

Firm Assessment Tool

1. Physical Description

A) Real Estate

Owned

Rented

1) Cropland _____

2) Cropland _____

3) Hayland _____

4) Pasture _____

B) Facilities

1) Livestock _____

2) Livestock _____

3) Livestock _____

4) Crop Drying _____

5) Crop Storage _____

6) Crop Storage _____

C) Machinery & Equipment _____

D) Other _____

2. Enterprise Portfolio

	1	2	3	4
A) Type	_____	_____	_____	_____

B) Description

1) _____

2) _____

3) _____

4) _____

C) Responsibility Center _____

- 1) Cost
- 2) Investment
- 3) Profit

D) Level

1) Primary _____

2) Secondary _____

E) Size _____

3. Financial Description

	<u>Assets</u>	<u>Debt</u>	<u>Liabilities</u> <u>Contingent</u>	<u>Owner's</u> <u>Residual</u>
Short-term	_____	_____	_____	_____
Intermediate	_____	_____	_____	_____
Long-term	_____	_____	_____	_____
Total	_____	_____	_____	_____

4. Performance

A) Year _____

B) Net Farm Income _____

- C) Return to Management _____
- D) Family Living _____
- E) Earned Net Worth _____
- F) Total Farm Assets _____
- G) Return on Investment _____
- H) Achieve Objectives _____
- I) Other _____

5. Planning Horizon & Commitment _____

S = Strength
N = Neutral
W = Weakness

6. Culture

A) Family

- 1) Business vs. Lifestyle _____
- 2) Expansion _____
- 3) Technology _____
- 4) Debt _____
- 5) Change & Innovation _____
- 6) Ethics _____
- 7) Other _____
- Overall _____

S N W

B) Managerial

- 1) Reactive _____
- 2) Victim _____
- 3) Negative _____
- 4) Entrepreneurial _____
- 5) Planning _____
- 6) Other _____
- Overall _____

S N W

7. Management

A) Strategic

- 1) Visioning _____

- 2) Strategic Thinking
- 3) Innovation
- 4) Recognize Paradigm Shifts
- 5) Market Perception
- 6) Other

Overall

S N W

B) Interpersonal

- 1) Communication
- 2) Teamwork
- 3) Mediation
- 4) Organization
- 5) Negotiation
- 6) Other

Overall

S N W

8. Organizational Structure

A) Legal

- 1) Sole Proprietorship
- 2) Partnership
- 3) Corporation
(regular, subchapter S,
limited liability)

Overall

S N W

B) Functional

- 1) Simple
- 2) Enterprise
- 3) Function
- 4) Other

Overall

S N W

9. Strategic Decision Making Structure

A) Members

B) Type

- 1) Autocratic
- 2) Democratic
- 3) Consensus
- 4) Collaborative
- 5) Other

Overall

S N W

10. Operations Decision Making Structure

A) One Manager

B) Two or More Managers

- 1) General Managers
- 2) Equal Voice

C) Responsibility Division

- 1) Enterprise Division
- 2) Functional Division
- 3) Other

Overall

S N W

11. Teamwork

A) Elements

- 1) Communications
- 2) Trust
- 3) Other

Overall

S N W

B) Type

- 1) Functionary
- 2) Hierarchy
- 3) Organic
- 4) Other

Overall

S N W

12. Financial

- 1) Capitalization
- 2) Cash-Flow
- 3) Debt Level
- 4) Debt Structure
- 5) Risk Level
- 6) Access to Investment Cap.
- 7) Access to Operating Cap.
- 8) Management
- 9) Other

Overall

S N W

13. Operator & Family Labor

- 1) Availability
- 2) Reliability
- 3) Productivity
- 4) Specialization
- 5) Family Living Needs
- 6) Other

Overall

S N W

14. Firm Record Keeping

- 1) Tax Accounting
- 2) Economic Firm Performance
- 3) Financial Performance

4) Long-term Trend Analysis

5) Financial Diagnosis

6) Economic Diagnosis

Overall

S N W

15. Portfolio Synergies

Synergies

1) _____

2) _____

3) _____

Dis-synergies

1) _____

2) _____

3) _____

16. Enterprise Assessment

Complete an enterprise assessment form for each enterprise.

