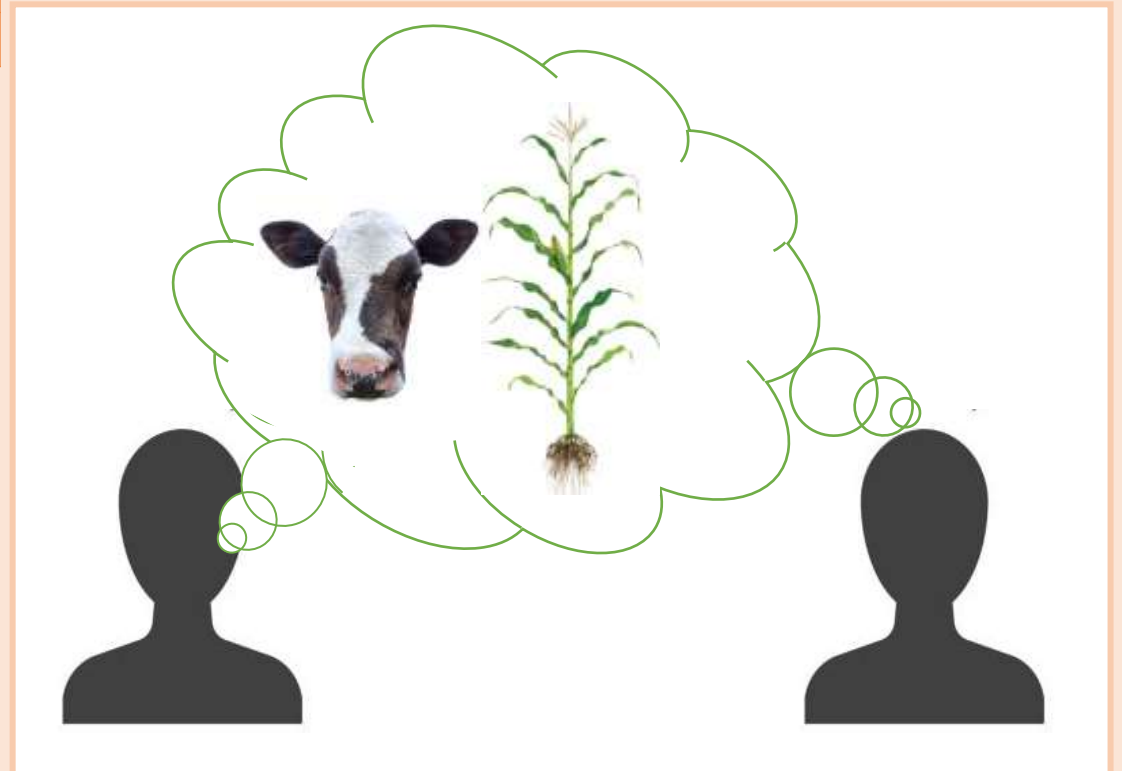


PEOPLE SIGNALS, ADVISORY AND COACHING (Level 3)

Topic

Training & information Content

12.1 People signals, Advisory and Coaching



1. You will learn about (learning objectives):

- Agricultural extension and competences of an extension officer
- The Extension cycle
- Communication
- Extension techniques
- Advisory talks
- Coaching



2. Introduction: Agricultural Extension

Definition:

- Agricultural extension is the process of exchange of attitude, skills and knowledge between extension officer and farmer, farmers to farmer, or communication with other stakeholders.
- This process aims at farm development, based on proper needs assessment and prioritisation, realistic preparation and planning, practical implementation, and useful monitoring and evaluation.



Photo: Felix Opinya | Courtesy: Eric Kimalit

3. Competences of an Extension officer

- The key competences of an extension officer in order of priority include:
 - A = Attitude
 - S = Skills
 - K = Knowledge

Attitude

This means the extension officer;

- Has real interest of the farmer and his/her family
- Knows the personal situation of farmer
- Understands farmers
- Has a helping attitude
- Is inspiring to the farmer
- Is (naturally) gifted to connect with farmers, colleagues and other relevant companies, organisations and professionals.



3.1 Competences: Attitude Cont'd...

- Has empathy/respect for farmer
- Is curious, open and honest
- Is dedicated to improving him/herself further
- Has a proactive attitude to stimulate farmer rather than waiting and seeing
- Is self organized, knowing what to do, being able to plan and implement accordingly
- Is a good communicator – able to speak openly about successes and also about issues that deserve attention
- Informs others in time about relevant issues
- Is able to give motivating feedback to colleagues
- Is ready to share interesting developments with colleagues
- ACNA => Always Check Never Assume

**NEVER
ASSUME.
ALWAYS
CHECK.**

4. Competences: Skills

The extension officer;

- Must be able to observe well at the levels of farmer, farm and animal.
- Is able to listen carefully, ask good questions, summarise, and probe to ask further questions
- Is capable of applying proper non-verbal communication: eye contact, nodding, friendly expression, hemming (making soft sounds to express understanding and use as encouragement), stand or sit straight.
- Is able to analyse the problems together in conversation with farmer.
- Develops solutions together with the farmer.
- Never hesitates to ask others for help.
- Must be able to work as an advisor and leave the choice to the farmer.
- Make agreements on implementation and follow-up
- Makes fulfilling agreements on follow-ups.



