

# Lean leadership in

- ▶ **Agricultur**

Stieneke IJdema

Fruerlund Farm Management

An aerial photograph of the Fruerlundgaard farm complex. The image shows several large, white-roofed barns and a smaller red-roofed house. In the foreground, there are two large, circular, light-colored silos. The farm is surrounded by green fields and a winding road. In the background, there are rolling hills and a line of trees under a blue sky with light clouds.

# Fruerlundgaard

- ▶ Boudewijn and Stieneke IJdema
- ▶ 308 ha - constructor
- ▶ 560 cows
- ▶ 2 locations
- ▶ 1 full time - 1 part time
- ▶ 3 students
- ▶ 2 social working places

# About me

- ▶ Moved to DK in 2014
- ▶ Teacher - kinder garden manager
- ▶ Daily boardmember of dairy NoorderlandMelk
- ▶ Boardmember of Rabobank
- ▶ Lean transformation Manager
- ▶ Master trainer Cow Signals
- ▶ Owner of Fruerlund Farm Manager



# Traditional culture - Lean culture



Ad-hoc  
problem  
fixing



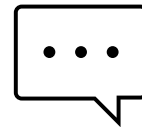
firefighting



Band aids



Jumping to the  
next thing



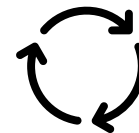
Understand  
the problem



Pro active finding  
problems

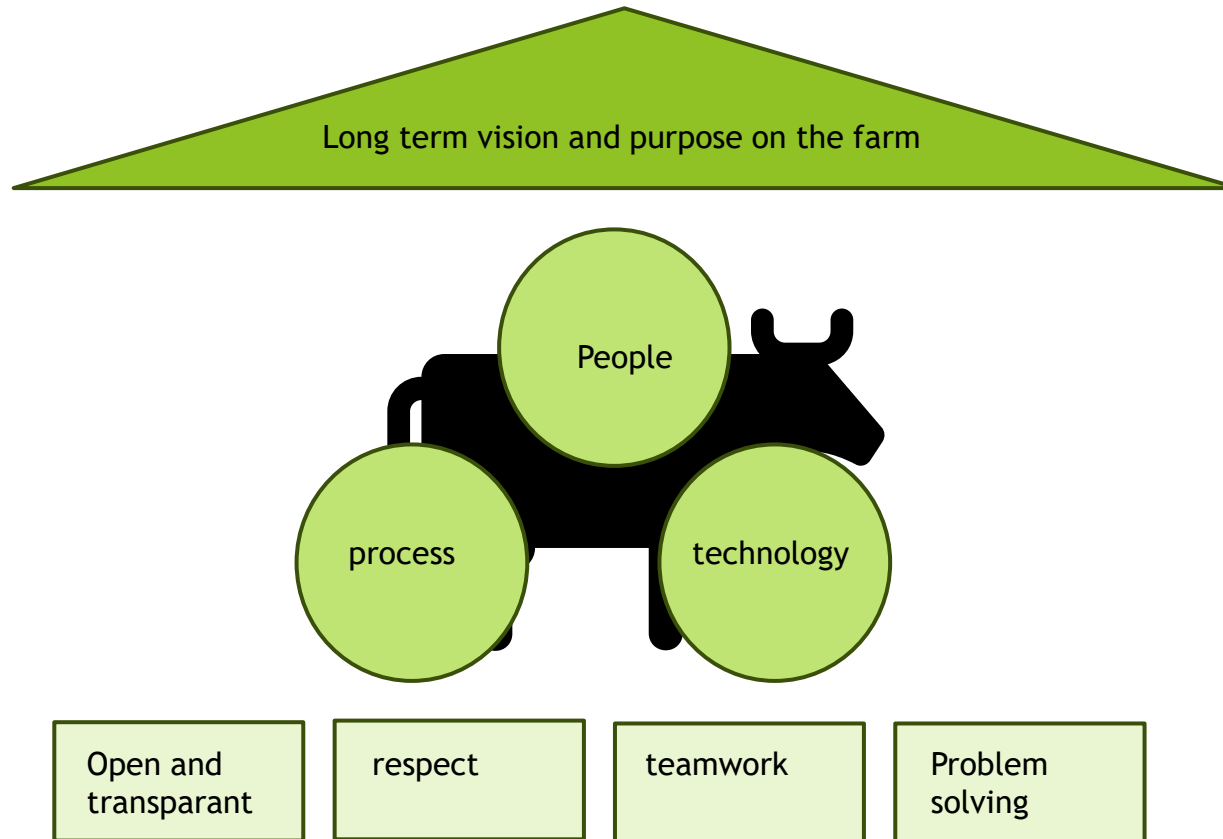


Fix root cause

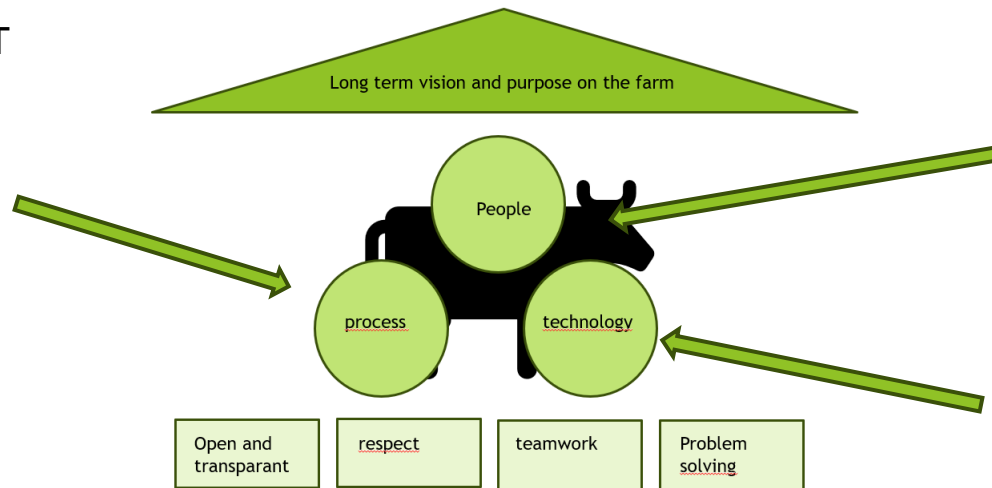


Continuously  
improve

# Lean house



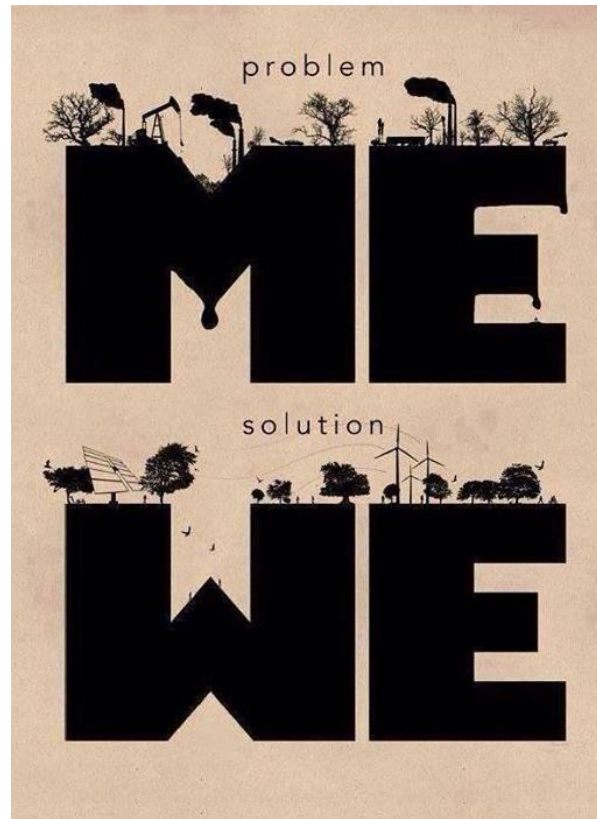
- Lean systems
- Eliminate waste
- Create flow - JIT
- Build quality
- Six Sigma
- Problem solving
- Standardisation
- Productive maintenance
- Planning



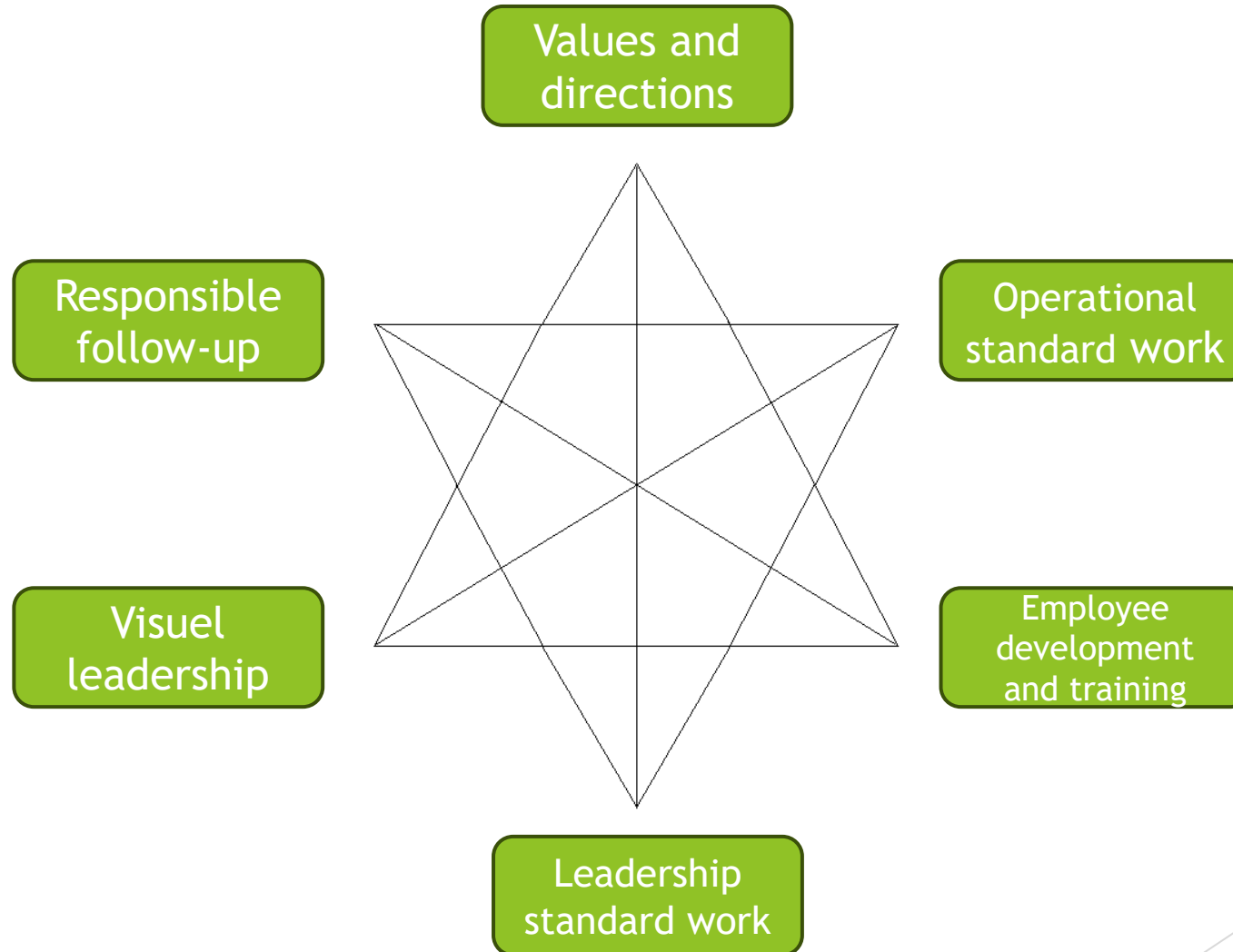
- Problem solvers
- Lean and visuel management
- Coaching
- Leadership
- PDAC
- Mindset and behaviours
- Asile systems
- Customers input
- Asile planning
- Data

