

# Leading Change

Pilot feedback and Results  
Prepared for DairyNZ

By

Sha Perera

[www.emergeandtransform.com](http://www.emergeandtransform.com)

**This programme targets organisations looking to grow the emotional intelligence and leadership capability of a young and diverse workforce.**

**Name of Programme:** Leading Change

**Programme Delivery:** Blended Learning (micro learning, workshops and coaching)

Emerge & Transform Coaching developed and delivered a comprehensive learning and training programme targeted at the needs of the individuals and the industry. This work was in consultation with DairyNZ, who set the outcomes, metrics and provided industry specific advice and support during the engagement.

## About the Client

DairyNZ are an industry organisation that represents all New Zealand dairy farmers. DairyNZ invest in practical on-farm research, tools, resources, support and advocacy.

## Their Challenge

Future dairy workplaces will need to be attractive places to work, so the best and brightest want to choose a dairy career.

The industry is undergoing significant and stressful change. It is vital that those working on dairy farms are better empowered to work through this change, and therefore have more engaging and fulfilling workplaces and careers.

To develop solutions to address this, DairyNZ engaged Emerge and Transform Coaching to design and deliver a training programme that shifts the focus from developing traditional transactional skills to developing leadership skills and emotional intelligence.

The overall aim of the pilot was to design and test a novel approach to engage dairy farming teams around leadership capability building using a simple, grounded and context driven toolbox for engaging with leading themselves and other dairy farm employees.

## Specific Metrics:

By the end of the 3-month pilot participants will have developed increased levels of:

- self-awareness and awareness of others (strengths, values, triggers, behaviours, biases etc)
- confidence to handle challenging situations at work
- engagement and job satisfaction
- overall wellbeing at work
- confidence in the contribution they make and the value they add to the workplace, plus
- a practical toolkit of strategies and resources to manage self and others, in the areas of emotional regulation, motivation, empathy, resilience, adaptability, influence, and ownership/responsibility).

Eight young farmers from a variety of Canterbury dairy farms participated in the pilot (a mix of farm employees and 2IC).

## The Solution

Given the diversity of the group (age, culture and farm experience) and the nature of their work (outdoors, seasonal, shift work) the learning needed to be delivered through multiple channels.

Using a blended learning approach, the course was delivered via

- micro learning modules (to teach specific skills and concepts)
- online workshops (to facilitate engagement and the discussion and deepening of learned concepts) and
- 1:1 coaching to embed the learning in practical ways on the farm.

The training was over a 3-month time frame between April and June 2020.

## Results

At the conclusion of the programme, a post survey was conducted. The results from the survey are as follows:

### Understanding of Emotional Intelligence:

*Before the training*



4.13 Average Rating

*After the training*



9.13 Average Rating

### Evaluation of blended e-learning components:

*How effective was the app as a learning tool?*



8.25 Average Rating

*How effective were the online workshops as a learning tool?*



8.88 Average Rating

How effective was the coaching to support you to put the learning into practice on the farm?



9.25 Average Rating

Overall, how would you rate the quality of this training in terms of content and delivery?







9.50 Average Rating

**This pilot was for 3 months. How do you feel about the length of the programme?**

88% - just right

**Other:**

- Just right/Other but I think it should start a month before.
- Just right/Other but the session times need to be longer
- Too short, this type of training needs a long time to develop new behaviours

|   |   |
|---|---|
|  Too short, this type of training... | 1 |
|  Just right                          | 7 |
|  Too long, we could have cover...    | 0 |
|  Other                               | 2 |



