



**Thematic Area:** Socio-economic performance.

**Priority:** How to improve working conditions?

**Need:** How to improve the well-being of employees and managers?

**Solution EU Number:** WC-6.

**Content of the Solution:** Methods and reasons for implementing this solution to build cohesive teams.

**Key Contacts:** Dedicated advisors or coach.

### Reasons for Implementing this Solution

Employee satisfaction on horse farms depends on teamwork, clear communication, and a positive culture. Strong and cohesive teams boost productivity, reduce turnover, enhance problem-solving, and foster engagement, ensuring efficient work processes and a supportive environment.

### Description of Solution Strategies

- **Strengthening Team Spirit and Solidarity:** Implement team-building activities and foster a positive work environment to enhance collaboration and mutual support among employees. This includes regular team meetings, open communication channels, and opportunities for employees to take on leadership roles.
- **Appreciation Through Competitive Salaries and Improved Working Conditions:** Ensure that employees are rewarded with fair wages and excellent working conditions. This includes providing necessary resources, maintaining a safe and comfortable work environment, and recognizing and celebrating employee achievements to boost morale and retention.

### Implementation Steps

1. **Conduct a Team Assessment:** Evaluate the current team dynamics and identify areas for improvement using e. g. following methods:
  - **Surveys & questionnaires:** anonymous surveys on team's communication, cooperation, motivation and working atmosphere (e. g. Google Forms, SurveyMonkey).
  - **Interviews & focus groups:** structured one-on-one interviews to gain personal perspective; moderated group discussions to gather moods and opinions.
  - **Observation & shadowing:** Analysis of team behavior in everyday working life.
  - **Team models (e.g., Tuckman, Belbin)** - evaluation of team structure and development.



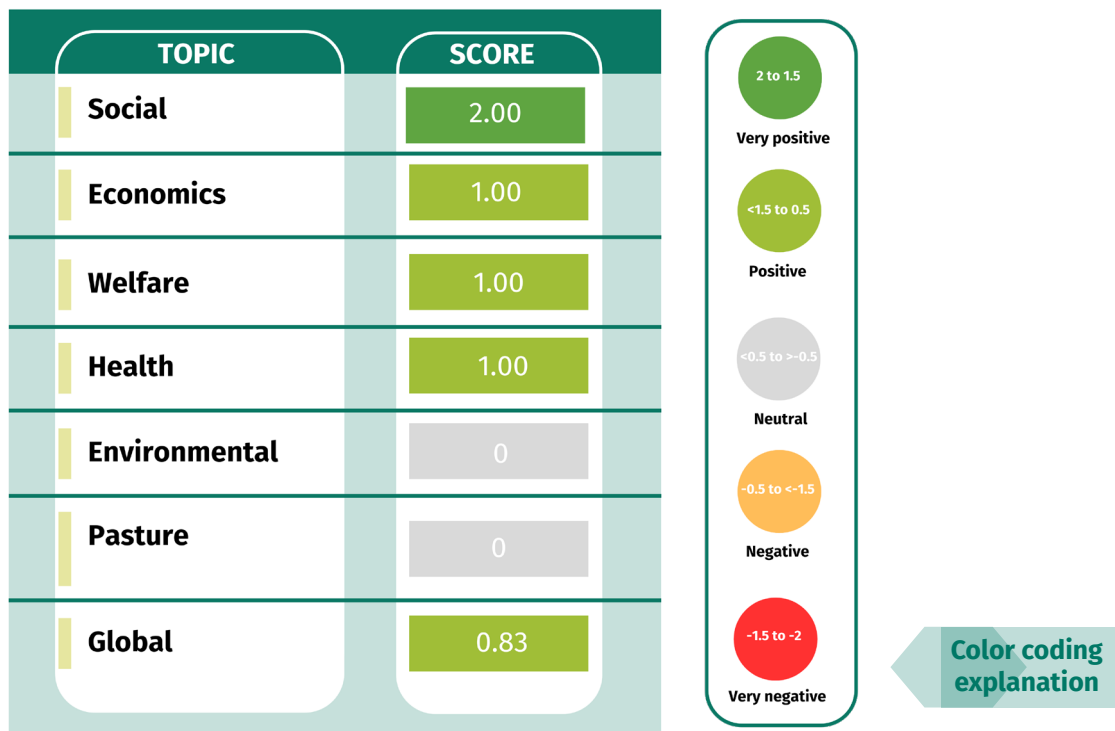
# Technical Sheet for Solution Implementation

