

	BEHIND THE SCENES	BEHIND THE SCENES	AVERAGE	AVERAGE
VISION	<ul style="list-style-type: none"> Clear Vision Measurable Plan 	<ul style="list-style-type: none"> May have a dream – varies depending on audience No plan to get there or cannot articulate one No monitoring of progress 	<ul style="list-style-type: none"> Have a vision / dream It may be written down No specific measurable targets or goals to support it 	<ul style="list-style-type: none"> Have a clear vision Developed involving key stakeholders Have a detailed plan to support vision Have measurable targets
TRACK RECORD	<ul style="list-style-type: none"> Physical Performance Financial Performance Equity People Community Environment 	<ul style="list-style-type: none"> Little or no measurement Reliant on non-farming professionals Justify lack of performance Regular losses (and surprised) Disconnected from actual results Don't know their equity position Equity is static or declining 	<ul style="list-style-type: none"> Budget but not revising Lack of accuracy Lack of understanding Might benchmark Understand most drivers of physical performance Mixed historical results – averaging break-even Aware of equity position Equity may be growing supported by market forces 	<ul style="list-style-type: none"> Budget in place and regular revisions High level of financial control Trusted team / Stakeholders Consistent physical performance (repeatable) Consistent financial surpluses Benchmarked as Top 20% or Top 40% Actively manage their balance sheet Equity growth from surpluses plus investment and market forces.
QUALITY INFORMATION	<ul style="list-style-type: none"> Communication Accuracy Timeliness Supporting Software / Tools (e.g. Farmax, Cash Manager) 	<ul style="list-style-type: none"> No tools or software or tools to support information delivery Reactive and late Prepared by "others" Not understood Lacks context or justification 	<ul style="list-style-type: none"> Have tools or software but may not be fully utilising them. On time Understands the information Joint input with non-farming professionals 	<ul style="list-style-type: none"> Have tools or software know how to use them. Proactive and ahead of time Clear assumptions and KPI's Grounded on historical performance and industry benchmarks
DECISION MAKING	<ul style="list-style-type: none"> Informed decision making Structured decision-making process 	<ul style="list-style-type: none"> Decisions are based on a high level of emotion Reactionary, gut feel, urgent Decision first and justification later Individual decisions – not including key stakeholders Don't take responsibility for decisions – blaming behaviours 	<ul style="list-style-type: none"> Know enough to be on the right track Often use others to guide in decisions May not take ownership of their decisions Doing most of the right things but not always at the right time 	<ul style="list-style-type: none"> Decisions are referenced to their vision and plan Decisions are based on good quality information / measurement Key stakeholders are involved Always take responsibility for decisions Emotion can be present but is managed by objectivity