

Projektet er medfinansieret af midler fra
Promilleafgiftsfonden for landbrug

Ministeriet for Fødevarer,
Landbrug og Fiskeri



Naturerhverv.dk



Den Europæiske
Landbrugsfond for Udvikling
af Landdistrikterne



Danmark og Europa investerer i landdistrikterne

Se 'European Agricultural Fund for Rural Development' (EAFRD)

Leadership tools and results interview 20 top cattle farmers

Afternoon presentation, AU students, November 2014

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Agenda

- The change of the farmer
- Leadership tools
 - Whiteboards (Communication and interaction with the employees)
 - 5S
 - TPM (total production maintenance)
 - Work planes and interviews frames
- Interview results of the 20 best cattlefarmers



Inspiration





The farmer's role is changing

From

- **Doing all farm work**
 - **Milking**
 - **Feeding**
 - **Field work**
 - **Monitoring the herd**

To

- **Formulation of strategy**
- **“Management” of consultants**
- **Management of staff**
- **Management of production and economy**
- **Monitoring the herd by use of technology**

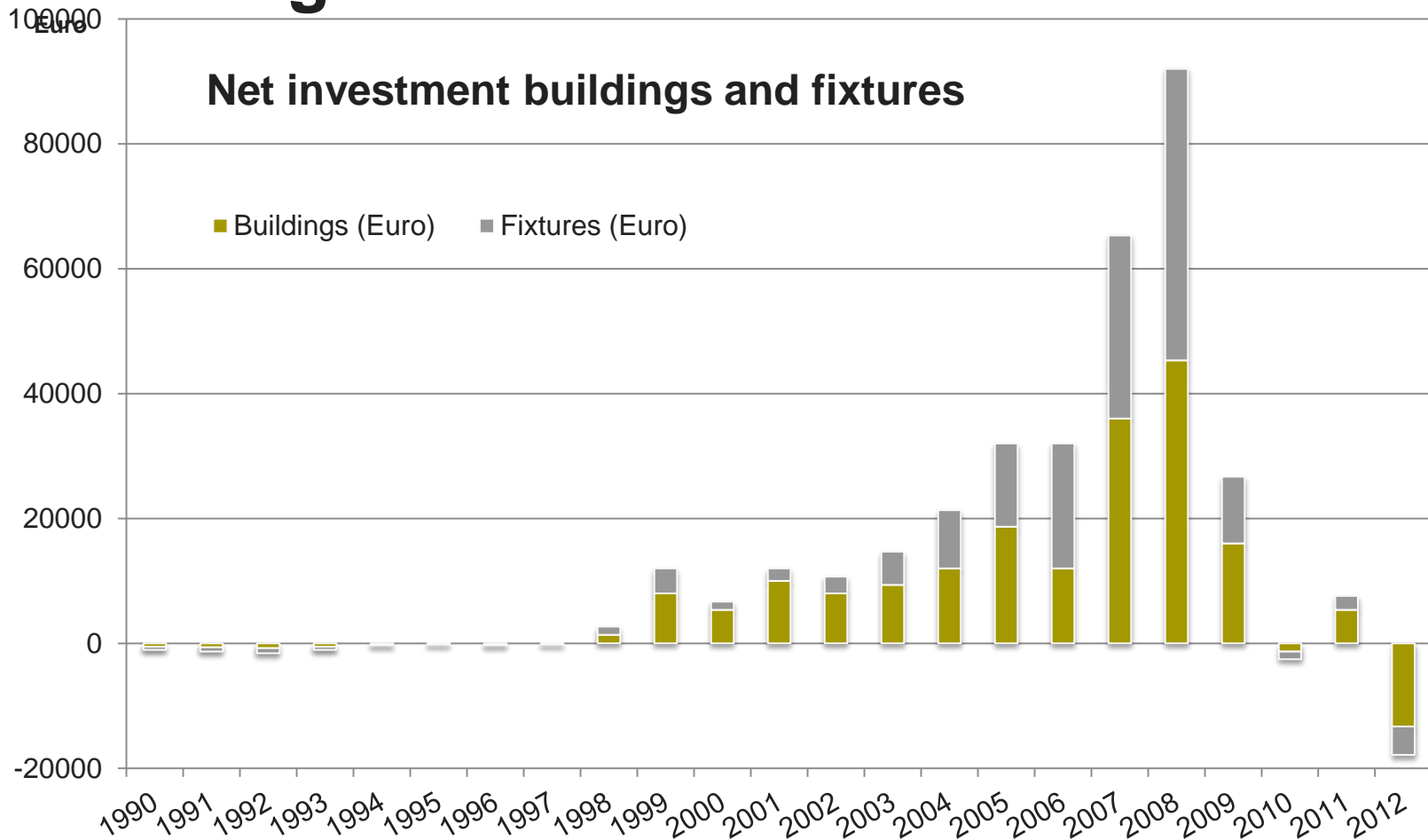
From skilled craftsman



To manager and leader



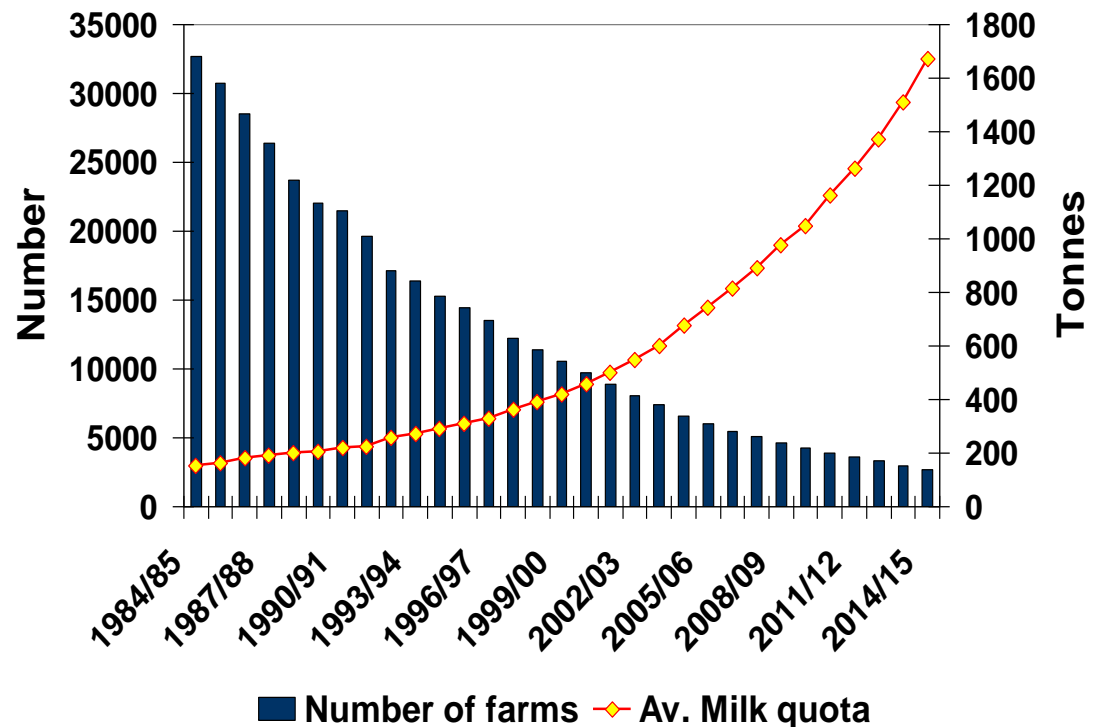
Investment counter leadership/management in Denmark!!



2004-08 investment of an average of **250.000** euro per farm

The structural development in Denmark is likely to continue

- From 2005 to 2015
- 2,5 billion kg of milk quota will be turned over
- Every dairy farmer will increase the amount of quota with 1 mill. kg
- In 2015 the average dairy farm has 160 cows and 10,250 kg of milk per cow



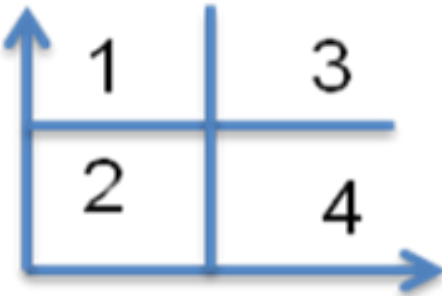

Routines!!



