

Workflow: Training

Toolkit 14.2

Managerial and Supervisory Training

target audience

Farm managers, production managers and supervisors.

what it is

Managers and supervisors lead the operation in a number of ways:

- Technical competence and knowledge;
- Broader business skills;
- Leadership of people and teams;
- Planning, leading, and controlling;
- Attitude and behaviour;
- Coaching and mentoring skills; and
- Problem solving skills.

Therefore, managers and supervisors require additional training. Often it is assumed that technical competence is the key criteria for promotion into a managerial or supervisory position. While technical competence and credibility are important, managerial competence requires additional skills. This toolkit focuses on broader managerial skills.

why it is important

Effective managers and supervisors (at different levels) give focus and vision to their teams. They are able to clearly identify goals to which others also aspire. They can motivate their teams, increase productivity, efficiency, and impact within the organisation, which ultimately affects your bottom line.

It is important to empower and enable your managers and supervisors through ongoing development and training. If a person has been working on the same farm for years and has been subjected to the same environment and the same way of doing things, they may not have been exposed to new ideas or the best way of doing things. Training and development is the answer.

Finally, as a farm owner, your ability to focus on bigger plans and farm development, rather than being sucked into daily operational issues, is directly influenced by how skilled, reliable, and autonomous your managers and supervisors are. Training and development to establish real depth and succession in your team is a great investment.

success factors

- **A List of Critical Managerial and Supervisory Skills** – Develop a comprehensive list of managerial and supervisory skills that cover the key aspects required by the role (each with its appropriate level). Below are examples of skills for each main area of managerial competence:
 - Technical competence and knowledge – Areas of production such as, soil health, tree care, irrigation, nutrition, disease, and pest management, harvesting, quality control, etc.
 - Broader business skills – Business planning, budgeting and budget control, reporting, effective meetings, and minutes etc.
 - Leadership of people and teams – Communication, planning, motivation, discipline, performance management, etc.
 - Planning, leading, and controlling – Shorter term planning, execution and control of key actions and milestones. In some cases, basic project management skills.
 - Attitude and behaviour – Honesty, confidence, decisive, brave, objective, fair, etc.
 - Coaching and mentoring skills – Skills on how to develop the independence of increasingly autonomous teams. Refer to [Toolkit 2.7 – Gemba Walks](#).
 - Problem solving skills – The ability to use formal problem solving tools and root cause analysis.
- **Defining and Assessing What the Manager Knows and How They Think** – Define what the manager and supervisor should know and the decisions they are expected to make, i.e. the quality of both technical knowledge and the quality of their thinking.
- **Defining and Assessing How the Manager Leads, Interacts, and Behaves** – Define how you expect the manager and supervisor to interact. Please note that these attributes must be both internal to the manager/supervisor as well as between the manager / supervisor and their subordinates.
 - They must be honest – Your teams will trust them more.
 - They must be confident – To be effective they must lead by example and display confidence.
 - They must be decisive - Good leaders are not afraid to make decisions.
 - They must be brave – There will be times when issues arise, and your managers must be able to address these issues proactively.
 - They must be objective – Good managers do not let personal thoughts and feelings get involved. They must provide feedback that is objective and professional.
 - They must be fair – At all times, the teams must feel like they have been treated fairly.
- **Focus on Training for Results** – Especially when it comes to managerial training, you should absolutely expect a direct impact on business results and performance, e.g., higher labour productivity, lower production costs, lower absenteeism, better critical production practices such as scouting, pruning, fertilisers and irrigation, which ultimately drives yields/quality/price/income, etc.
 - Good agricultural practices are instituted or maintained resulting in better yields and less wastage.
 - Any non-conformances are easily and quickly remedied through corrective actions.

- Managerial information is easily accessed or extracted on request.
- **Focus on the Impact on Team and Organisational Effectiveness** – Managers and supervisors are expected to contribute to the overall wellbeing and effectiveness of the business, over and above their narrow area of responsibility. By focusing on their broader contribution (the invisible things that make a visible difference) you address matters like overall culture and climate, teamwork, pro-activeness, attitude, commitment. Managers are responsible for how they shape their business environment.
- **Focus on Personal Development and Progression** – Finally, managerial, and supervisory development should directly foster the personal development and progression of the individual. If business performance allows, this can also lead to a bigger role and more financial reward.
- **Manage Expectations** – Training and development is a long game. You cannot afford to provide all the required training in the same year for all your employees. But you cannot afford not to train and develop. Plan training and development with your managers and supervisors in a transparent manner by linking operational requirements, money and time availability, and your sincere aim to develop your people; then set your priorities, communicate your reasons, and manager expectations through good communication.

execution steps

1. Develop a comprehensive list of managerial and supervisory skills that cover the key aspects required by each managerial and supervisory role.
2. List and define what the manager and supervisor should know and the decisions they are expected to make.
3. List and define how you expect the manager and supervisor to interact with their subordinates and superiors as well as internal and external clients.
4. Work with your skills development facilitator to source training providers that are able to deliver both the technical as well as the soft skills training required.
5. Work with your skills development facilitator to implement the specific training required that addresses the above needs.

assessment questions

Please Note: There is no minimum / maximum amount of questions you can add

1.	Have you completed the comprehensive roles list for managers and supervisors?
2.	Have you listed and defined what the managers and supervisors should know and the decisions they are expected to make?
3.	Have you listed and defined how the managers and supervisors should interact/ behave with their subordinates and superiors as well as internal and external clients
4.	Have you developed a training matrix for the required training interventions?
5.	Do you have a skills development facilitator?

6.	Do you focus on team leadership and problem solving training for your managers and supervisors?
7.	Is there a direct relationship between your managerial and supervisory training and the commercial and production performance you expect them to bring about?

resources

1.	Personal Development Plans for each manager and supervisor
2.	Skills development service provider list (management training)
3.	Training Matrix (management training)