



## Beetham Pastoral Ethos

### Introduction

I want this business to be world class, smooth running and a great place to work. To achieve this, the team needs to clearly understand the ethos by which I, as founder and managing director, wish to run this business.

### The Beetham Family Legacy

The Beetham family have been farming for 160 years and we will farm for another 160 years:

- Always **respect** the **family** and it's **legacy**
- **Value** and be **passionate** about **your part** in a unique piece of New Zealand's history and future
- Remember **WHY** you are a **sheep and beef farmer**, what would New Zealand (your home) look like without our industry's economic contribution and stewardship for the land? **Be proud to be a farmer**
- Understand you don't see a lot of what goes on, much of the effort is behind the scenes
- Your contribution will be rewarded

### Our Vision and Values are number one

- Know our Vision and Values, understand them.
- Passionately pursue our vision
- Live our values
- Question if we are not demonstrating our values in the way we do business

### William's style and expectations

- Open and understanding, if there is a problem I want to know **NOW**, no matter where I am, not after the fact. I am not a mind reader. We will deal with it together and move forward to achieve.
- Ask my advice early, I can probably help, help will always be given

- No surprises, games or guesses
- Straight up, action, no excuses or rationalisation, deal with it and move on
- Value contribution to achieving our vision and will reward passion and performance
- Respect is mutual, disrespect is destructive
- Dissent is not tolerated, I manage my time and work load how I see fit and have everything on the line, a lot goes on behind the scenes. If you have problem tell me and I will help and/or provide the resources required

### My expectations of you

- Value the opportunities and employment provided, Beetham Pastoral aims to be a great employer
- Respect and work together with all others, especially clients and customers, we are all trying to achieve the same thing
- If something bothers you, tell me, I am open and honest and do not judge
- Follow systems including reporting and recording, this is vital to the success of the company. Always count stock and record deaths.
- Present yourself in a clean and tidy manner
- Remember although we are out in the country anybody could be watching, operate and conduct yourself as if the public eye
- Outstanding performance. Promises must be kept; we hit our targets; we do what we say we will do.
- Support decisions once made, contribute before decisions are made, encourage your team to contribute to decisions. Do not sit silently during the decision-making process and then, after the fact, seek to undercut the action. I don't tolerate efforts that subvert either the process or your team.
- Help one another work out problems. Sometimes it's pride, or fear of losing authority and standing, but peers are often reluctant to seek help from one another, or their team, even though they are all part of the same team. We all must do everything we can to break down that attitude.
- **Show people what's POSSIBLE**
- **Show people you CARE**
- **Do the RIGHT thing**
- **Be the BEST you can**

**Remember we are not just farmers but highly skilled professionals, take pride in what you do, how you act and how you present yourself**

## Management Philosophy

1. Plan 3 full days a week - you need to take time with animals or things will go wrong
    - a. Make sure your team know what is happening the week before – (not that morning)
    - b. Stay 3 steps ahead of what is happening and tell the team so people aren't standing around wondering what to do next while you think of the next step
    - c. If plans change tell the team ASAP
    - d. Time is precious, the quicker you get going in the morning the less pressure on daily work load, we start at 7.30am at the latest
    - e. Your time is valuable, get others to do the menial jobs, casual labour can tidy up in the morning whilst waiting for you to get dogs and other gear organised
  2. Focus 3 weeks ahead
    - a. Plan operations 3 weeks ahead (trucks booked, contractors planned and notified, rotations planned, stock growth rates will make those animals at what weight in 3 weeks?)
  3. Look 3 months ahead, what you do now will effect business position in 3 months' time
    - a. Feed budget is key, if crashing in 3 months, do something now
    - b. Stock condition, live weight and growth rate are key
    - c. Always ask for help if concerned
  4. It takes 3 years for policy and development changes to show true benefit
    - a. Business plans implemented in 3 year slots
    - b. If the first year is unsuccessful, review and get it right
    - c. Don't throw the baby out with the bath water
    - d. Getting the plan right is about doing all the little things well not just doing one thing perfectly
- It's about building a total business and creating value, not running a farm
  - Superior relationships with the team, suppliers and customers are key, this builds great culture
  - 2:1 Ratio GFI to operational expenditure is key to our success
  - Innovation (constant and never ending improvement) must be applied to all aspects of business; innovation must define how we think and act.