Board meeting



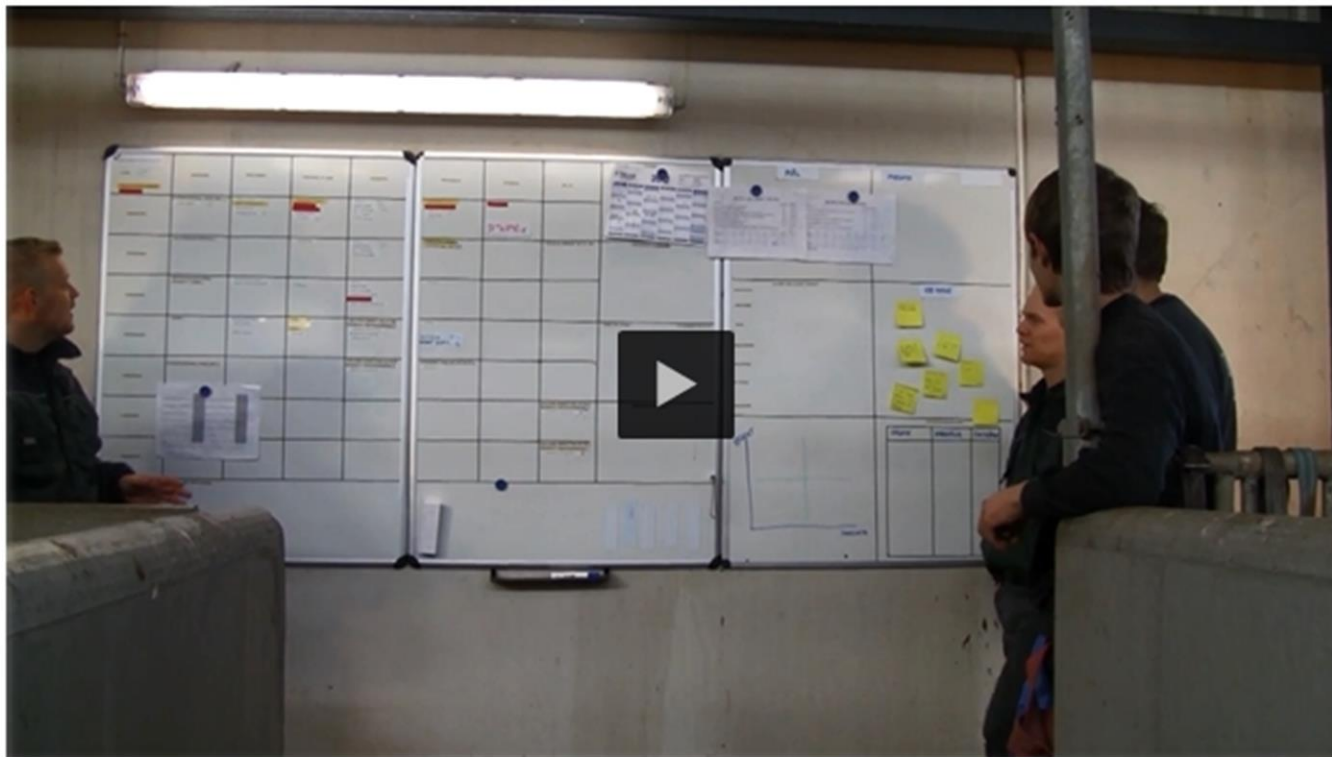


<p>Goal</p>	<p>Effort</p>
<p>What went well last week</p>	<p>Improvement /ideas</p>
<p>Priority</p> 	<p>Action plan</p> 

Video

Board meetings www.arbejdsplan.kvaeg.dk

LandbrugsInfo



Overview with board meetings



KEY performance indicators (KPI)

Management systems

DAGLIGT OVERBLIK

Registrering

Kælvning Indgang Levebrug Slagtning Aflivning Død Eksport Beh.diag. Beh.øvrige Goldn

OBSERVATIONSDTK

Faste opgaver Tilføj + ?