Culture of continuously learning and improving

# Lean management - Lean Culture



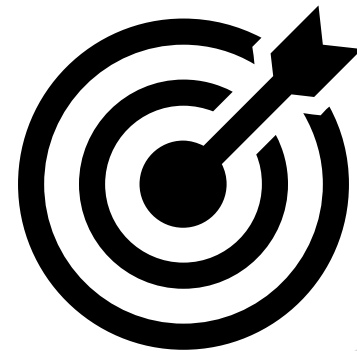
# Lean leadership system



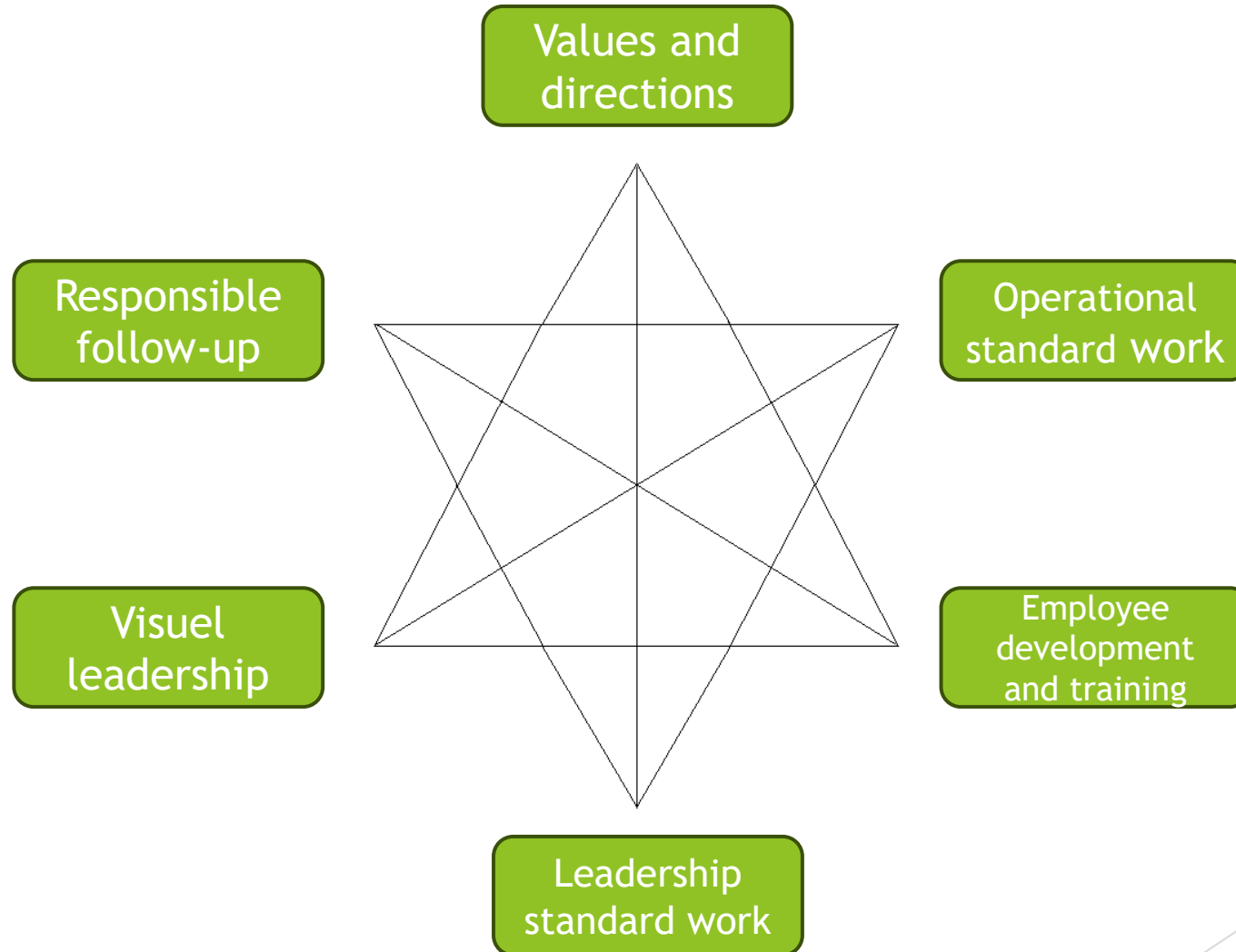


# Vision and mission for the farm

It will motivate the people to reach the goal if they know the goal and they can help you reach the goal



# Lean leadership system



# Operational standard work

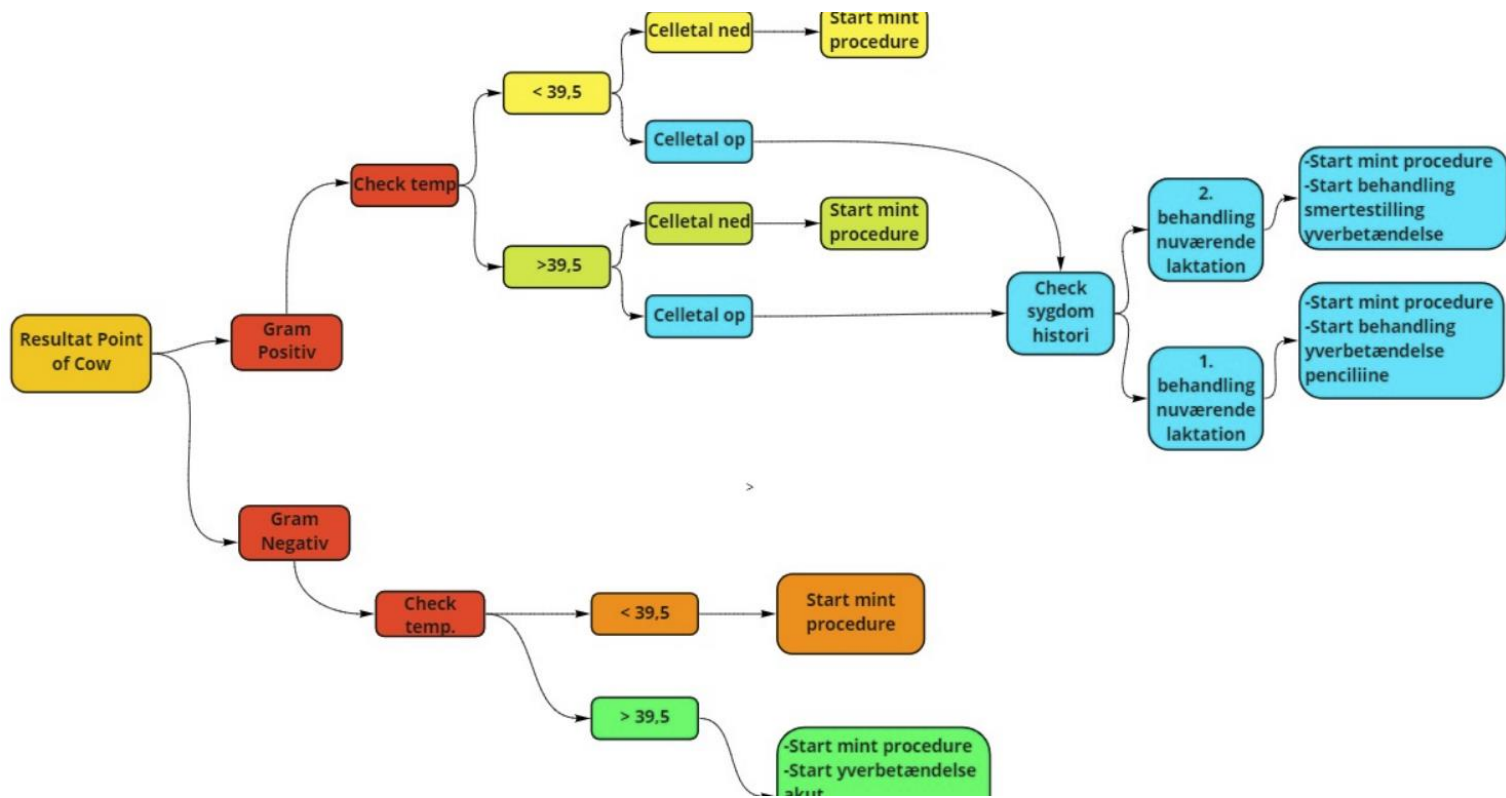
SOP's ,routine and procedures → reduces variability,  
increases efficiency,  
improves continuous improvement