Personal Vision Statement - Christmas Letter

A large rectangular box with a thin black border, containing 27 horizontal lines for writing. The lines are evenly spaced and extend across the width of the box, providing a template for a personal vision statement or Christmas letter.

A large rectangular box containing 25 horizontal lines, intended for writing or drawing.

Communication: A Self-Assessment Exercise

Below are 40 pairs of sentences. Please select from each pair of attributes the one which is most **typical** of your personality. No pair is an either-or proposal. Make your choice as *spontaneously* as possible. There is no wrong answer. Circle the number of your choice.

- | | |
|--|---|
| <p>1. I like action.
2. I deal with problems in a systematic way.</p> <p>3. I believe that teams are more effective than individuals.
4. I enjoy innovation very much.</p> <p>5. I am more interested in the future than in the past.
6. I enjoy working with people.</p> <p>7. I like to attend well organized group meetings.
8. Deadlines are important for me.</p> <p>9. I cannot stand procrastination.
10. I believe that new ideas have to be tested before being used.</p> <p>11. I enjoy the stimulation of interaction with others.
12. I am always looking for new possibilities.</p> <p>13. I want to set up my own objectives.
14. When I start something I go through until the end.</p> <p>15. I basically try to understand other people's emotions.
16. I do challenge people around me.</p> <p>17. I look forward to receiving feedback on my performance.
18. I find the step-by-step approach very effective.</p> <p>19. I think I am good at reading people.
20. I like creative problem solving.</p> <p>21. I extrapolate and project all the time.
22. I am sensitive to others' needs.</p> | <p>23. Planning is the key to success.
24. I become impatient with long deliberations.</p> <p>25. I am cool under pressure.
26. I value experience very much.</p> <p>27. I listen to people.
28. People say that I am a fast thinker.</p> <p>29. Cooperation is a key word for me.
30. I use logical methods to test alternatives.</p> <p>31. I like to handle several projects at the same time
32. I always question myself.</p> <p>33. I learn by doing.
34. I believe that my head rules my heart.</p> <p>35. I can predict how others may react to a certain action.
36. I do not like details.</p> <p>37. Analysis should always precede action.
38. I am able to assess the climate of a group.</p> <p>39. I have a tendency to start things and not finish them up.
40. I perceive myself as decisive.</p> <p>41. I search for challenging tasks.
42. I rely on observation and data.</p> <p>43. I can express my feelings openly.
44. I like to design new projects.</p> |
|--|---|

45. I enjoy reading very much.
46. I perceive myself as a facilitator.

47. I like to focus on one issue at a time.
48. I like to achieve.

49. I enjoy learning about others.
50. I like variety.

51. Facts speak for themselves.
52. I use my imagination as much as possible.

53. I am impatient with long, slow assignments.
54. My mind never stops working.

55. Key decisions have to be made in a cautious way.
56. I strongly believe that people need each other to get work done.

57. I usually make decisions without thinking too much.
58. Emotions create problems.

59. I like to be liked by others.
60. I can put two and two together very quickly.

61. I try out my new ideas on people.
62. I believe in the scientific approach.

63. I like to get things done.
64. Good relationships are essential.

65. I am impulsive.
66. I accept differences in people.

67. Communicating with people is an end in itself.
68. I like to be intellectually stimulated.

69. I like to organize.
70. I usually jump from one task to another.

71. Talking and working with people is a creative act.
72. Self-actualization is a key word for me.

73. I enjoy playing with ideas.
74. I dislike wasting my time.

75. I enjoy doing what I am good at.
76. I learn by interacting with others.

77. I find abstractions interesting and enjoyable.
78. I am patient with details.

79. I like brief, to the point statements.
80. I feel confident in myself.

Scoring Your Communication Style Inventory

Each selected item has to be reported on the four scales reproduced below. In other words, if items 1, 4, 6, have been selected, the same numbers on the four scales should be circled again. Transfer your selections from the previous pages to this sheet by circling the sentence number that you selected.