5 DAGE 7 DAGE 3 - 7 FEBRUAR 2014

MANDAG	TIRSDAG	ONSDAG	TORSdag	FREDAG
Kælvningsafsnit Flyt kvier	Goldning Flyt til	Kælvningsafsnit Flyt køer	Repro-køer Undersøgelser	Kalve Til salg
	Repro-kvier Undersøgelser			

Board meetings - experiences

How to implement it at the farms

- Where is it relevant?
- Expectations and farmer leadership
- Involvement (employees)
- Number of cows
- Farmer's role

Effects of board meetings

Whiteboard meetings

- The positive dialogue
- Involve the employees
- Visible goals and results
- Culture improvement
- Noticeable management
- Team spirit



The 5S process

1. Sort

- Green, yellow and red

2. Systemize

- Make a home
- Green close, red away

3. Shine up

4. Standard

- make an SOP or picture

5. Self discipline



5S

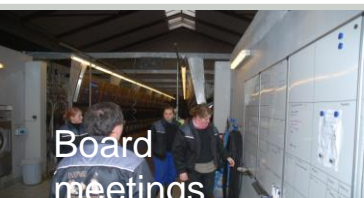
Results – before and after



Take a photo



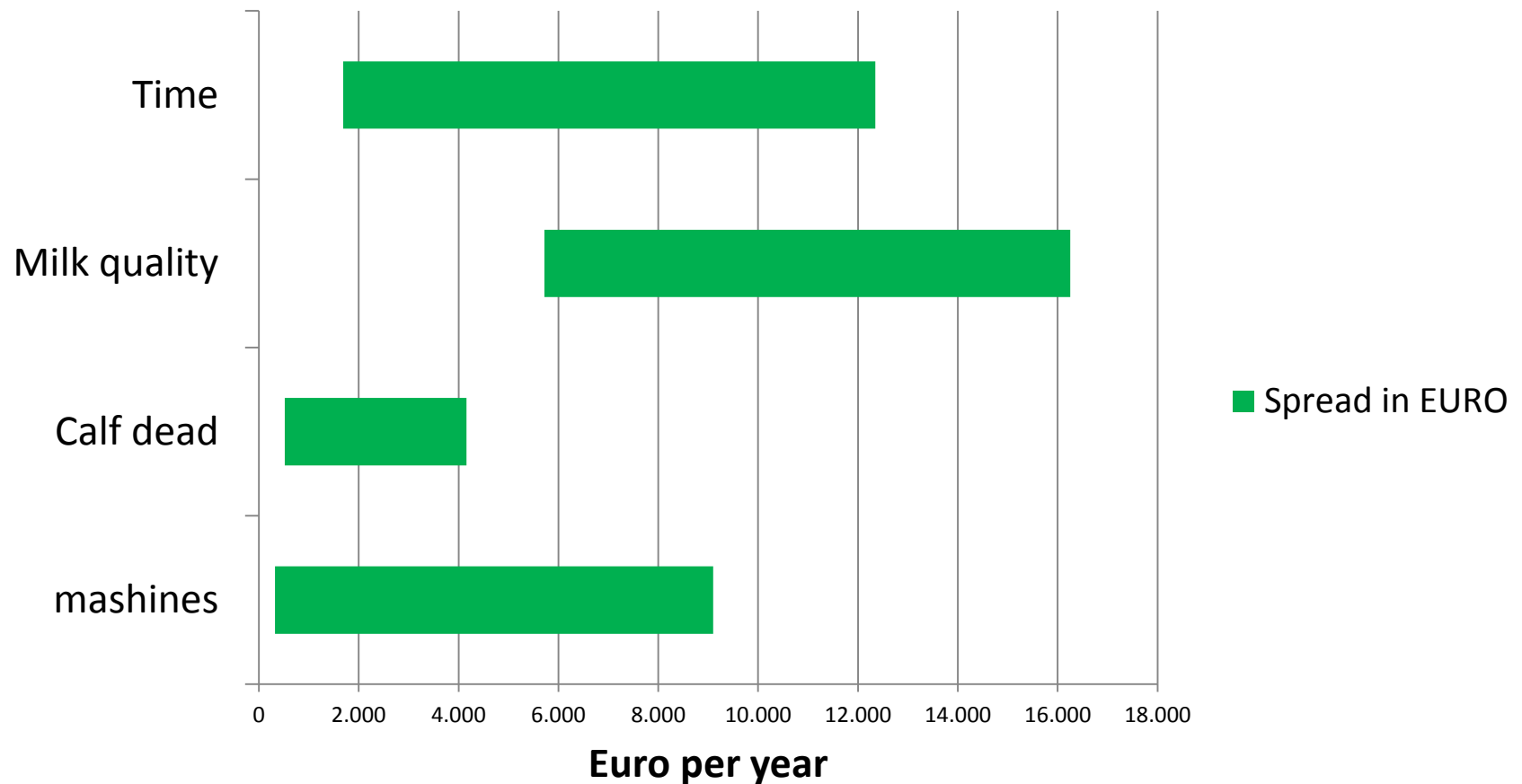
Effects of Lean 2012

1. Situation	2. Effort	3. Waste type	4. Goal	5. Effect
