A farm without leadership is like a ship at sea with no clear destination. A farm without management is like a ship with a crack in the hull, soon to fill with water and sink. Leadership charts a sound course for the business operation to follow; management ensures that the business operation is sound. The farm leader creates the vision and identifies ways to expand resources to carry out the mission. The farm manager efficiently allocates scarce resources to capture opportunities and solve problems. These leadership and management skills can be applied to all areas of the farm business (Figure 1).

In most farm operations a single owner/operator or partners must carry out the responsibilities of both leadership and management. However, it is still useful for farmers to distinguish between the two roles. As a leader, the farmer must focus on the long term, through effectively identifying the mission, assessing the needs, and developing a strategic plan for the farm operation. Where will the farm be 10 or 20 years from now? Will it pass on to future generations? What are the long-term goals for growth in net worth and profit? What types of livestock and crop enterprises does the farmer want to be involved in? How will land, labor, and capital be utilized? These are the types of questions that a leader must address.

Managers focus on implementing the leadership strategies. As managers, they determine what the resources will be used for, how they will be used, and how the organization will be run. Managers do the right things by focusing on the short run, concentrating on the details of running the farm, and solving problems. They are efficient in their activities, looking for ways to improve productivity, profitability, and efficiency. Managers carry out the details of running the farm to carry out the mission identified by the leader. They are the ones who do the work, not the leader. Managers also have a responsibility to help others develop leadership skills so that they may one day assume leadership responsibilities on the farm. The successful farmers of the future will possess both leadership and management skills. They will determine where they want to be and how to get there. They will not only do things right, but they will also do the right things to enhance their chances for business success and prosperity. Understanding how leaders and managers differ is essential (Figure 4).
The image contains a document discussing the role of leadership and management in agriculture. Here is a summary of the key points:

- Leadership and management are crucial for agriculture, requiring the allocation of time, labor, land, and capital resources to acquire or reallocate over years to meet long-term goals.
- The farm leader focuses on acquiring resources, whereas the manager focuses on efficiency, working within constraints set by opportunity or problem.
- Farm managers address short-term issues such as crop rotations, livestock feeding, and chemical application.
- Larger businesses divide leadership and management responsibilities among multiple individuals.
- Farmers develop strategic plans and set goals to ensure mission completion.
- PRO-FARM helps farmers identify and diagnose problems, generate alternatives, and implement decisions.
- Effective leadership and management require the involvement of multiple stakeholders, including family members, employees, and consultants.
- The process begins with self-evaluation and participation in PRO-FARM workshops, where farmers develop leadership skills.

The document also includes diagrams illustrating the roles of leaders and managers in different business contexts and the importance of effective leadership and management skills.
Labor, and capital resources be acquired or reassigned over the years to meet long-term goals? For the farm leader, resources are not viewed as constraints. Over time, resources can be acquired or reassigned. In the role of manager, farmers must focus on efficiency. They approach an opportunity or problem in which the constraints have been set, and they must work within those limits. Managers tend to deal with short run issues: What is the best crop rotation for this year? What ration should the livestock get? How can the grain harvest be efficiently organized to make use of available labor? Why do we have a consistent problem with mastitis in our dairy herd? Are we overapplying chemicals and wasting money or underapplying and losing yield?

Larger businesses divide leadership and management responsibilities among many individuals. The president and vice presidents of the organization assume the leadership roles, and mid- to lower level managers carry out the day-to-day management responsibilities (Figure 2). To create a mission statement that encapsulates the major purposes of the farm operation. They identify important roles that they and team members play and assess major needs of the farm operation. The farm leader develops a strategic plan and sets goals that will satisfy major needs and ensure the successful completion of the mission.

Through PRO-FARM, farmers also fine-tune their management skills. They learn to accurately identify and diagnose farm problems and opportunities, to generate alternatives, and to select the best ones. Using tactical planning and control systems, they can solve problems and realize opportunities. PRO-FARM leadership and management skills have wide applicability to farm situations (Figure 3). Farmers may have to fulfill both the leadership and manager roles, but they do not exist in a vacuum. Spouse, children, employees, veterinarians, feed salesmen, integrated pest management scouts, and others make up the farmer’s team. A farmer is a better leader and manager when he or she includes these people in decisions. Although farm leaders and managers are ultimately responsible, decisions that reflect collective input and shared responsibility are far likelier to succeed.

