

Creating change through Relationship, Extension and Technology uptake



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The reason for the study.....

- Ongoing doom and gloom about the viability of livestock farming
- Change is necessary and obvious
- Many research based practical solutions exist but limited uptake on farm
- Why, and what can we do about it?



Customer focus

- Customers want
 - Consistency
 - High quality
 - Value





*4L carcass
waste 3.00kg*



*3L carcass
waste 1.50kg*



*2 carcass
waste 700g*



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Who, What, Where?

- Wide range of industries
 - Farming, extension, research, business, distribution, press, psychology, education, ministry & charity
 - Practical visits and conferences
- USA, Canada, China, NZ, Australia, Europe

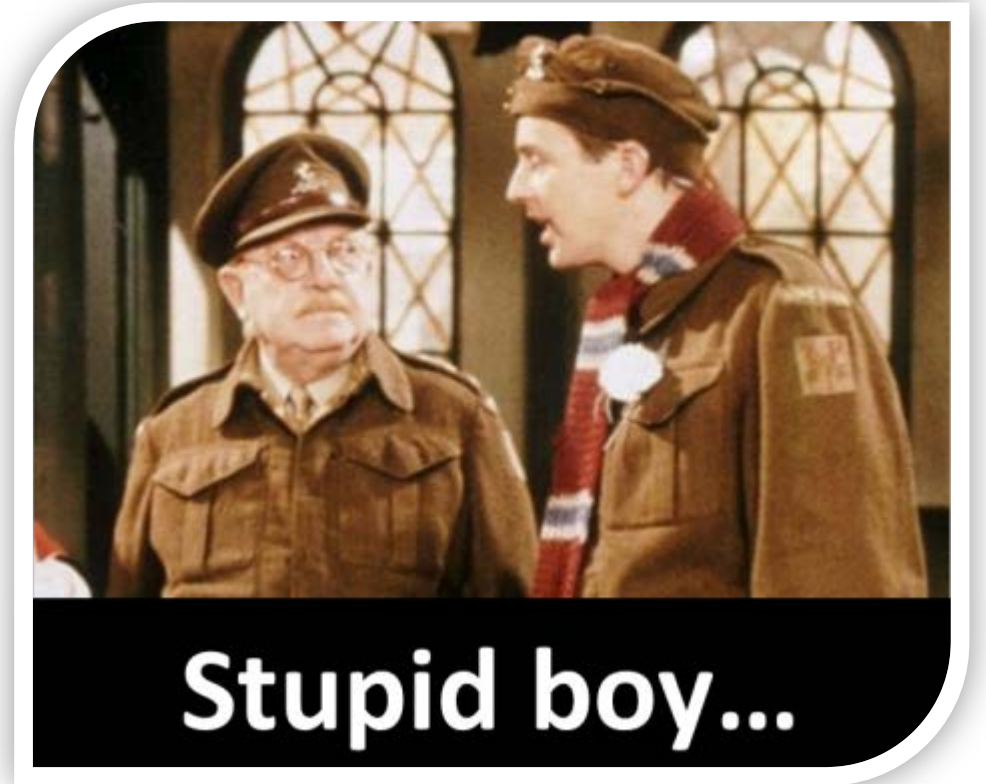




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How we learn

- People learn in different ways
 - Interactive learning
 - One to one advice
 - Discussional learning
 - Visual learning
 - Spoken/Verbal
- Many have failed in formal education and completely lack confidence
- How people see themselves affects how they learn



- Everyone can learn, but it must be appropriate to them

**The fear of learning is a
really big problem in
Agriculture**

(Phil Hadley, AHDB)

Change is a process.....

- **Pre-contemplation:** Don't realise need to change
- **Contemplation:** Aware of problems, realises need for change
- **Preparation:** Accepts responsibility to change behaviour/practice and plans for change
- **Action:** Conscious choosing of new behaviour or techniques
- **Maintenance:** Keeping the good practice going
- **Termination:** The change is complete and established. Keep it going and move on to something else.

