

Assessing the Strength of your Supervisors, Teams, and Succession

#	Factor	Question	Comment
1.	Management and Supervisory Structure	- Do you have a full managerial and supervisory complement? - Are your managers and supervisors competent to plan, lead, organise and control?	
2.	Management and Supervisory Training	- What training do you provide specifically for managers and supervisors? - Is there a clear link between managerial and supervisory training and operational performance and quality? - Apart from technical competence, are your managers and supervisors trained in other skills such as team management, problem solving, performance management and communication?	
3.	Team Autonomy	- Have your teams been trained in basic situational problem solving? - To what extent are your teams autonomous (self-lead) or do they need excessive supervision? - Do your teams use and update visual scoreboards to track and record their own performance?	
4.	Succession	- Do you have any single points of failure in your team, i.e., no back up if a certain person cannot work? - To what extent can you delegate the management of the operation? - How much do you as the farm owner/manager do yourself rather than measure and control what your supervisors do? - Do you have a formal succession plan should you exit the operation for whatever reason?	