## Improving Team Spirit and Building Cohesive Teams within Equine Farms

2. Evaluation of the observations made in 1: Analyze and interpret the collected data to identify key areas for improvement.
  - Data aggregation & categorization: Collect and group the results from surveys, interviews and observations.
  - Trend & patterns analysis: Recognize recurring problems or positive developments.
  - Gap analysis: Compare the current status with an ideal team status (e.g. using Tuckman's Model or Belbin's Team Roles).
  - Prioritization of Action Areas: Determine the most important challenges that influence team spirit.
3. Organizing Team-Building Activities: Plan activities that strengthen communication, trust, and collaboration, e. g.
  - Escape Room Challenge: Promotes teamwork, problem solving and stress management.
  - Outdoor Adventure (e.g. climbing, canoeing): Strengthens trust and cohesion.
  - Cooking Workshop: Working together in an unfamiliar environment improves communication.
  - Lunch & Learn Sessions: Lunch together with inspiring topics or informal discussions.
4. Foster Open Communication
  - Implement regular team meetings to discuss goals, progress, and any concerns.
  - Encourage an open-door policy where employees feel comfortable sharing their ideas and feedback.
5. Improve Working Conditions
  - Ensure the work environment is safe, clean, and well-maintained.
  - Provide necessary resources and equipment to help employees perform their tasks efficiently.
6. Recognize and Celebrate Achievements
  - Implement a system for recognizing and rewarding employee achievements.
  - Celebrate successes through team events, awards, or public acknowledgments.
7. Create a Positive Workplace Culture
  - Promote values such as respect, collaboration, and mutual support.
  - Address any issues of toxic behaviour promptly and fairly.
8. Monitor and Adjust
  - Regularly review the effectiveness of the implemented strategies.
  - Make adjustments based on feedback and changing needs of the team.

The first two aspects in particular, conduct team assessment and evaluation, can be a challenge. Here it can be helpful to get support from a professional moderator/consultant.

### How Will this Solution Impact the Performance of your Farm ?



**Socioeconomics:** Cohesive teams and good atmosphere at work are very important for the quality of working life decreasing absenteeism or mental load. If social education initiatives work effectively, they can improve the image of the farm, demonstrating that human resources are a vital form of capital for its success resulting in both social and economics positive scores. This solution should support the socioeconomic performance of your farm.



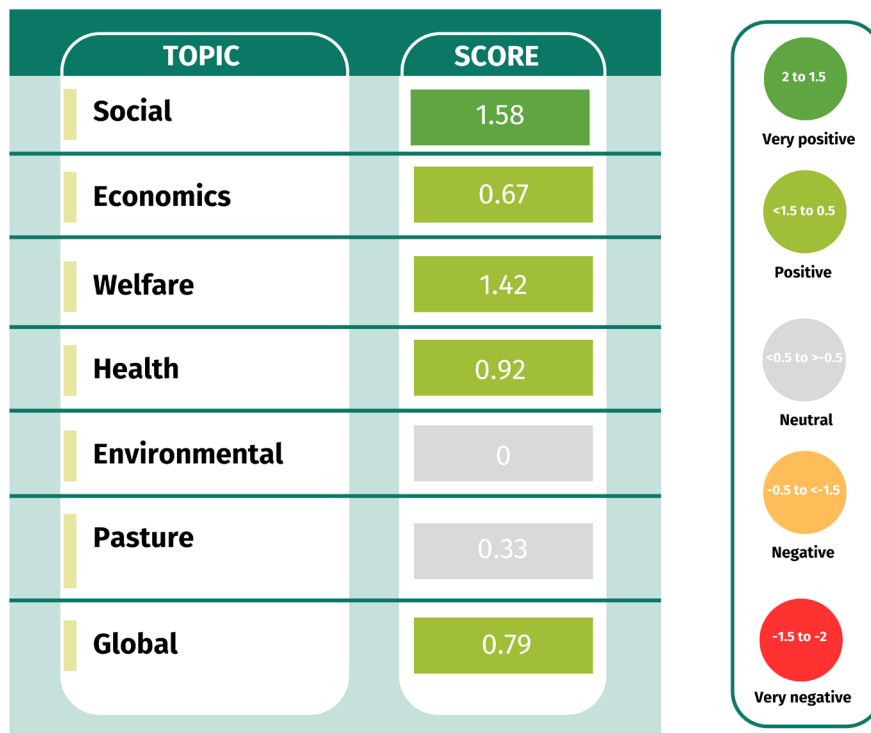
**Health & Welfare:** Better motivated staff can present more engaged approach to animals which improves their welfare. Also, better motivated caretakers are more attentive to potential health problems. This solution can support Health and Welfare performance of your farm.