<ul style="list-style-type: none"> • Bad coordination 	 <p>Board meetings</p>	<ul style="list-style-type: none"> • Waiting time 	<ul style="list-style-type: none"> • Plan and coordination 	<ul style="list-style-type: none"> • Less time (saved time ~ 6.700 euro per year)



Spread in economy benefits (30 farms 2012)

(primary board meeting and TPM)



Soft results

- Better communication
- Better working environment
- Greater job satisfaction/motivation
- Personal development
- Taking more responsibility
- Easier work planning
- Better animal welfare



Other small tools

- “Smile to your workday”
- “Periodic working days”
- Hiring new staff (the good hiring interview)

Visit www.arbejdsplan.kvaeg.dk



Organisation chart of the farm





	Henrik	Niels	Peter	Lene	Søren
Responsibilities	Finances Planning	Cows		Calves	
Working tasks					

- a) Allocate **areas of responsibilities** (area, by which the person in question has decision-making competence)
- b) Allocate tasks from the squares below and add possibly new tasks

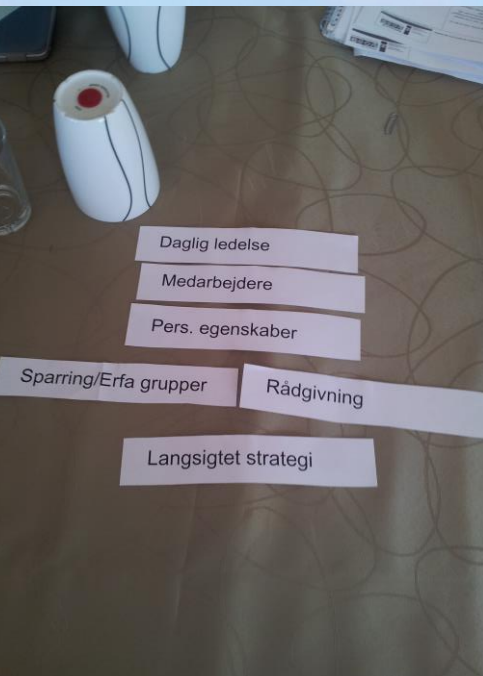
NB! Several employees may share the same tasks and fields of responsibility