How does a farmer become a better leader and manager? The process begins with self-evaluation and participation in educational courses such as the PRO-FARM workshop. In PRO-FARM, farmers develop leadership skills. They learn to create a written statement that encapsulates the major purposes of the farm operation. They identify important roles that they and team members play and assess major needs of the farm operation. They develop strategies and set goals that will satisfy major needs and ensure the successful completion of the mission.
Leadership and Management of Farm Businesses

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The successful farmers of the future will possess both leadership and management skills. They will determine where they want to be and how to get there. They will not only do things right, but they will do the right things to enhance their chances for business success and prosperity. Understanding how leadership and management skills differ is essential for farmers to effectively master these skills (Figure 1).

In most farm operations a single owner/operator or partners must carry out the responsibilities of both leadership and management. However, it is still useful for farmers to distinguish between the two roles. As a leader, the farmer must focus on the long term, through effectively identifying the mission, assessing the needs, and developing a strategic plan for the farm operation. Where will the farm be 10 or 20 years from now? Will it pass on to future generations? What are the long-term goals for growth in net worth and profit? What types of livestock and crop enterprises does the farmer want to be involved in? How will land, labor, time, labor, and capital be used? These are the questions that leaders ask.

Managers focus on the short run, concentrating on the details. Managers do the right things, ensuring that the tasks and resources are used efficiently and productively. They concentrate on the details, allocating scarce resources to capture opportunities and solve problems. These are the questions that managers ask.

Leadership and management skills can be applied in all areas of the farm business (Figure 1). In most farm operations a single owner/operator or partners must carry out the responsibilities of both leadership and management. However, it is still useful for farmers to distinguish between the two roles. As a leader, the farmer must focus on the long term, through effectively identifying the mission, assessing the needs, and developing a strategic plan for the farm operation. Where will the farm be 10 or 20 years from now? Will it pass on to future generations? What are the long-term goals for growth in net worth and profit? What types of livestock and crop enterprises does the farmer want to be involved in? How will land, labor, time, labor, and capital be used? These are the questions that leaders ask.

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Figure 4.

Characteristics of leaders and managers

<table>
<thead>
<tr>
<th>Leaders</th>
<th>Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create the vision and identify ways to expand resources to carry out the mission</td>
<td>Diligently allocate scarce resources to capture opportunities and solve problems</td>
</tr>
<tr>
<td>Focus on strategy planning</td>
<td>Focus on tactical planning</td>
</tr>
<tr>
<td>Determine what they want to be</td>
<td>Determine how they will get there</td>
</tr>
<tr>
<td>Focus on the long run</td>
<td>Focus on the short run</td>
</tr>
<tr>
<td>Feel the best leader to succeed</td>
<td>Differently check the leader of success for efficiency</td>
</tr>
<tr>
<td>Don’t think about short-term issues that have the ability to affect the future</td>
<td>Make the best use of today</td>
</tr>
<tr>
<td>Lead from the right side of the brain (the hemisphere of the brain that operates creatively)</td>
<td>Manage from the left side of the brain (the hemisphere of the brain that operates analytically)</td>
</tr>
</tbody>
</table>

Efficient management without effective leadership is like straightening deck chairs on the Titanic. ––Anon.

Leadership and management skills can be applied in all areas of the farm business (Figure 1). In most farm operations a single owner/operator or partners must carry out the responsibilities of both leadership and management. However, it is still useful for farmers to distinguish between the two roles. As a leader, the farmer must focus on the long term, through effectively identifying the mission, assessing the needs, and developing a strategic plan for the farm operation. Where will the farm be 10 or 20 years from now? Will it pass on to future generations? What are the long-term goals for growth in net worth and profit? What types of livestock and crop enterprises does the farmer want to be involved in? How will land, labor, time, labor, and capital be used? These are the questions that leaders ask.

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