On each **style line** add up the number of items that you have circled (not the figures but the **number** of selected items). The maximum is 20 per style and the total for the four styles should be 40.

Ex. Style 1= 1-8-9-13-17-24-26-31-33-40-41-48-50-53-57-63-65-70-74-79 = 3

Style 1= ACTION = 1-8-9-13-17-24-26-31-33-40-41-48-50-53-57-63-65-70-74-79 = _____

Style 2= PROCESS = 2-7-10-14-18-23-25-30-34-37-42-47-51-55-58-62-66-69-75-78 = _____

Style 3= PEOPLE = 3-6-11-15-19-22-27-29-35-38-43-46-49-56-59-64-67-71-76-80 = _____

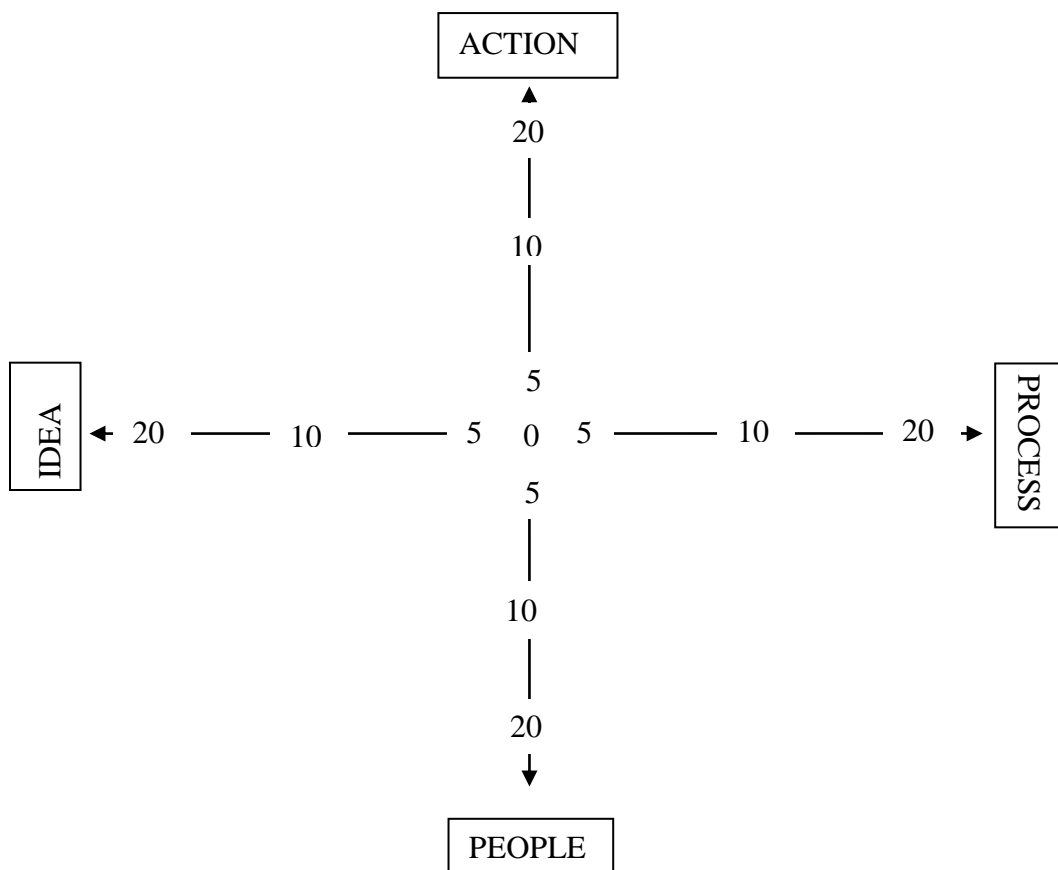
Style 4= IDEA = 4-5-12-16-20-21-28-32-36-39-44-45-52-54-60-61-68-72-73-77 = _____