They will feel the flow !

Gives them the feeling they know what to do in each situation

## Dry off procedure

1. Task **Cows for dry off** Horizon
2. Close the feeding fence
3. Put concentrate in front of the cows
4. Take all the cows to the feeding fence
5. Color the cows for dry off on the head-udder - **Blue**
6. Cut the tail
7. Put 2 tapes on the tail (tilbageholdelse mælk)
8. Let the other cows out of the separation – **Not the insemination cows**



## Milk for the calves

1. Connect the power cable
2. Open Calvex Sprayfo app on the farm phone
3. Write start amount milk - **0**
4. Write end amount of dry matter - **14,5 %**
5. Write end amount of milk (whiteboard)
6. Put the amount of water in the taxa
7. Check temp. of the water - **42 °C**
8. Put amount of milk replacer in the taxa
9. Mix the milk

The screenshot shows the Calvex Sprayfo app interface on a mobile phone. The status bar at the top displays the time 08.10, signal strength, Wi-Fi, and 98% battery. The app's address bar shows 'calvex.dk'. The main interface features the Calvex and Sprayfo logos at the top. Below the logos, there are several input fields and buttons:

- Brix-måling:** 10% (dropdown menu)
- Startmængde:** 0 liter
- Slutmål, tørstof:** 14.5% (dropdown menu)
- Slutmængde:** 150 liter
- Tilsæt:** 22.4 kg. mælkepulver
- Tilsæt:** 134 liter vand
- Mineralsyrner:** 380 mL mineralsyrner

Below the 'Slutmængde' field, there is a small note: "Skal mindst være 0 liter! Angiv evt. den ønskede slutmængde. Du kan derefter se hvor mange liter vand og kilogram mælkepulver du skal tilsætte."

