# Subject

# Managing employees

Social resilience



Management can be defined as, "All the different techniques of organization and management of all resources and teams within a company that enable the development of an organization". In addition to remuneration, it is important to consider human relations with employees as a key factor in recruiting, motivating and retaining staff. Poor management can deteriorate working conditions and organisation on the farm.

# Identify and adapt your management style to the context and the employee

Four types of management can be identified to characterize your relationship with your employees. It's about adapting the management style to the context and the employee.

> Directive management: For emergencies and new employees.

#### Persuasive management: To give employees greater autonomy, the manager's role is to coach and encourage

Delegative management: For the autonomous employee who has the ability to make decisions. Work is a shared responsibility.

Participative management: Involve the employee in decision-making, adapted to solutionfinding debriefings.

Source: Organiser le travail sur son élevage laitier, Caisse Centrale MSA, 06/2018

#### Implementation advice

Managing employees can't be improvised! Successful management is not just about personal qualities, but also about knowledge and know-how. Don't hesitate to ask for support and training on the subject.

#### Organizing work with your employee

Employees tend to be <u>more productive</u> when they are aware of the tasks to be carried out and the deadlines to be met beforehand.

- A well-balanced schedule helps to increase motivation.
- Every step taken is an objective achieved, which generates satisfaction.
- The manager must assign tasks, ensure that procedures and deadlines are respected and prioritize jobs according to their importance.

## Choosing the right employee

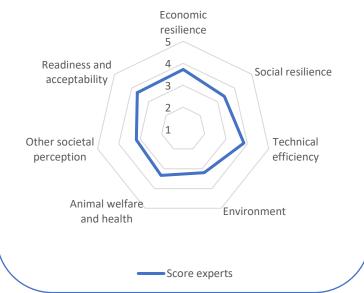
- Remain the decision-maker (vs. partner) without being alone on the farm and allowing you to have more free time.
- It is not always easy to find an employee and there is a risk of turnover. The legislation to be respected regarding employment can be onerous.

Are you ready to delegate? First analyze your company's needs!

### How to communicate with your employee

- Allow time for discussion, listening is crucial. Even if the final decision belongs to the farmer, the employee can bring ideas forward and makes it easier to accept a decision adopted collectively.
- By sharing the company project, employees become more involved and motivated, and their work becomes more meaningful.
- Oral communication should not be neglected - it also means showing your appreciation by saying "thank you" or giving a speech when you've achieved your objectives.







#### Quote of the farmer:

"To motivate employees, it is not only the pay check. We need incentives to involve them, and to be transparent." Bertrand Evrard, dairy farmer in Pas-de-Calais "

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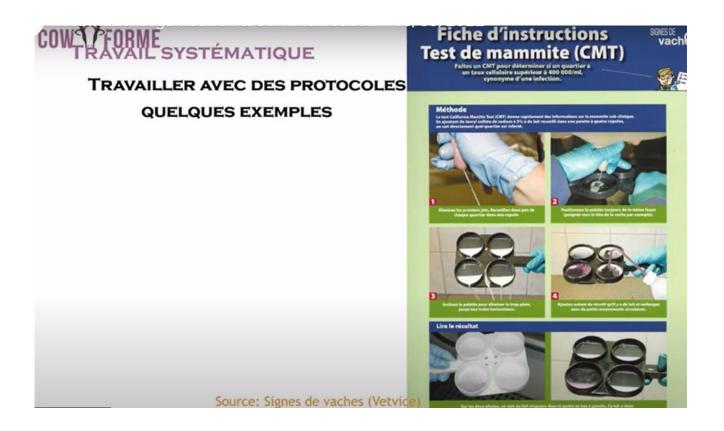


# Annex

#### For further information:

Marine Duquesnes, Agricultural HR Development Officer at GEIQ 3A - https://www.cowforme.eu/file/download/e646912f-3b22-43c7-8ca0d3c36401768a/cPk1wPXpEv3KsxDWXwTZemQ42Xcl8Fj3GxTxOb2alc3d

- <u>https://ssa.msa.fr/document/organiser-le-travail-sur-son-elevage-laitier/</u>





Videos available on : <u>https://www.cowforme.eu/fr/webinars-et-formations</u>