**Environmental Sustainability:** The effect of this solution on farm’s environmental sustainability performance is neutral. The sense of conserving resources and exchanging ideas can, however, improve also environmental sustainability.

So this solution can improve the global performance of the farm.

### How Will this Solution Impact the Resilience of your Farm?



**Socioeconomics:** This solution should support socioeconomic performance of the farm facing external challenges because a well-functioning team ensures stable and efficient operations, reduces employee turnover and improves adaptability. All those consequences can have a positive impact on economic performance.



**Health & Welfare:** This solution should support health and welfare performance of the farm facing external challenges because cohesive and better motivated staff will be more willing to adapt their work to upcoming challenges. With higher motivation, they might pay attention better to animals and be more effective in the detection of initial signs of upcoming diseases preventing excessive use of drugs.

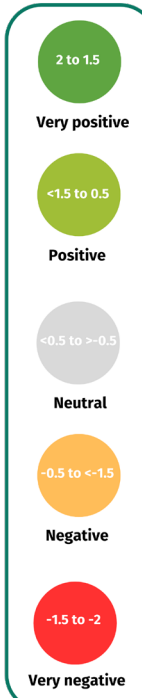


**Environmental Sustainability:** The effect of this solution on farm's environmental sustainability performance facing external challenges is neutral.

This solution can support global performance of the farm facing external challenges, improving the resilience of the farm.

### How Can this Solution Help your Farm to Face Specific External Challenges to Be More Resilient?

CHALLENGES	SCORE
Inflation	0.50
Pandemic	1.33
High welfare standard	0.75
High infectious diseases	0.67
Extreme weather event	0.42
Loss/limited access to grassland	0.83



- 2 to 1.5  
Very positive
- <1.5 to 0.5  
Positive
- <0.5 to >-0.5  
Neutral
- 0.5 to <-1.5  
Negative
- 1.5 to -2  
Very negative



**Socioeconomics:** Such a team spirit becomes critical in maintaining farm processes during labor shortages, safeguarding operational continuity resulting in positive scores in case of inflation or pandemic.



**Health and Welfare:** Better motivated staff will be more willing to adapt to upcoming changes in welfare legislation. With higher motivation, they might pay attention better to animals and be more effective in the detection of initial signs of upcoming diseases preventing excessive use of drugs.



**Environmental Sustainability:** This solution has neutral effect on resilience in case of extreme weather event that causes abnormally high or low temperatures and small positive effect in situation related to loss/limited access to grassland.



# Technical Sheet for Solution Implementation

## Improving Team Spirit and Building Cohesive Teams within Equine Farms

### Cost-Benefit Analysis

#### Costs

##### Socioeconomics:

- **Initial Time and Resource Investment:** Implementing these strategies requires time and resources, including organizing activities, training sessions, and improving working conditions.
- **Resistance to Change:** Some employees may resist changes to the workplace culture or new team-building initiatives, requiring careful management and communication.
- **Ongoing Effort:** Maintaining a positive team spirit and work environment requires continuous effort and attention from management.
- **Balancing Individual and Team Needs:** Ensuring that both individual and team needs are met can be challenging, especially in a diverse workforce.
- **Potential for Conflict:** Increased interaction and collaboration can sometimes lead to conflicts, which need to be managed effectively to prevent negative impacts on team dynamics.
- **Balancing Costs:** Offering competitive salaries and benefits can be costly but necessary for long-term gains.



#### Benefits

- **Increased Productivity:** A cohesive team can work more efficiently, leading to higher productivity and better economic performance; Encourages collaboration, leading to innovative solutions and improved productivity.
- **Efficient Work Processes:** Well-structured team processes prevent idle phases, reducing the need for unnecessary additional hires.
- **Increased Employee Engagement:** Engages employees, leading to higher productivity and commitment to their work.
- **Employee Retention:** Satisfied employees are more likely to stay, reducing turnover costs and maintaining a skilled workforce.
- **Enhanced Reputation:** A positive workplace culture can attract top talent and clients, boosting the farm's reputation and economic stability.
- **Innovation and Creativity:** Collaborative teams are more likely to come up with innovative solutions and creative ideas, driving the farm's growth and success.
- **Better Problem-Solving:** Teams can solve problems more creatively and effectively by leveraging diverse perspectives and skills.
- **Better Customer Service:** Employees who feel valued and supported are more likely to provide excellent service to clients, improving customer satisfaction and loyalty.