Feed the barn groups

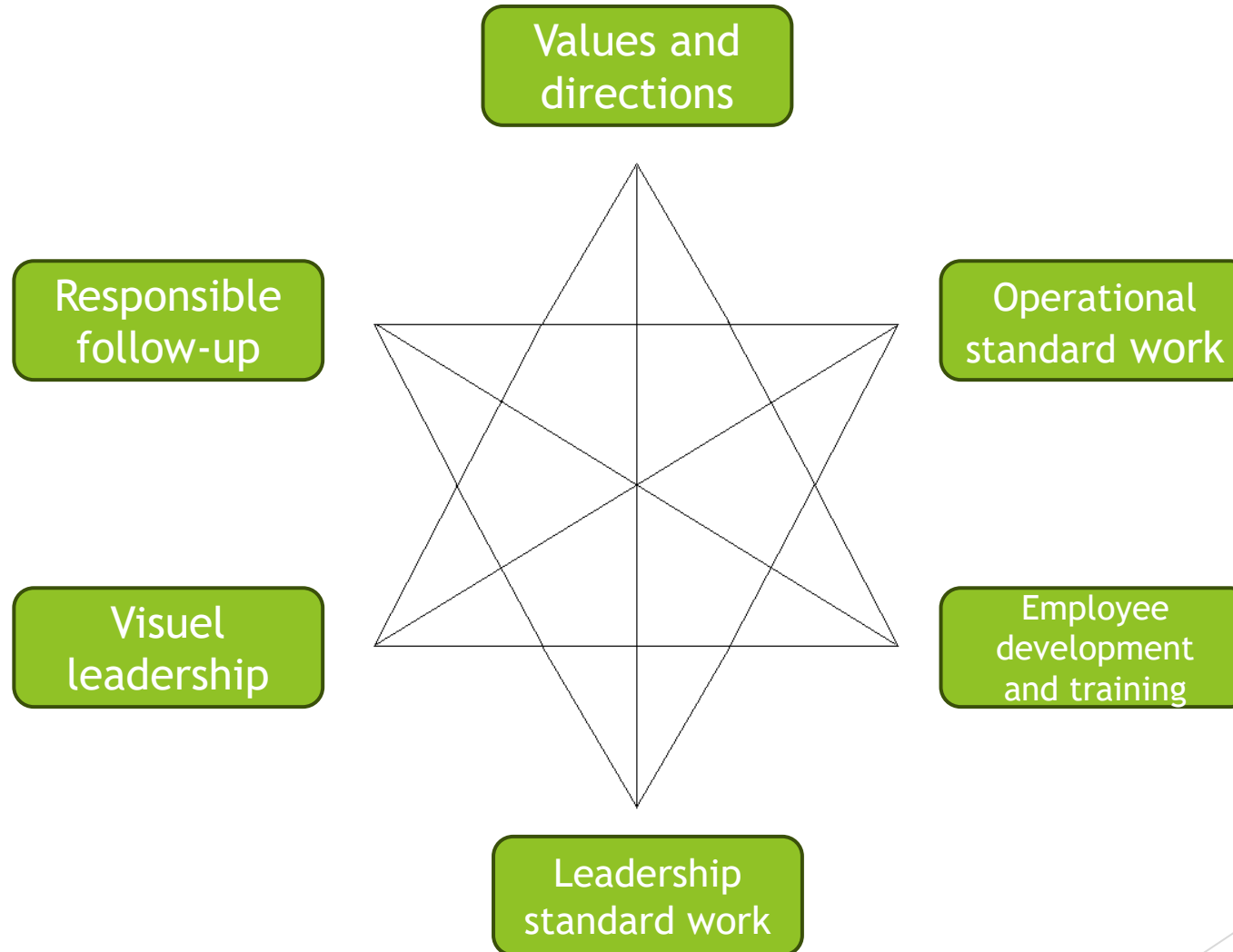
Drive back – look how much milk left

Put Start Fit in the taxa

Mix for 30 seconds

Feed the Calfo tell

# Lean leadership system



# Employee training and development

- ▶ On board
- ▶ MUS samtale
- ▶ Udviklingsplan
- ▶ TWI

New people need to ‘understand’ your farm.







On Board plan - Fruerlundgaard

What	comments	1	2	3	4	✓
Check concentrate						
Clean the laser						
Calibrate concentrate						

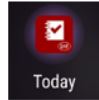
What	comments
mix the milk for the calves	
feed the calves	
straw the calves	
feed concentrate	
feed silage	
Registrate health problems easy cow	
Tube feed calves	
Treat calves	
Print list for bull pick up	
Registrate bull pick up	
Measure calves	

Introplane nye medarbejdere - Fruerlundgaard



Uge 2	Hvad	Hvor/Hvordan	Mål	Ansvarlig	✓
Dag 1	Velkommen	Kantinen	Tøjskift-pauze	SI	
	Intro Fruerlundgaard	Kantinen	-	SI	
	Vise faciliteter kantinen	Kantinen	Service guiding	SI	
	Intro til timerregistrering	Smartplan stalden	Kom godt i gang	SI	
	Vise robotfordeling-nr	Rundgang stalden	Overblik fruierlund	SI	
	Intro ugeskema	Gennemgang whiteboard	Overblik tavl	SI	
	Intro tavl	Gennemgang whiteboard	Overblik tavl	SI	
	Intro Redskabsplan	Gennemgang af redskabplan	Safety instruction	SI	
Dag 2	Intro til SOP - del 1.	Gennemgang af sop morgenrutiner	Overblik over sop morgenrutiner	SI/BH	
	Rundvisning kalvestald	Gennemgang af arbejdsgangen	Overblik kalvestald	SI	
	Intro Horizon	Gennemgang app	Hent køer task		
	Intro Hent køer	TWI hent køer Stald 102-104	Mentorgang hent køer		
Dag 3	Intro til SOP - del 2	Gennemgang af sop afgoldning	Overblik sop afgoldning	SI/BH	
	Rundvisning stress free afkalvnings afdeling	Gennemgang af arbejdsgangen	rutiner	SI/BH	
	Intro ny kalv	Gennemgang af sop nyfødt kalv	Overblik sop nyfødt kalv		
	Intro strøj sengebåse	Stald 102-104	Mentor 103-104		
	Hent køer	Stald 101-102	Mentor 101-102		

## Saml Køer – LELY INHERD



1. åbn Today appen i Lely Inherd
2. åbn Saml køer – *Husk morgen – eftermiddag*
3. åbn den hold du skal saml køer
4. luk vippebom – start på foderbord side
5. ko fundet, tryk på firkant så den bliver grøn
6. tag alle køer ned til robotten – ind i robotten
7. luk vippebom til opsamlingsplads
8. hvis alle køer har været i robotten, er opgaven tømt
- 9 afslut med .