Milking -Milking routines -Morning/evening -Collection	Feeding -Feeding plan -Feeding -Control	Registration - Animal registration database	Reproduction -Observation -Notes -Replacements -Breeding	Veterinarian -Send for vet. -Calls by vet. -Action plan	Purchases -Forage -Consumption, cleaning -Maintenance, spare parts, etc.
Finances -Budget -Follow-up	Field	Maintenance -Inventory -Machines	Cleaning -Daily -Periodically	Planning -Week plans	Calves
Dry cows	Heifers				

Styrket konkurrenceevne-lær af de bedste:

Learning from the best

Main results from 20 qualitative interviews on cattle farmers > 150 cows,
aug-sep 2014





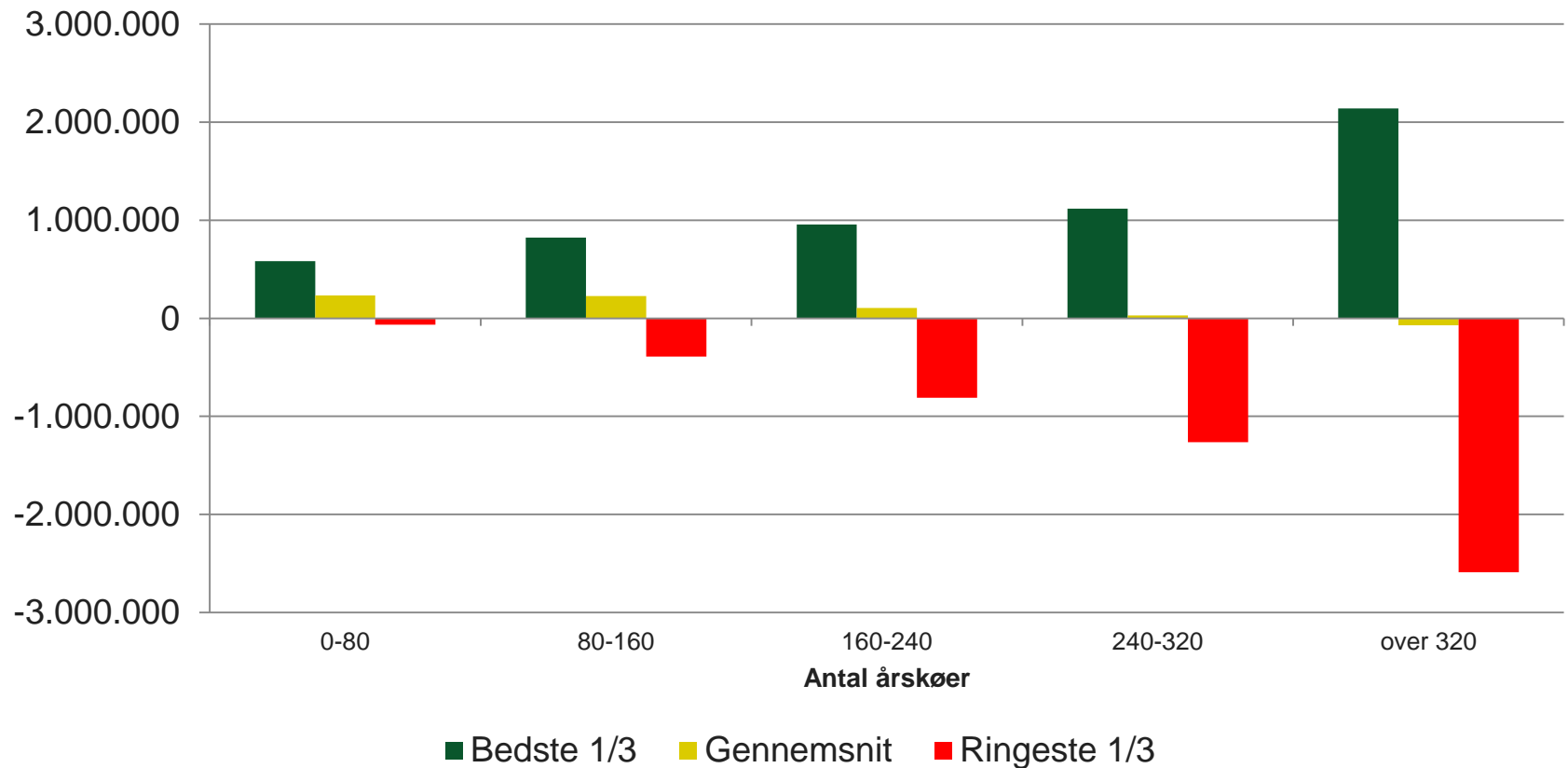
Short about the project

- Mapping of what the best does
- Comprehensive survey of farmers who year after year is among the best measured on the bottom line (ROI)
- Knowledge from the project is used to lift the other producers