TOTAL: _____

Styles/Features	They talk about...	They are...
Action (A)	Results * Responsibility Objectives * Feedback * Performance * Experience * Productivity * Challenge * Efficiency * Achievements * Moving Ahead * Change * Decisions	Pragmatic * Direct * Impatient * Decisive * Quick (jumping from one thing to another) * Energetic * Challenge Others
Process (PR)	Facts * Trying Out * Procedures * Analysis * Planning * Observations * Organizing * Proof * Controlling * Details * Testing	Systematic * Logical * Factual * Verbose * Unemotional * Cautious * Patient
People (PE)	People * Self-development * Needs * Sensitivity * Motivations * Awareness * Teamwork * Cooperation * Communications * Beliefs * Feelings * Values * Team Spirit * Expectations * Understanding * Relations	Spontaneous * Empathetic * Warm * Subjective * Emotional * Perceptive * Sensitive
Idea (I)	Concepts * What's new in the field * Innovation * Creativity * Interdependence * Opportunities * New ways * Possibilities * New methods * Grand designs * Improving * Issues * Problems * Potential * Alternatives	Imaginative * Charismatic * Difficult to understand * Ego-centered * Unrealistic * Creative * Full of ideas * Provocative

Plotting Your Results

For a visual overview of your preferred communication style, plot your score from each of the 4 style types on the appropriate line in the graph above. When you have all four scores plotted you can connect the dots. The resulting figure will tell you whether you have a strong preference for one communication style or whether the results are more mixed across 2, 3 or all 4 styles.



Coping With Other Communication Styles

A. Communicating with an action oriented person:

- * Focus on the results first (state the conclusion right at the outset).
- * State your best recommendation (do not offer many alternatives).
- * Be as brief as possible.
- * Emphasize the practicality of your ideas.
- * Use visual aids.

B. Communicating with a process oriented person:

- Be precise (state the facts).
- Organize your presentation in a logical order;
 - a) background b) present situation c) outcome .
 - Breakdown your recommendations.
- Include options (consider alternatives) with pros and cons.
- Do not rush a process oriented person .
- Outline your proposal (1,2,3...)

C. Communicating with a people oriented person:

- Allow for small talk (Do not start the discussion right away).
- Stress the relationships between your proposal and the people concerned .
- Show how the idea worked well in the past.
- Indicate support from well respected people.
- Use an informal writing style.

D. Communicating with an idea oriented person:

- Allow enough time for discussion.
- Do not get impatient when he or she goes off on tangents.
- In your opening, try to relate the discussed topic to a broader concept or idea (in other words be conceptual).
- Stress the uniqueness of the idea or topic at hand. Emphasize future value or relate the impact of the idea or the future
- If writing to an idea oriented person, try to stress the key concepts which underlie your proposal or recommendation right at the outset. Start off with an overall statement and work toward the more particular.

Critical Path – Months

January	February	March	April	May	June	July	August	September	October	November	December