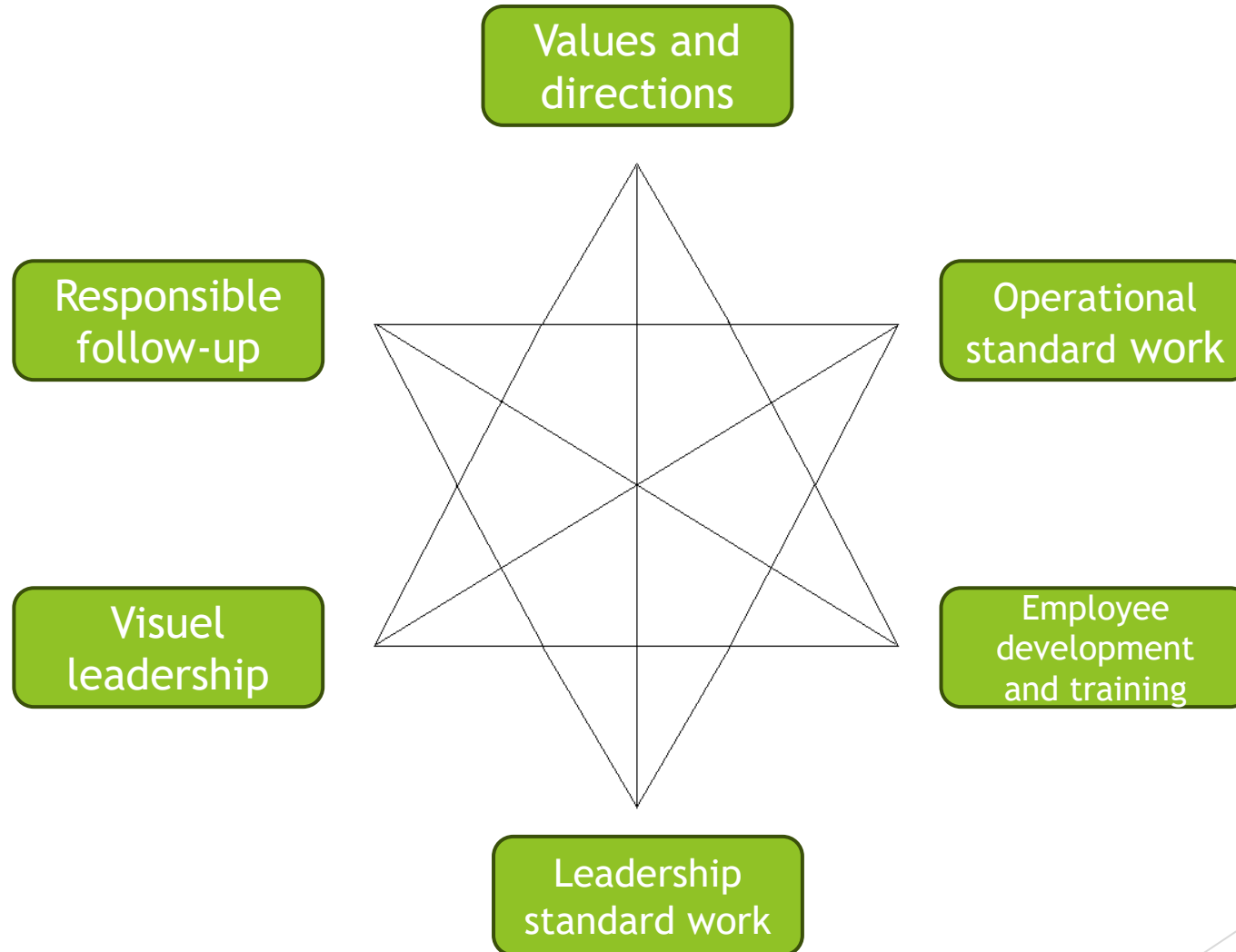
### **HUSK**

- Alle køer skal malkes
- Mislykkede køer forsvinder ikke fra appen !!
- Godkend ikke opgaven med  før holdet er tømt

## TWI - training within industry

1. What are you doing
2. How are you doing it
3. Why are you doing it

# Lean leadership system



# GEMBA

Go around and 'feel' where the work is done !

By going around you will see how the work is done and what is going on in the team.

Improvement can be made if you have this overview over the actual situation

# Leadership standard work

Fundamental role is to support the entire team and business, enabling the team to do what they need to do.

Bottom up thinking

**From command and control to empowerment and support**

Coaching and developing there skills

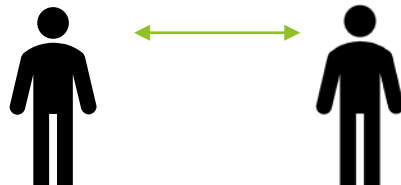
# Coaching style

Bringing out the best in your people - coaching style.

Sport coaching is **telling** (push process)

Bringing out the best in people coaching is **asking** (pull process)

This will help people to learn the task much more quickly, develop confidence and become a master in the task



# Motivating people








Important for motivation is respect for other people.

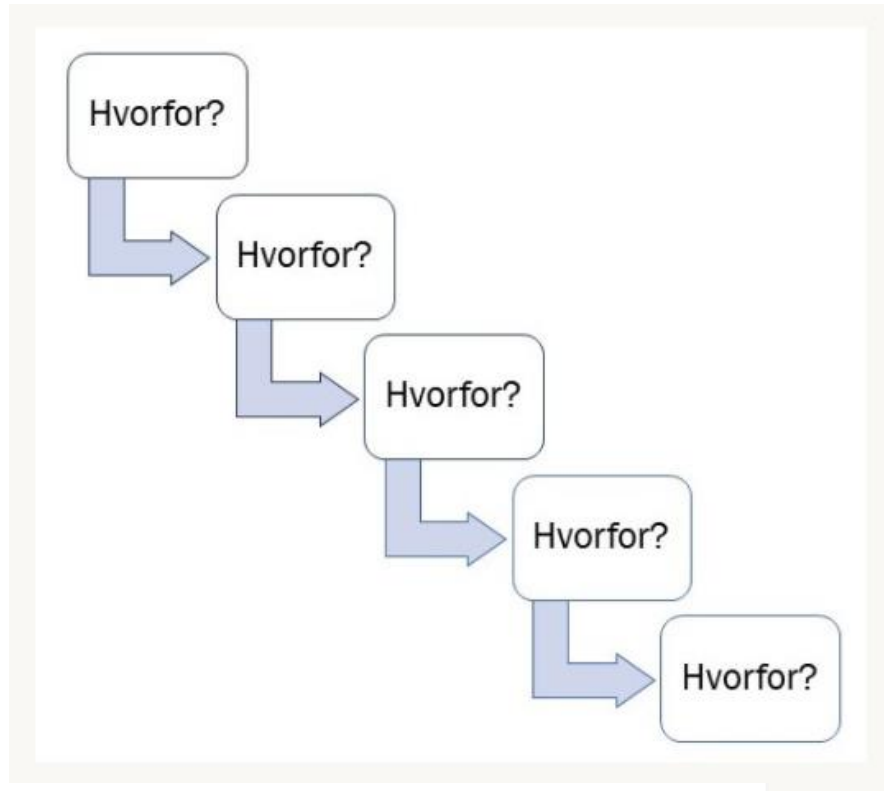
If you don't respect other people you can't motivate them.

You motivate people by

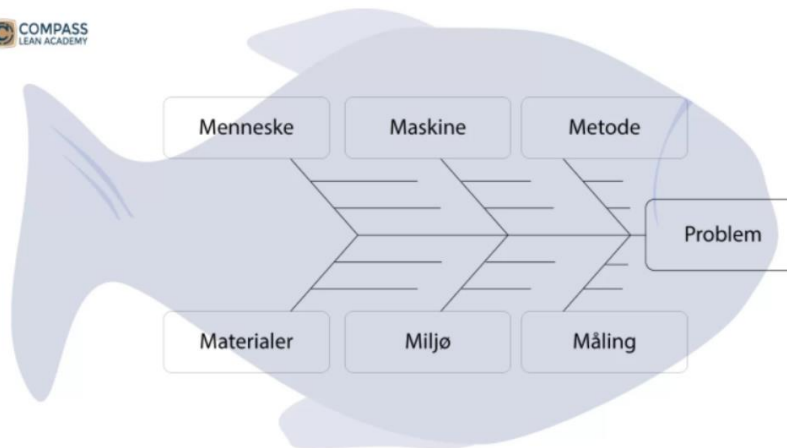
- ▶ Both ways respect
  - ▶ Set high goals , but realistic
  - ▶ Make the task meaningful
  - ▶ Go for increasing engagement
  - ▶ Visualize goals
- ▶ Make the team fantastic
  - ▶ Tell them about their efforts
  - ▶ Don't get negative
  - ▶ React directly on poor performance
  - ▶ Create time for coaching