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## Improving Team Spirit and Building Cohesive Teams within Equine Farms

### Cost-Benefit Analysis

#### Costs

##### Equine Health & Welfare :

- No effect.

##### Environmental Sustainability:

- No effect.

##### Cooperation Between Farms:

- No effect.



#### Benefits

- **Improved Care:** A motivated and cohesive team is more likely to provide consistent and high-quality care for the horses.
- **Better Monitoring:** Enhanced communication and teamwork can lead to better monitoring of equine health and quicker responses to any issues.
- **Efficient Resource Use:** A well-coordinated team can manage resources more efficiently, reducing waste and promoting sustainability.
- **Innovative Practices:** Collaborative teams are more likely to come up with innovative solutions for sustainable farming practices.
- **Knowledge Sharing:** Strong team spirit can extend to better cooperation and knowledge sharing with other farms, leading to improved practices and innovations.



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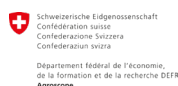
### Additional Resources

#### Websites

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- Moss, L. (2020): Creating an engaged workforce on farm. Kellogg Rural Leadership Programme. Retrieved from [https://ruralleaders.co.nz/wp-content/uploads/2020/12/Moss-Lucy\\_Kellogg-report-final.pdf](https://ruralleaders.co.nz/wp-content/uploads/2020/12/Moss-Lucy_Kellogg-report-final.pdf)



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## Improving Team Spirit and Building Cohesive Teams within Equine Farms

### Annex

#### Ideas to Animate a Workshop About the Solution

- Ask companies specialized in team building, employee training, or farm management to sponsor the workshop.
- Find a model horse farm where the workshop can take place.
- Complete the required tasks and let the participants take part in these demonstration tasks so that they can get to know the system.

#### Proposed structure for the workshop on Building and Promoting Team Spirit in horse stables:

##### 1. Introduction to Building and Promoting Team Spirit

- What is team spirit?
- Key features and components of team spirit (e.g., communication, trust, collaboration).
- Types of team-building activities available (e.g., workshops, team outings, leadership training).

##### 2. Benefits of Team Spirit in Horse Stables

- Improved Communication: Ensures everyone is on the same page, reducing misunderstandings and improving efficiency.
- Increased Productivity: Encourages collaboration, leading to innovative solutions and improved productivity.
- Enhanced Job Satisfaction: Boosts employee morale and job satisfaction by creating a positive and supportive work environment.
- Reduced Turnover: Leads to lower employee turnover rates as employees feel connected and valued.
- Better Problem-Solving: Teams can solve problems more creatively and effectively by leveraging diverse perspectives and skills.

##### 3. Practical Applications on Horse Farms

- Implementing regular team meetings and open communication channels.
- Organizing team-building activities involving horse care and farm management.
- Providing leadership opportunities and rotating roles among employees.

##### 4. How to Choose the Most Suitable Team-Building Activities

- Evaluation of the needs of the farm.
- Assessment of the team's dynamics and areas for improvement.
- Features such as activity type, duration, and expected outcomes.
- Cost comparisons and budget considerations.

##### 5. Hands-On Demonstration

- Live demo of team-building exercises.
- Testing different activities and giving participants a chance to try them out.
- Proper techniques for maximizing engagement and effectiveness.



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#### **6. Maintenance and Troubleshooting**

- Regularly scheduled team check-ins and feedback sessions.
- Addressing conflicts and ensuring continuous improvement.
- Adjusting activities based on team feedback and changing needs.

#### **7. Case Studies and Real-World Examples**

- Examples of farms or equestrian centres successfully implementing team-building strategies.
- Discussion of how they have integrated these practices into their daily operations.
- Lessons learned and tips from farm operators who have improved team spirit.

#### **8. Cost Analysis and Return on Investment (ROI)**

- Initial cost of team-building activities vs. long-term savings in labour and turnover.
- How to calculate ROI based on farm size, workload, and employee satisfaction.
- Financial benefits from reducing strain on workers and improving productivity.

#### **9. Q&A Session**

- Open floor for participants to ask questions about specific concerns or experiences.
- Address any uncertainties regarding the effectiveness or cost of team-building activities.

#### **10. Wrap-Up and Resources**

- Summary of key points covered in the workshop.
- Additional resources for further learning (websites, suppliers, online communities).
- How to access special discounts or offers on team-building services if partnered with suppliers.