

COMPLIMENTARY TEACHING MATERIALS



# Farm Business Management: The Fundamentals of Good Practice

Peter L. Nuthall



# Chapter 17

## The Last Word: Objectives and the Family

COMPLIMENTARY TEACHING MATERIALS



# LEARNING OBJECTIVES

Extend your knowledge of the influence of a family on objectives and actions.

Learn to think about the quality of family relationships and their impact on outcomes.

Become aware of the procedures used by family counsellors.

Appreciate the origins of values and objectives and their influence on goals.

Consider and understand the concept of entrepreneurship.

# Families and Objectives

Farms are primarily owned and operated by families: the farmer and family usually live on the farm.

Outcome: the family has a major impact on the operation of the farm. Anyone working with a farmer must appreciate and understand the family and its objectives.

Harmonious family relationships are critical. Factors involved include:

- family member personalities;
- the interests of family members;
- family member attitudes and skills covering consideration and listening carefully to each other.

Family communication crucial: must cover individual needs, desires and attitude to power.

# Families and Difficulties

Stress points:

- discord in one or more of the factors involved in harmoniousness;
- poor conditions: e.g. prices, weather, banking restrictions, neighbour impacts;
- household competition for resources.

Dysfunctions: some families have constant dysfunction, but for some this may be resolved with help and counselling.

Counselling processes involve:

- listing and considering each person's good and bad points;
- calm communication over problems;
- communally sorting out solutions;
- listen, learn, time for each.

The spouse is a major influence on the farm, family, objectives, communication and harmonious relationships.

Consultants working with a family must understand both partners and work with both of them.

# Drivers of Farmer, Spouse and Family

The objectives are the result of many influences that give rise to basic values and resultant objectives, e.g. security needed, drive to conform, need for independence, attitude to honesty.

Farmer objective summary groups. Research has isolated basic categories:

- instrumental: farm is a means to ends;
- social: need to be part of groups;
- expressive: farm allows creativity and related intrinsic family involvement, enjoyment of farm.

Some further core factors: parents' and grandparents' influences; education; resource-level background; skill levels; leisure; and risk attitude.

Life-cycle impacts: family moves through stages, each influencing objectives, from young farmer, possibly single through to retirement.



## Entrepreneurship

Farmer's entrepreneurship needs assessing for its influence on objectives and actions.

Related to needs: achievement, power, leadership.

Influence of personality, particularly anxiety and conscientiousness. Some say personality is highly correlated with entrepreneurship.

# The Final Words: Objective and Success (Farmer Case Studies)

Enjoyment of farming and people a major factor in motivation and success.

The development of intuition critical to success, using help from all including consultants.

Mentor groups and people interactions critical, including consultants.

A farm computer is like another helper: does the work and stimulates thinking.

Management style must be worked on for improvement.



# More Final Words: Consultant Views and Processes

Work with farmer to sort out objectives and associated recording of measures of success: nothing encourages more than achievement of goals. Farmer competitions (e.g. best farmer of the year) foster goals and motivation through seeing what other farmers are doing and achieving.

Must encourage farmer to seek out and recognize opportunities.

Consultants must understand their clients and families to provide suitable guidance and support.

Consultants must challenge their clients and encourage excellence.

Consultants must see themselves as agents for change, and work accordingly.

As in all of life, certain people are suitable for particular situations: the consultant must connect with the farmer and family.



**Thank You**

**Name: First Surname**  
**Email: email@email.com**

COMPLIMENTARY TEACHING MATERIALS