Predictability is more important to us than many realise and often predictable bad outcomes are subconsciously preferred to the unknown

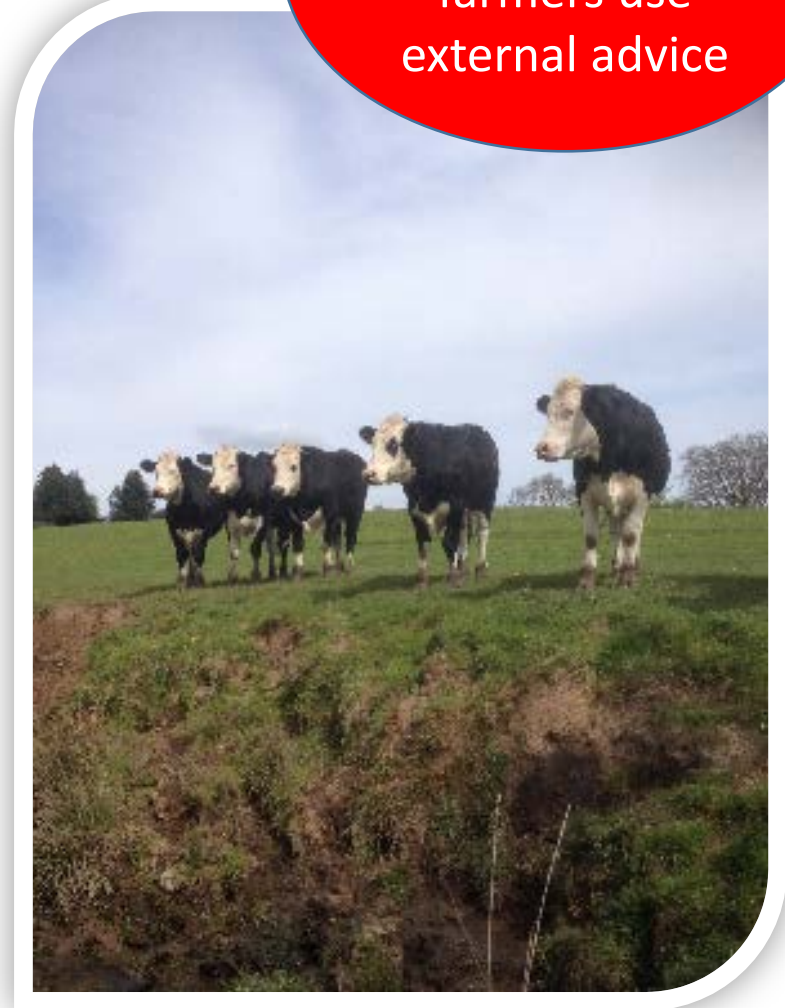
(Gayle Manning, Educational Psychologist)



Change can be derailed.....

Only 5% of beef
and sheep
farmers use
external advice

- Effective change can be derailed at any point
 - Knowledge
 - Confidence
 - Accountability
 - Measurement and feedback
- Complexity is counter productive



**The complexity of
change scares people..
make simplicity a habit**

(Lisa Bodel, Kill the Company)

Case study: The Headmaster

- School in difficult area
- Budgetary constraints & staff management
- Focusing on the needs of the customer
- Dealing with an unpredictable asset
 - *Seeing beyond the behaviour to what could be*
- Dealing with the root cause of problems
 - *Looking at the problem differently*
 - *Reading evenings with parents and kids*
 - *Game playing evenings with parents and kids*
- Assessments against more privileged schools





**I HEAR AND I FORGET.
I SEE AND I REMEMBER.
I DO AND I UNDERSTAND.**

— CONFUCIUS

**Education does
not necessarily
change behaviour**

(Headmaster)



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Case study: The ship

- Underperforming ship in USA Navy
- Moved from being the lowest performer to the highest ever in the US Navy
- Clear leadership & trust in staff
- Recognition of need for help in non-specialist areas
- Use of advice from all levels
- Generating confidence in the ability to deliver effective change and progress



The most important thing a
captain can do is to see the
ship through the eyes of its
crew

(Mike Abrashoff)

The tools of change....

