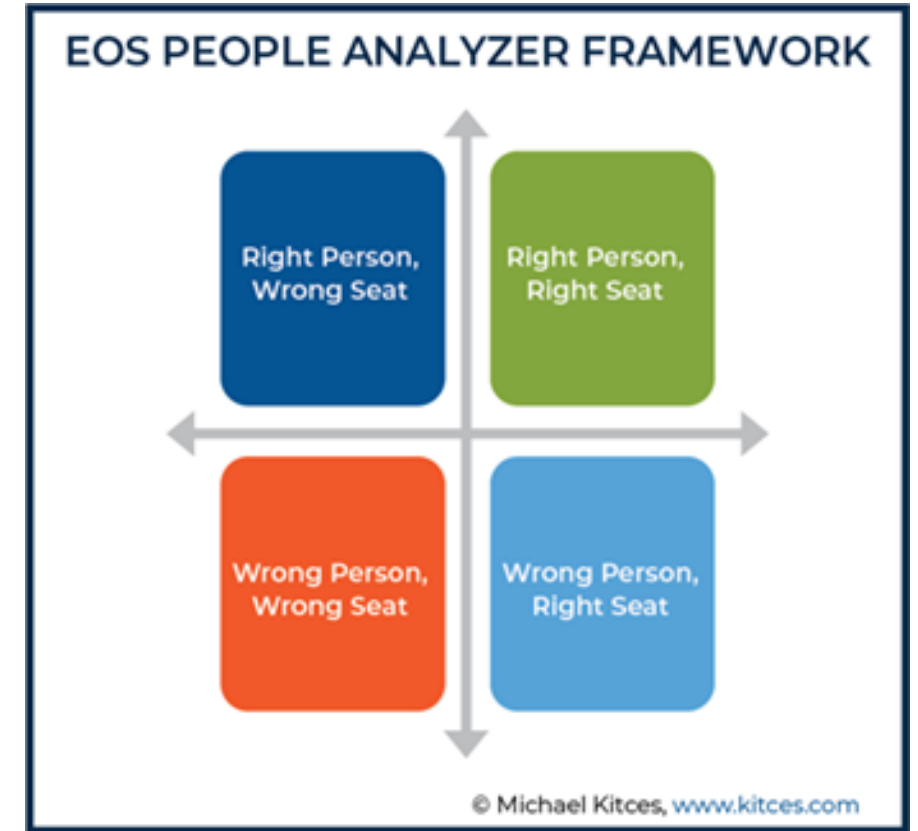
1. If you could invest in one person and earn 10% of their earnings in the future, who would that person be? Why?
2. Past or present – who is the top employee or manager you have worked with? Why?
3. What are the most important behaviours, attitudes and qualities in your significant other?



“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



HEBERT GROUP Philosophy



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