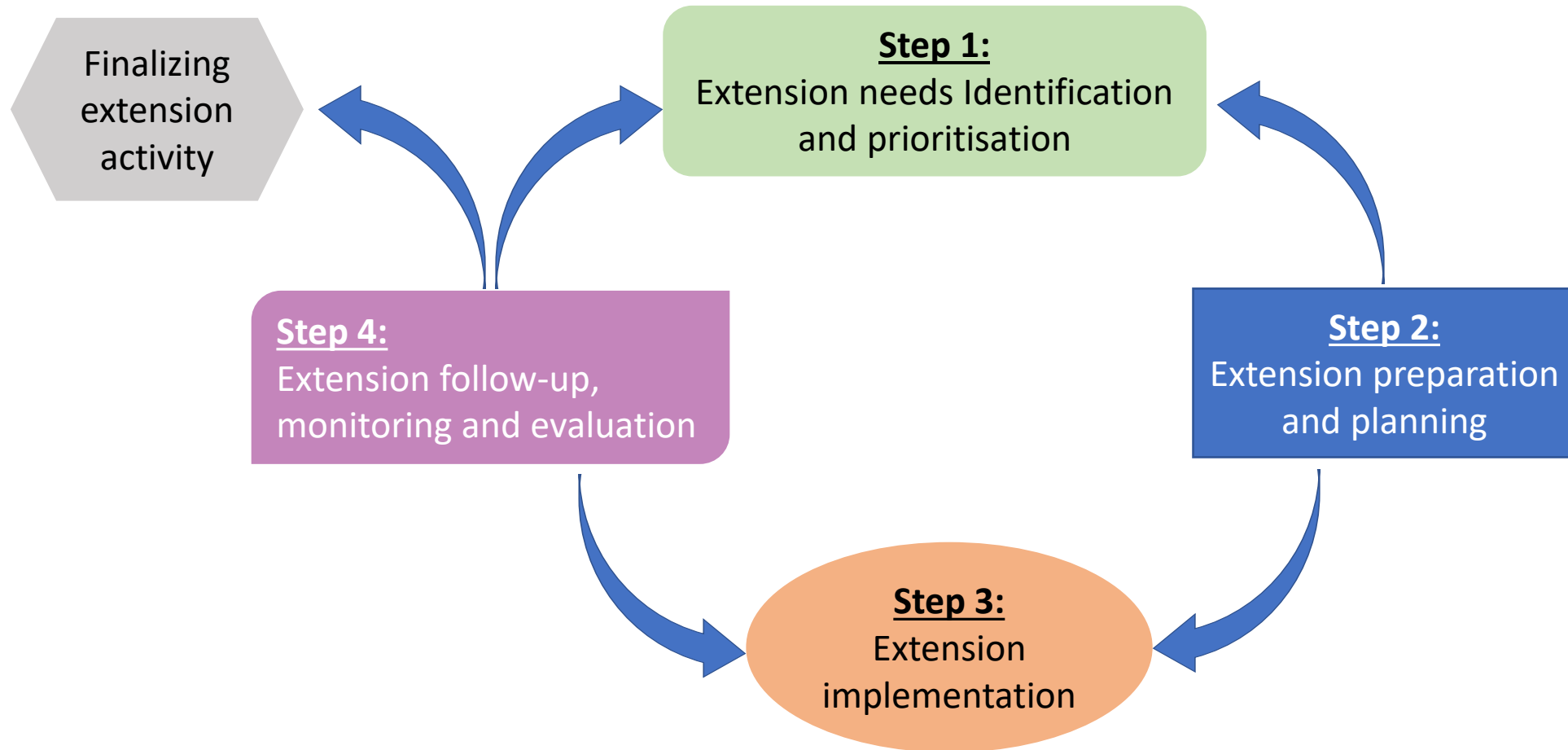
5. Competences: Knowledge

The extension officer;

- Has theoretical knowledge of dairy farming on relevant subject matters like feeding, pasture management, breeding, housing, water management, milking, economics.
- Has practical experience with all relevant dairy working activities as well as economical and business-oriented activities.
- Is excellent in connecting theory, practice and the farmer.
- Thinks and acts like an entrepreneur:
Conversations must also lead to profit for the individual farmer.
- Has and knows his network and how to use it.
- Always works in line with developments and regulations.