- Strong belief in systems - Organisational structure, Plans, Communications, Processes, Vision and Values
- Clear and full accountability. Individual responsibility is essential, which means that one person must be accountable for ultimate results
- Managing Director sets the direction, allocates resources and provides support. Your key responsibility is to get the results agreed upon in business plans.

### Communications – no one is a mind reader

- The more relevant communications, cooperation and support, the further and faster we will go. When sharing is increased and alignment improved, great results will follow.
- Don't hesitate pick up the phone and communicate with me, the team or support network
- Always call for help, especially if overwhelmed

### Rhythm

- Why?
  - Want first hand update on farm business
  - Environment, market and business conditions warrant it
  - Helps assure alignment
  - Share what's going on so you can do your job and gain full communication
  - Transparency and planning across business
  - I am not a mind reader

### Good ideas are easy to come by, execution is key

- Good ideas, well executed, make all the difference. The two elements must come together in order to be meaningful. Good ideas are easy to come by but they're meaningless unless they are well executed.
- Plan then **Execute, Execute, Execute**

### Accountability, not dictatorship

- "William said" or "William wants" is not a reason for doing, or not doing something. Things are done, or not done, based on rigorous assessments and considered deliberations and this is what is communicated.

### Leaders untangling the tough issues

- Our values are the starting point for all business decisions. You can resolve issues if you just '**Do the right thing**'. Always be guided by our values and you'll never go wrong.
- Be leaders of your farm business. Develop continuously. Continuous dissatisfaction with the status quo must characterise us.
- If you need training ask and I will endeavour to provide
- Expectations of leaders:

- Lead in a way that supports the vision and values.
- Be transparent – what you see is what you get.
- Encourage open feedback about your leadership and your firm – don't be defensive, you not perfect. Neither is anyone else
- Support and act on any feedback.
- Work with me to provide your team with the resources they need to excel (training, systems etc.).
- Clear communications to set people up to win:
  - Expectations
  - Outcomes
  - Actions
  - Consequences
- Encourage a team approach – don't shut people off.
- Model the behaviour you want to see from your team.

#### **No room for leakers**

- Appropriate confidentiality – both internally and externally. Leaks often signal low morale, disenchanted workforce and lack of belief.
- Don't want competition among the team

#### **Don't make smart mistakes twice**

- My policy on mistakes:
  - You... don't make dumb mistakes
  - I... don't punish smart mistakes
  - You... don't make smart mistakes twice
- I don't want a risk-averse organisation, but slipshod preparation and thinking that leads to failure. When you have the right process, thinking, and people and you don't succeed, that's fine, be accountable learn from failure, move on
- Appropriate business discipline and fact-based analytics must be used in assessing projects, problems and growth opportunities.

#### **Anticipation**

- Spot trends, record trends, and share trends with management and me.
- Beware the unquestioned conviction.
- Know that change is inevitable and position us to benefit.
- Don't think linear, think cyclical.
- Ask questions that others are afraid to ask.
- Look in unlikely places for answers.
- Be a continual student.

#### **Great freedom but not abdication**

- All major operational decisions will be made as a team. I give my managers freedom to act, but not complete autonomy.

- I need information and insights, not just data, so I can understand what's happening and why. Quality, not quantity, of information matters.
- I can't be everywhere at once and I am not a mind reader

#### **Always consensus, often unanimous**

- Decision process - Consensus (all views heard), if no agreement final decision by managing director
- Behaviour
  - Pay attention; no sidebar conversations or secondary tasks; really listen
  - Stick to subject
  - Openness
  - Pre-work – preparation when needed
  - Jokes and fun are OK

#### **Accomplishments, not activity**

- Less is more:
  - Meetings, paper, attendees
  - The rhythm is there to limit the need for interim communications, meetings.
- No such thing as a 'casual meeting' we're too busy to waste time with pointless catch-ups.
- Don't let other people steal your time with pointless problems, trying to sell things or meetings, they are stealing from you and you will never get that time back to achieve something great

**I WANT THIS COMPANY TO BE WORLD CLASS, THIS IS HOW WE OPERATE TO ACHIEVE THIS, AND I BELIEVE THIS WILL SERVE YOU IN THE BEST WAY TO BE YOUR BEST.**