**My confidence to lead others before the training**



5.88 Average Rating

**My confidence to lead others after the training**



8.75 Average Rating

**My knowledge of tools and strategies before the training:**



5.63 Average Rating

**My knowledge of tools and strategies after the training:**



9.25 Average Rating

**My wellbeing at work before the training:**



6.13 Average Rating

**My wellbeing at work after the training:**



9.13 Average Rating

**My overall satisfaction and happiness at work before the training:**



7.50 Average Rating

**My overall satisfaction and happiness at work after the training:**



9.63 Average Rating

**Overall, rate the effectiveness of this training to improve your confidence and ability to lead others?**



9.25 Average Rating

|   | <b>Neutral</b> | <b>Agree</b>  | <b>Strongly Agree</b> |
|---|----------------|---------------|-----------------------|
| * Post survey results in red  |                |               |                       |
| I understand the importance of knowing myself well                                    |                | 37.5%         | 62.5% (100%)*         |
| I am adaptable to change  |                | 50% (25%)     | 50% (75%)             |
| I have confidence to lead others  | 25%            | 50% (62.5%)   | 25% (37.5%)           |
| I have confidence to communicate my ideas and suggestions to my manager               | (12.5%)        | 50% (37.5%)   | 50% (50%)             |
| I have confidence to communicate my ideas and suggestions to my team                  |                | 50% (50%)     | 50% (50%)             |
| I can easily understand another person's point of view/perspective                    | 12.5%          | 50% (62.5%)   | 37.5% (37.5%)         |
| I am able to motivate myself to complete tasks that I don't like                      | 12.5%          | 75% (50%)     | 12.5% (50%)           |
| Overall, I am an effective leader   | 50%            | 37.5% (75%)   | 12.5% (25%)           |
| Overall, I am satisfied in my job   |                | 42.9% (37.5%) | 57.1% (62.5%)         |
| Overall, I enjoy a high level of wellbeing at work                                    | 12.5%          | 25% (25%)     | 62.5% (75%)           |
| Overall, I feel confident in my ability to handle challenging situations at work      | 12.5%          | 75% (25%)     | 25% (62.5%)           |
| Overall, I add a lot of value to my team  |                | 62.5% (50%)   | 37.5% (50%)           |
| I believe that understanding and managing my emotions is important to my success      |                | 50% (25%)     | 50% (75%)             |
| I believe that understanding and managing others' emotions is important to my success |                | 25% (37.5%)   | 75% (62.5%)           |



|   | <b>Pre-pilot</b> | <b>Post-pilot</b> |
|---|------------------|-------------------|
| <b>Leading change:</b> change is essential. How good are you at setting goals and adapting the way you work to respond to change? How good are you at supporting others to manage change? | 4.63             | 5.25              |
| <b>Creating accountability:</b> Identifying the consequences of actions and holding yourself and others responsible for performance.  | 5.17             | 5.63              |
| <b>Communicating clearly:</b> Listening and sharing information concisely and with purpose and being open to hearing opinions.  | 5                | 5.75              |
| <b>Thinking critically:</b> Seeking information, critically evaluating the information, applying the knowledge gained and solve problems.   | 5.13             | 6.13              |
| <b>Developing people:</b> Helping others become more effective through strengths development, clear expectations, encouragement and coaching.   | 5.38             | 5.88              |
| <b>Inspiring others:</b> Encouraging others through positivity, vision, confidence, challenge and recognition.  | 5.43             | 5.75              |
| <b>Building relationships:</b> Establishing connections with others to build trust, share ideas and accomplish work.  | 5.88             | 5.88              |

## **Participant feedback: Would you recommend this training to others?**

*"Yes, I think everyone should do this training. I have gained so much which has benefitted me greatly both personally and at work. I think this training is especially important for dairy farming, the training has allowed me to better deal with the pressures of farming and working in a diverse workplace."*

*"Yes, because for people who have never encountered any of these learnings before it will be very beneficial to their career progression."*

*"Yes, especially for my team."*

*"Definitely, yes. I think this training is the most important thing that a person needs to learn."*

*"Yes, this is not just another course. it's a lifestyle."*

*"Yes, as my partner has done it alongside me, and he's loved it as much as me."*

*"Yes, because a person that is leading a team needs to have knowledge about emotional intelligence."*

## What was the biggest learning for you after completing this training?

- *Understanding myself and my emotions.*
- *Cultural intelligence*
- *Knowing myself and learn how to know other people*
- *Self-awareness, self-management*
- *How to be a better person every day, all day*
- *That feelings come from within and culture*
- *Control and manage my emotions, be curious and learn to listen and read facial expressions and body language.*
- *Emotional control*

## **Provide an example of a situation where you applied what you learned, and it improved the outcome of the situation?**

- *When communicating with my team, I have become a lot more confident and clearer.*
- *When I wanted someone to find their own answer, I asked the right questions so they could.*
- *Being curious to my team especially the newcomer.*
- *My workmate had a bad day at work. And I just curiously ask him what went wrong, and he started talking and I give him some encouragement to bring him above the line.*
- *I've been putting my ideas up with management.*
- *I struggled to work with a specific team member on farm. after some time, I asked him what's the problem. He sed to me that I'm not always communicating clearly. I started changing the way I explained things to him, and everything changed for the better.*
- *when one of the workers are having a hard time on the job and know how to approach to him and listen to*
- *motivation (to get up in the morning)*

## Testimonial

"We worked with Sha at Emerge and Transform to develop a new approach for engaging early career dairy farmers with the concepts of emotional intelligence and leadership.

We challenged Sha to bring novel techniques for bite sized remote learning to fit this group of young leaders. She designed and delivered an engaging and 100% online structure that worked well for farmers.

Over the three-month journey we were impressed by her proactive organisation, empathetic interaction with the participants, and with the delivery of a very successful course."

### **Callum Eastwood**

Senior Scientist - Workplace Design

DairyNZ