Critical Path Worksheet

Activity _____

Start date _____ Time to completion _____

Sequential & dependent upon _____

Who is responsible for the activity _____

How will progress be reported? _____

To whom will progress be reported _____

Activity _____

Start date _____ Time to completion _____

Sequential & dependent upon _____

Who is responsible for the activity _____

How will progress be reported? _____

To whom will progress be reported _____

Activity _____

Start date _____ Time to completion _____

Sequential & dependent upon _____

Who is responsible for the activity _____

How will progress be reported? _____

To whom will progress be reported _____

Activity _____

Start date _____ Time to completion _____

Sequential & dependent upon _____

Who is responsible for the activity _____

How will progress be reported? _____

To whom will progress be reported _____

GOALS ANALYSIS

SHORT TERM FAMILY GOAL

1. Activity (describe the actions needed to achieve the goal)

2. Timing (determine a beginning and ending time)

3. Effort (identify how much effort will be needed and who will provide that effort)

5. Cost and management (estimate the dollar costs and the management requirements)

6. Consequences (list the positive consequences & negative consequences or reaching the goal)

GOALS ANALYSIS

LONG TERM FAMILY/PERSONAL GOAL

1. Activity (describe the actions needed to achieve the goal)

2. Timing (determine a beginning and ending time)

3. Effort (identify how much effort will be needed and who will provide that effort)

5. Cost and management (estimate the dollar costs and the management requirements)

6. Consequences (list the positive consequences & negative consequences of reaching the goal)

GOALS ANALYSIS

SHORT TERM BUSINESS GOAL

1. Activity (describe the actions needed to achieve the goal)

2. Timing (determine a beginning and ending time)

3. Effort (identify how much effort will be needed and who will provide that effort)

5. Cost and management (estimate the dollar costs and the management requirements)

6. Consequences (list the positive consequences & negative consequences or reaching the goal)

GOALS ANALYSIS

LONG TERM FAMILY/PERSONAL GOAL

1. Activity (describe the actions needed to achieve the goal)

2. Timing (determine a beginning and ending time)

3. Effort (identify how much effort will be needed and who will provide that effort)

5. Cost and management (estimate the dollar costs and the management requirements)

6. Consequences (list the positive consequences & negative consequences of reaching the goal)

Job Description Exercise

Approved Title:

Effective Date:

Reports to:

Expected Hours:

Salary:

Benefit Eligibility:

If yes -

Health Insurance:

Dental Insurance:

Life Insurance:

Retirement:

Vacation/Personal Time Off:

Sick Time Off:

Holidays:

Bonus Plan:

Company Vehicle:

Housing:

Organizational Summary (What is the mission of the organization?)

Purpose of the Position (Why does the position exist?)

Responsibilities (How is the work being accomplished? In order of importance, what are the major duties of the position? What is the kind of work, difficulty involved, frequency and variety of the tasks?)

Responsibilities (continued)

Authority (What areas may the individual exercise independent decision-making?)

Education/Qualifications (What is the education or knowledge needed to be successful in this position?)

Work Conditions (What physical and/or mental conditions are part of the working environment?)

Career Track (What potential career future is there for the individual in the position?)

Job Description Example

Approved Title: *Farm Manager*

Effective Date: *03/2012*

Reports to: *Farm Owner*

Expected Hours: *6am-6pm; daily. Sunday hours are flexible.*

Salary: *\$60,000/year*

Benefit Eligibility: *This is a benefit eligible position.*

If yes:

Health Insurance: *Wellmark - \$20 copay; \$1000 deductible; 20% employee contribution to premiums*

Dental Insurance: *Not provided*

Life Insurance: *New York Life Insurance - Two times annual salary*

Retirement: *Employer match up to 5% into a SIMPLE retirement plan*

Vacation/Personal Time Off: *10 days annually*

Sick Time Off: *5 days annually*

Holidays: *New Year, Memorial Day, Independence Day, Labor Day, Thanksgiving, Christmas Eve, and Christmas*

Bonus Plan: *10% profit sharing, paid annually*

Company Vehicle: *Not provided*

Housing: *On-site house is available for rent of \$500/month*

Organizational Summary

Breed and raise cattle using recognized breeding practices to ensure continued improvement in stock.

Purpose of the Position

The farm manager is responsible for overseeing the general farm maintenance, financial management of the operation, marketing and sales efforts, and supervision of farm staff.