# Problem solving

FOCUS AREA right now		
<b>1. FOCUS AREA</b> <small>What is the issue? Why are you having issues? Which problem are you going to solve?</small> 	<b>Current situation</b> <small>How is it now? Use data and graphs. Make the problem visible.</small>	<b>Goal</b> <small>What do you want to achieve? Be as specific as possible. Measureable. Achievable. Realistic. Time bound.</small>
<b>2. ANALYSE TO FIND THE ROOT CAUSE</b> <small>Use the Fishbone analysis, 5WHY and other tools to find the root cause of the problem.</small> 	<b>Fishbone analysis</b> 	<b>5xWHY</b> WHY? Answer: WHY? Answer: WHY? Answer: WHY? Answer: WHY? Answer:
<b>3. POSSIBLE SOLUTIONS AND SUGGESTIONS</b> <small>What can you do to reach the goal / solve the problem?</small> 	<b>4. PRIORITISE</b> 	<b>5. PDCA</b> 
<b>6. ACTION PLAN</b> <small>Make an action plan with all your actions, set it in stone, what you do, when and who is responsible.</small> 	<b>7. FOLLOW UP</b> <small>Make it clear for everyone how you will make the follow-up. When will you check up on the results? What did you learn? Are the new methods implemented? Are you in safe zone?</small>	

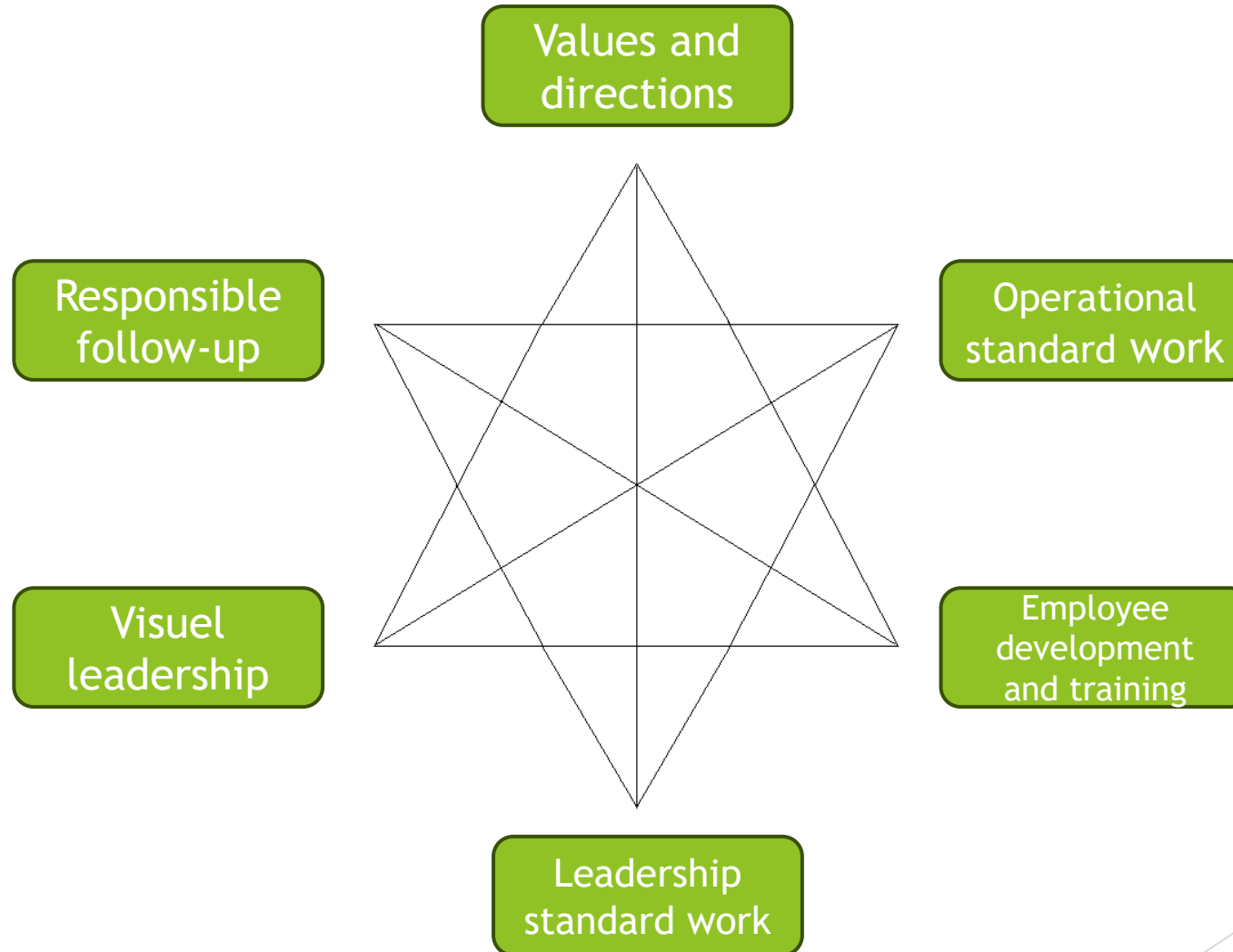


COMPASS LEAN ACADEMY





# Lean leadership system



# Visual leadership

Use of visual leadership helps team members to identify and correct problems in real time.

It helps to communicate expectations, performance, standards and problems.

Sharing information - Highlighting problems

# Visual management benefits



SAVING TIME



REAL TIME  
UPDATES



FASTER PROBLEM  
SOLVING



IMPROVED TEAM  
PERFORMANCE



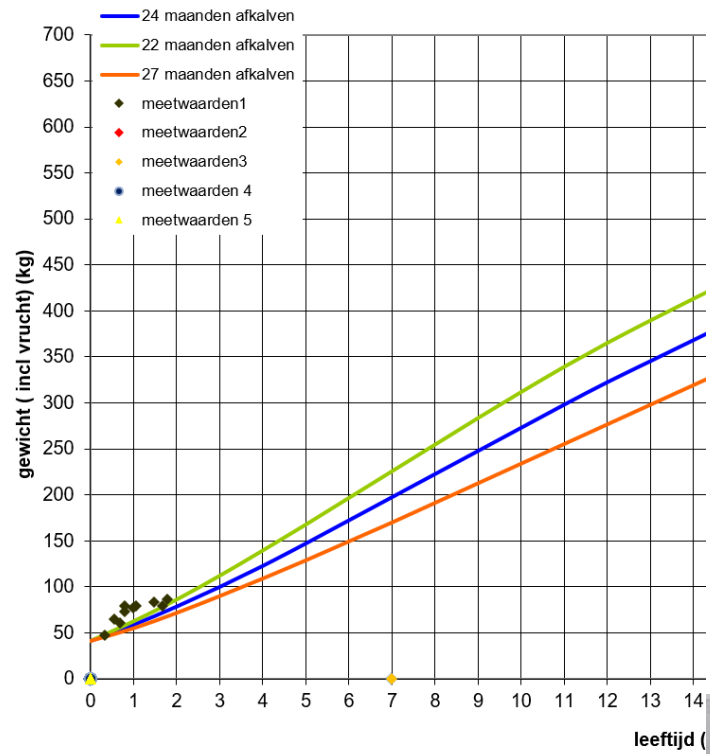
WASTE  
REDUCTION

# Visuel ledership

- ▶ Continuous improvement board
- ▶ Projekt status board
- ▶ A3
- ▶ Daily management board
- ▶ 5S control board