- Research
 - Addressing practical problems
- Knowledge transfer
 - Getting the right information to the right people by the right people and methods
- Feedback
 - Can't change without feedback
- Technology uptake
 - Must be used to make life simpler or better
 - Must provide ongoing feedback

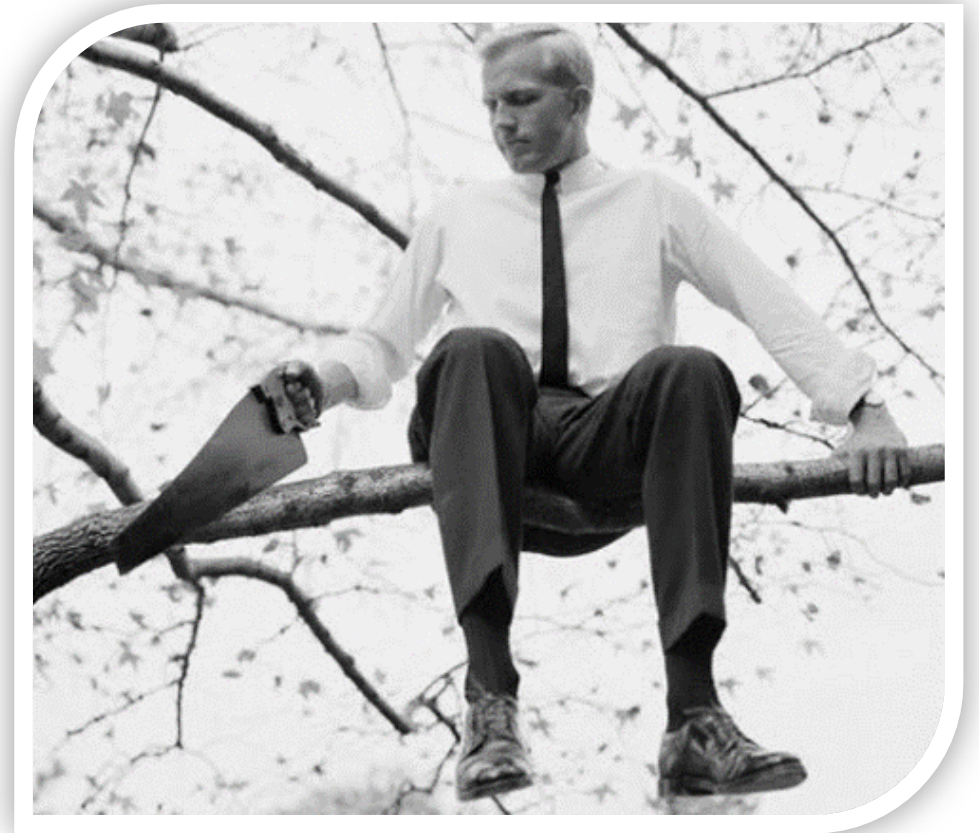


**Science can set the standards,
but it can't change behaviour**

(Mark Fisher, Ministry Primary Industries, NZ)

Research must have implementation plan

- Research must be grounded in addressing practical problems
- Research should only be commissioned with an implementation plan
- Extension services must be closely linked to the commissioning of research
- Farms should be involved in practical research
- Farmers should be involved in extension programmes



So why don't we change effectively?

- Some are lazy
- Some lack knowledge
- Some lack confidence
- Some lack vision
- Some lack feedback
- Some lack accountability



Take home message

- Simplicity is vital
 - Vision
 - Confidence
- Actions must be tailored per farm and per person
- Technology is essential
 - Must work effectively and painlessly
 - Must provide feedback
 - Must assist with communication of actions