Responsibilities

- *Determine types and quantities of livestock to be raised and sold, according to factors such as market needs and federal regulations.*
- *Evaluate product marketing strategies, then promote and market products, acting as the sales agent for livestock.*
- *Maintain land/buildings to ensure that livestock have enough feed, while staying within federal regulations.*
- *Negotiate and arrange with buyers for the sale and shipment of livestock.*
- *Purchase and store livestock feed.*
- *Assist in animal births, and care for the newborn.*

- *Clean and disinfect buildings and yards, and properly remove manure.*
- *Control the spread of disease/parasites in herds, by using vaccination and medication, and separating sick animals.*
- *Remove lower quality or older animals and purchase other livestock to replace these animals.*
- *Demonstrate and explain farm work techniques and safety regulations to workers.*
- *Maintain financial, tax, production, and employee records.*
- *Obtain financing from lenders to purchase machinery, livestock and feed.*

Authority

- *Sign corporation checks and bank loans*
- *Purchase all inputs of cattle enterprise, with budgeted limits*
- *Market livestock*
- *Oversee the day-to-day functions of the operation*
- *Supervise the employees of the farm*

Education/Qualifications

- *Degree or diploma in agriculture or equivalent experience working directly on a farm*
- *Knowledge of the latest farming techniques and government agriculture regulations*
- *Ability to communicate with staff and customers; capable of writing necessary reports*

Work Conditions

- *May work alone or with few other workers*
- *Seasonal nature of the farm requirements will dictate the weather and operating hours required*
- *Must be able to complete heavy, frequent lifting every day*

Career Track

- *An individual successful in this position may be a potential candidate for farm ownership*

Wants, Needs, Expectations, and Fears – Homework

What do we want to have happen when our successor comes into the farm family business?

What do we need to have happen when our successor comes into to the farm family business?

What do we fear will happen when our successor comes into the family farm business?

What do we expect (reality of situation) to happen when our successor comes into the farm family business?

Our Mission

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Our Mission

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Our Mission

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A blank sheet of lined paper with horizontal ruling lines spaced evenly down the page.

Strategic Planning

Threats

Opportunities

Notes:

Strategic Planning

Strengths

Weaknesses

Notes:

TRANSFER OF MANAGEMENT

Select the degree to which you feel the following management responsibilities are being retained by the owner or transferred to the successor. Select 1 if the decision is being made solely by the owner or select 5 if it is being made solely by the successor. If the responsibility is being shared select 2, 3, or 4 appropriately.

	Retained	—————→			Transferred
	1	2	3	4	5
1. Plan day-to-day work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. Make annual crop/livestock plans	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Decide the mix and type of enterprises in the long run	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. Decide the level of inputs to use	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Decide timing of operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Decide when to sell crop/livestock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. Negotiate sales of crops/livestock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Decide when to pay bills	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. Decide type and make of machinery and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. Negotiate purchase of machinery and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. Decide when to hire more help	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Recruit and select employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. Decide amount and quality of work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. Supervise employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. Decide work method/way jobs are done	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. Decide and plan capital projects	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. Identify sources and negotiate loans and financing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. Livestock management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Keeping farm records	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

My Values

Integrity Endurance Cunning Competency	Perseverance Honor Dependability Excitable	Reliable Uprightness Tenacity Mistrustful	Capability Honesty Hospitable Uneasy	Dexterity Indignant Agreeable Honesty
Truthful Amicable Understanding Jealous	Loyal Impassioned Persistent Demure	Friendly Envious Distrustful Arrogance	Grateful Reserved Anxious Apprehensive	Character Overbearing Thick-skinned Arrogant
Devoted Trustworthy Ruthless Merciful	Mistrustful Skillful Faithful Constant	Intelligent Bashful Neurotic Sensitive	Amicable Superior Sarcastic High strung	Passionate Devoted Tender Doubtful
Angry Pleasant Genuine Arrogant	Jealous Likable Tender Suspicious	Haughty Welcoming Proficient Appreciative	Shy Affectionate Persistent Tender	Contemptuous Thankful Agreeable Sympathetic
Apprehensive Kindly Dedicated Knowledgeable	Compassionate Disrespectful Timid Faithful	Money Family Safety Leisure	New Car Education Friendship Community	New House Travel Pets Money