A normal year (variation in results

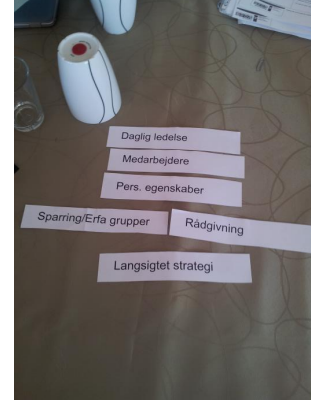
Spredning i driftsresultater





Parametres

1. Strategy
2. Personal Leadership
3. Production- and to economic planning
4. Motivation and values
5. Family Life
6. Inspiration, Savings and Use of advisors
7. Check Value of the production facility
Welfare, logistic and routines

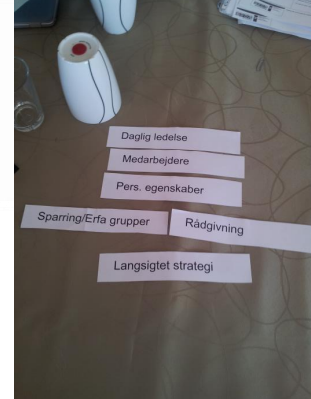


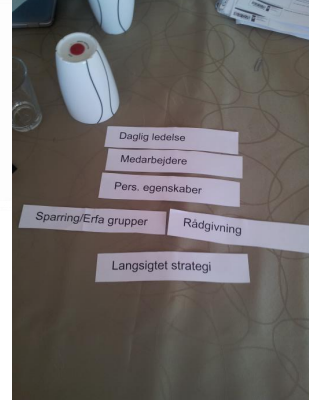
The projects calendar

Tidspunkt	
2013	Gaining knowledge (other projects, other professions, research in the world)
Spring 2014	Method Clarification and processing of knowledge
July-aug 2014	Selection of farms
September 2014	Data collection on farms
October 2014	Anthropological Field Study
October and november 2014	Machining studies
December 2014	Communication including workshop

Some of the selection demands to the 20 cattle farms

- Milkproducers
 - 80% of the gross proceeds must come from cattle or forage production. Looking Ahead: Do not run attrition strategy.
- Over 150 cows
- Equity to assets ratio, solidity of 10% from 2011 to 2013
- Annual Report 2009-2013 from a DAAC-business



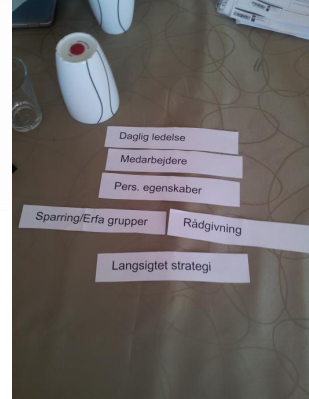


General observations

- Timeliness- things are getting done
- High level of management
- True to their strategy, not flap around
- Good animal welfare and harmonious crew
- Very reflected on management and employee well-being

> 300 cows

- Greater focus on delegation of farms with more than 300 cows
- Retrieving much inspiration from the agricultural press and Experience groups
- Biggest challenges:
 - Management of staff
 - Time for family life