6. The Extension Cycle



6.1 Extension cycle: Role of Extension officer

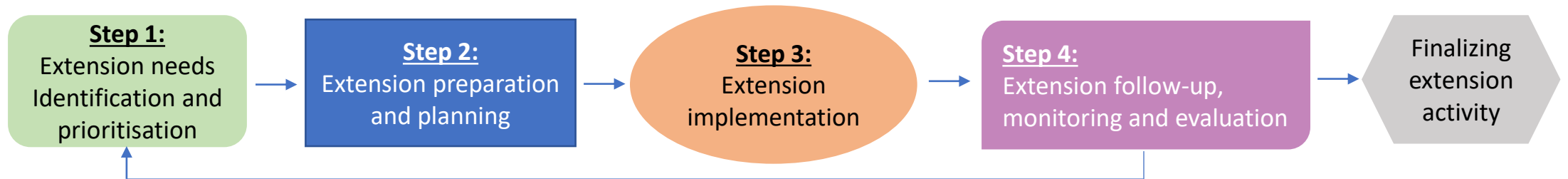
- The extension officer is expected to do the following to contribute to successful implementation of four steps of extension cycle, in order to make extension working in real farm situations:

Step 1: Apply all kinds of relevant extension techniques to get full clarity about practical needs for extension support in terms of especially extension topics and extension methods.

Step 2: Involve farmer in preparing and planning extension activities.

Step 3: Do operate as partners in business in implementing extension activities.

Step 4: Analyse honestly and practically with the help of farmers and possible others, the strong and weak points regarding preparing and implementing extension activities.



7. Communication

- Extension (farm advisory and coaching) uses/relies on communication as a means of facilitating interaction with the farmer.
- Communication is the process of sending and receiving information, ideas, facts, beliefs, experiences, feelings and attitudes through verbal and non-verbal means among people.
- Forms of communication include speaking, writing, gestures, touch and broadcasting.



Source:

<https://bookboon.com/blog/wp-content/uploads/sites/5/2017/07/boost-communication-withing-your-workplace-ebooks-bookboon-bl.jpg.webp>

7.1 Effective Communication

- Effective Communication is therefore a two way process - sending the right information to the right person.
- It is important to know the psychology of the person you are interacting with for communication to be effective.
- Effective communication includes all the aspects of visual, auditory and aesthetic language to appeal the listener.



Source: https://media.istockphoto.com/photos/effective-communication-street-sign-picture-id155283212?k=20&m=155283212&s=612x612&w=0&h=5vgXRRD529_9y9oxFRKSKPfM2EyRuBS4B1A7MqXEpMY=

7.2 The 7Cs of Effective Communication

1. Completeness – Information conveyed in the message should be complete for communication to be effective.
2. Conciseness – Pass your message in essential but least least possible words.
3. Consideration – Take into consideration the audience, by knowing their viewpoints, background, mindset, education level, etc.
4. Clarity – Emphasize on a specific goal/objective at a time. This comes with the use of exact, appropriate and concrete words.
5. Concreteness – Implies being particular and clear rather being fuzzy and general.
6. Courtesy – Means being polite, kind, judicious, enthusiastic and convincing.
7. Correctness – Implies that the correct information is conveyed through the message.