## Groei controle curve I

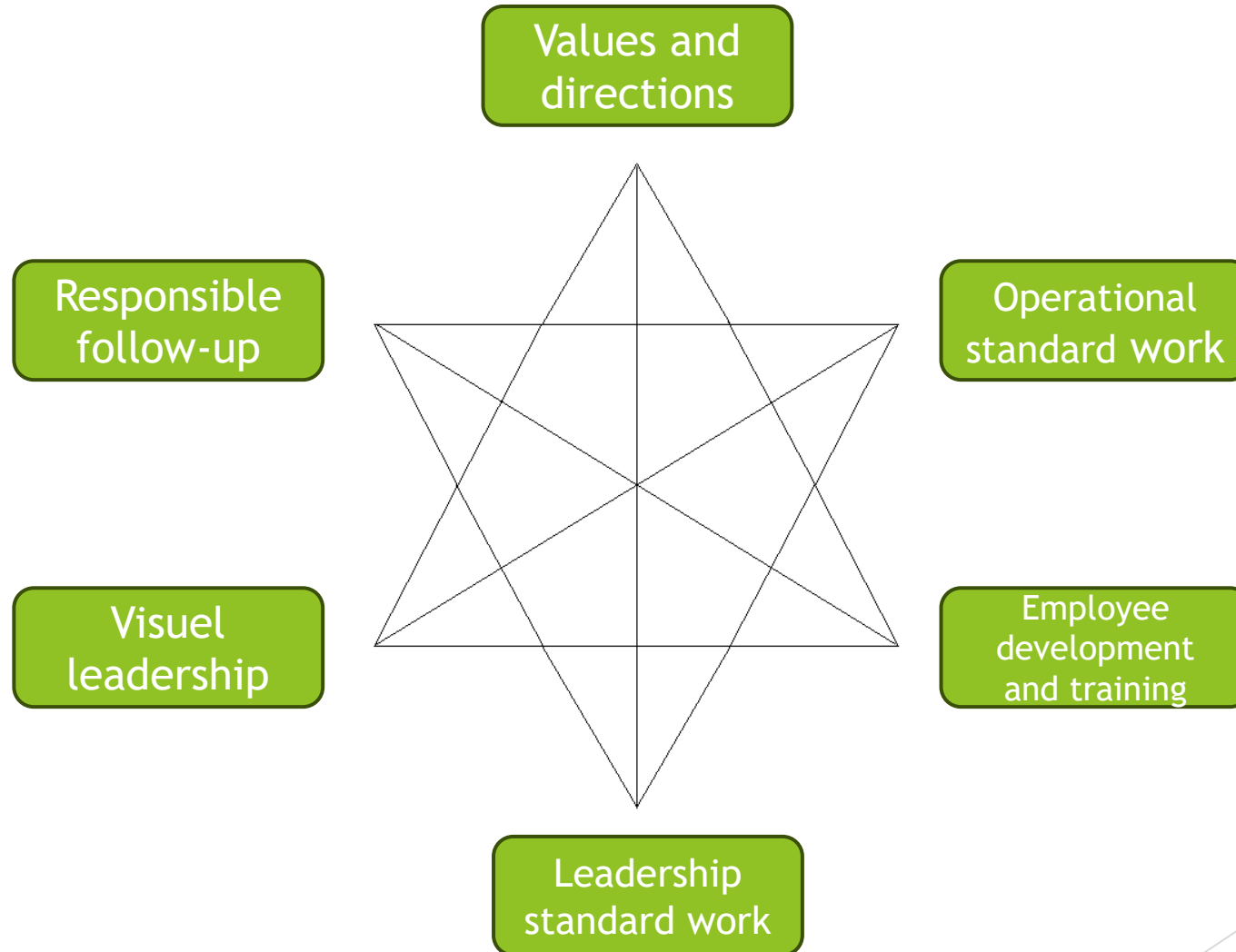


Colostrum Journal

FRUERLUND

Dato	ko nr	kalv nr	kvie	tyr	SB	BH	Kalvnings tidspunkt	Råmælk tidspunkt	kvalitet	paraf	inherd	indmælkning tidspunkt	kval.	liter
1/1	10020	11900		X	X		NA.T	9:10	18	AB	D	10:00	X	16.8
1-2	8048	11901		X	X		NA.T	10:20	17	AB	D	10:10	X	20.8
1-2	2699	11902	X		X		13:50	14:15	20	AB	AB	14:10	X	26.3

# Lean leadership system



# Responsible follow up

Follow up - shows you are involved !

Check - Analyse results and compare  
initial criteria



# First we build people, then we build cars

(toyata)

- ▶ Give your team workers **respect, a challenging working environment and a long term vision and strategy** than you will create a stable culture built on trust
- ▶ Trust is important because their work sometimes is taken in a discussion



## As a lean leader you

- Facilitate that employees want to add value to what they do.
- Empowering them so they create that value
- You need to develop the lean behavior of both the team members and the managers. That's the key for success
- You need to create a culture where team workers dare to speak up. That's by listening and responding positively on initiatives.
- Don't take away their responsibility
- Get on the work floor !

# Succes factors for lean team

- ▶ Introduktion takes time
- ▶ Small steps
- ▶ Goals have to be realistic en measurable
- ▶ Be visible as a leader
- ▶ Give the people responsibility for the results
- ▶ Celebrate small succes

Thank you for your attention



**FRUERLUND**   
*Farm Management*

Stieneke IJdema

[www.fruerlundgaard.dk](http://www.fruerlundgaard.dk)

+4553298221