Summary

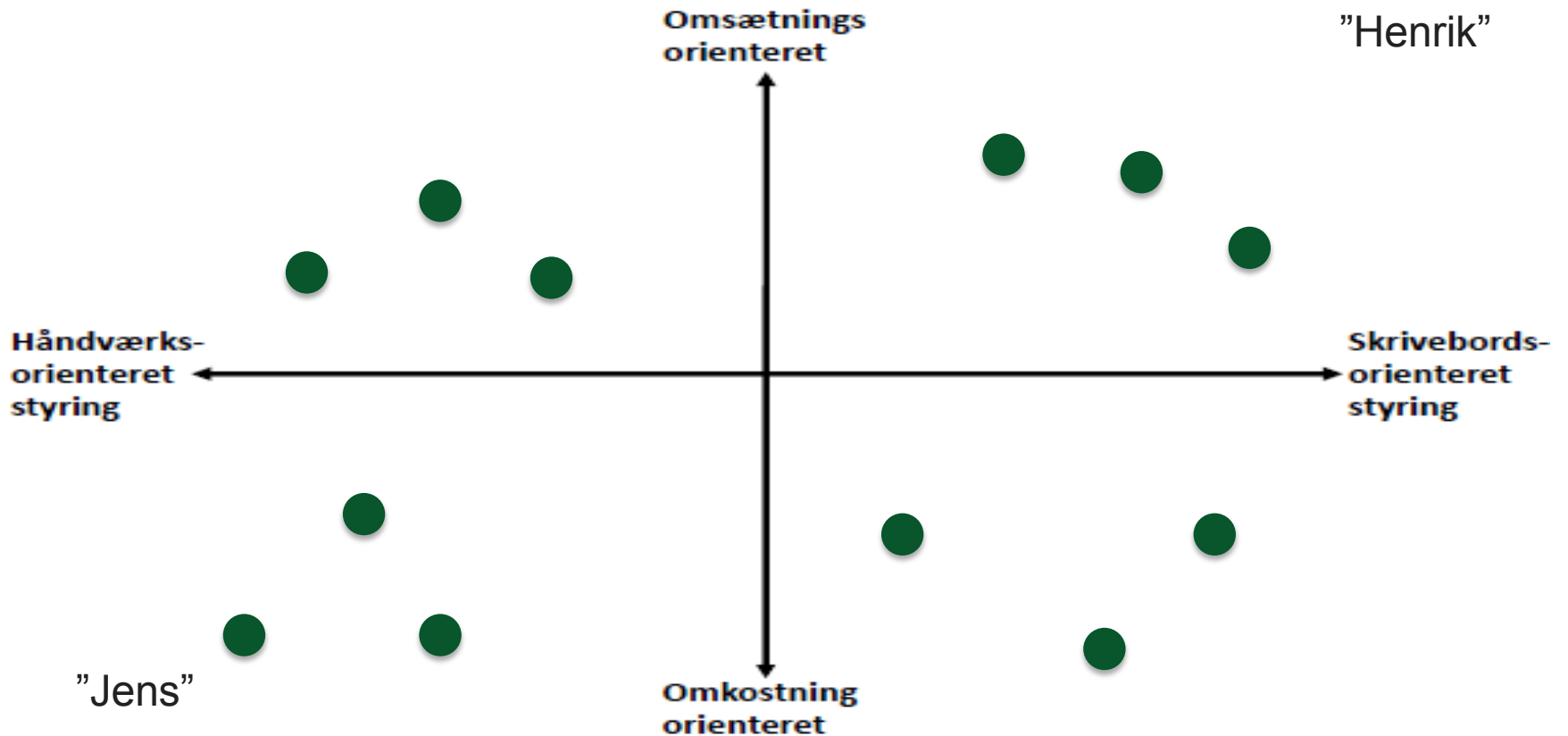
- **New role of the farmer , bigger farms, new role of the advisors.**
- **Board meeting** - a good way to show results and to involve employees
- **Operational Lean tools** can help the farmers leadership- **but it is still a journey**



And remember – you never stop learning 😊

Forskelle (repræsenteret i alle hjørner)

Produktionslogik



Kilde: Noe, Økonomikongres 2012



KNOWLEDGE CENTRE FOR AGRICULTURE



Thanks for your attention

www.arbejdsplan.kvaeg.dk

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