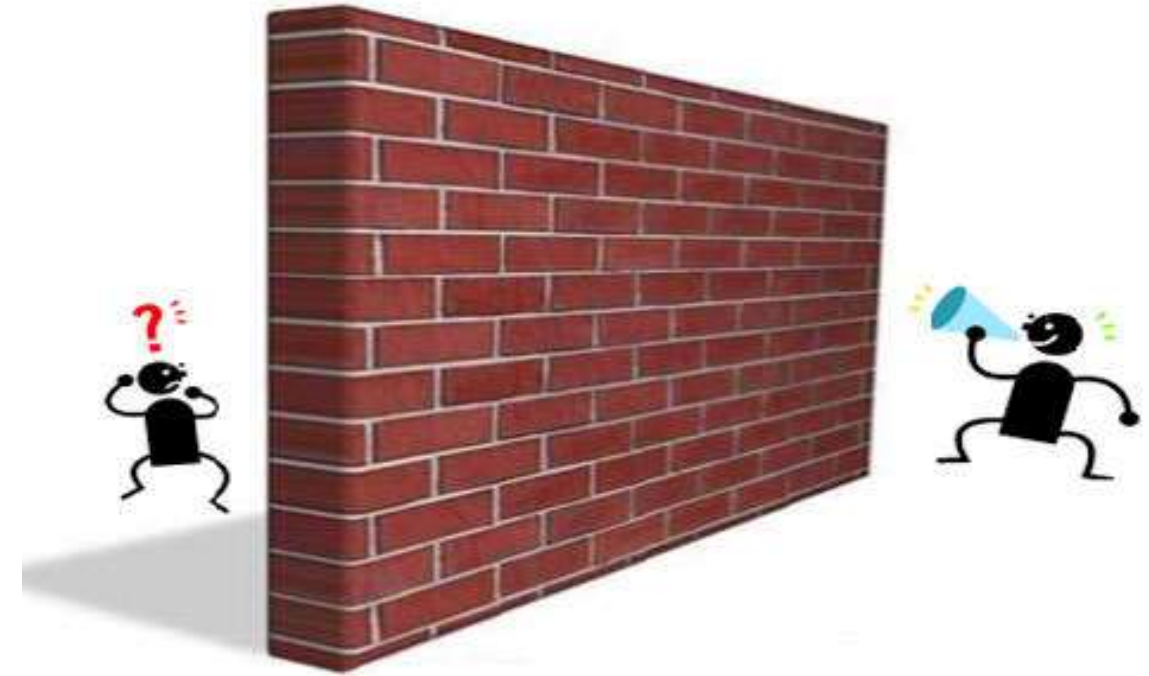


Source:

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8. Communication barrier

- Extension is a strong tool to enhance farm development, but attention has to be given to potential communication barriers that hinder farmers doing what you tell them:
 - i. Telling does not always lead to hearing due to, for example noise or not paying attention to extension officer.
 - ii. Hearing does not always lead to understanding due to, for example insufficient explanation of the extension officer or missing aspects related to attitude, skills and knowledge at the side of the farmer.
 - iii. Understanding does not always lead to accepting, for example because the farmer may have other opinions.
 - iv. Accepting does not always lead to doing, for example because the farmer does not have the financial means.



Source: <http://www.papertyari.com/wp-content/uploads/2019/03/barriers-to-effective-communication.jpg>

8.1 Consequences of Communication barrier

- The extension officer has to be aware of the fact that extension is a slow process that needs careful attention at all aspects mentioned in the preceding slide.
- To overcome all these barriers, asking questions for hearing, understanding, accepting and doing are crucial for a good communication process with the farmer.



Source: https://s3.amazonaws.com/external_clips/attachments/2183975/original/HEAD-Projects_Are_Dying_Due_to_Poor_Communication_in_the_Workplace_Here_27s_How_to_Revive_Them_Hero_no_text.png?1540983814

9. Extension techniques to get information from the farmer

- The following extension techniques are of utmost relevance to apply well during talks with farmers to get information from his/her side; for example to get extension needs clearly and practically.
 - i. Use of Questions
 - ii. LSP: Listen, Summarize and Probe
 - iii. Non-verbal communication



9.1 Extension techniques: Questions and LSP

- The following extension techniques are of utmost relevance to apply well during talks with farmers to get information from his/her side; for example to get extension needs clearly and practically.

i. Questions

Questions could be;

- Open-ended: Questions starting with What or How?
- Closed: Questions that yield specific information like a number, yes or no.

ii. LSP: Listen, Summarize and Probe

- Listen actively and be open and curious.
- Summarise: Check what the farmer says for proper understanding.
- Probe: Dig deeper to get detailed information, more than the farmer needs help in farm improvement; for example I need extension support to improve my milk quality via 1:1 advisory talks.

9.2 Extension techniques: Non-verbal communication

iii. Non-verbal communication

- Show eagerness by standing or sitting straight.
- Seek proper eye contact to make clear that you are really focussed on the farmer.
- Smile a bit to show eagerness to get information.
- Nod your head to indicate that you follow what the farmer says.
- Hem to make soft noise to express that you still hear and understand what the farmer says.



Source: <https://www.geektonight.com/wp-content/uploads/2019/12/Non-Verbal-Communication-1024x683.png>

10. Advisory talks

The steps involved in Advisory talks

1. Make an appointment with the farmer.
2. Get familiar again between farmer and advisor.
3. Show appreciation to visit the farm and farmer again.
4. Refresh aims and steps of this advisory process (identification, analysis and problem solving
5. Look around the farm to refresh and monitor farm situation.
6. Clarify and get consensus about the aims of this advisory talk.
7. Determine together the steps to be taken in this advisory talk.



Make appointment

10.1 Steps in Advisory talks Cont'd...

8. Refresh and agree upon common understanding of identified problem(s).
9. Explain analytical approach regarding applied methods and outcomes.
10. Exchange suggestions to overcome identified problem.
11. Ask the farmer to decide about possible alternative solutions.
12. Get clear about the final solution.
13. Make arrangements for follow up to support the farmer in implementing selected solution.
14. Evaluate this advisory talk.
15. Express words of thanks, say goodbye and know how the farmer and advisor will proceed to solve the problem.



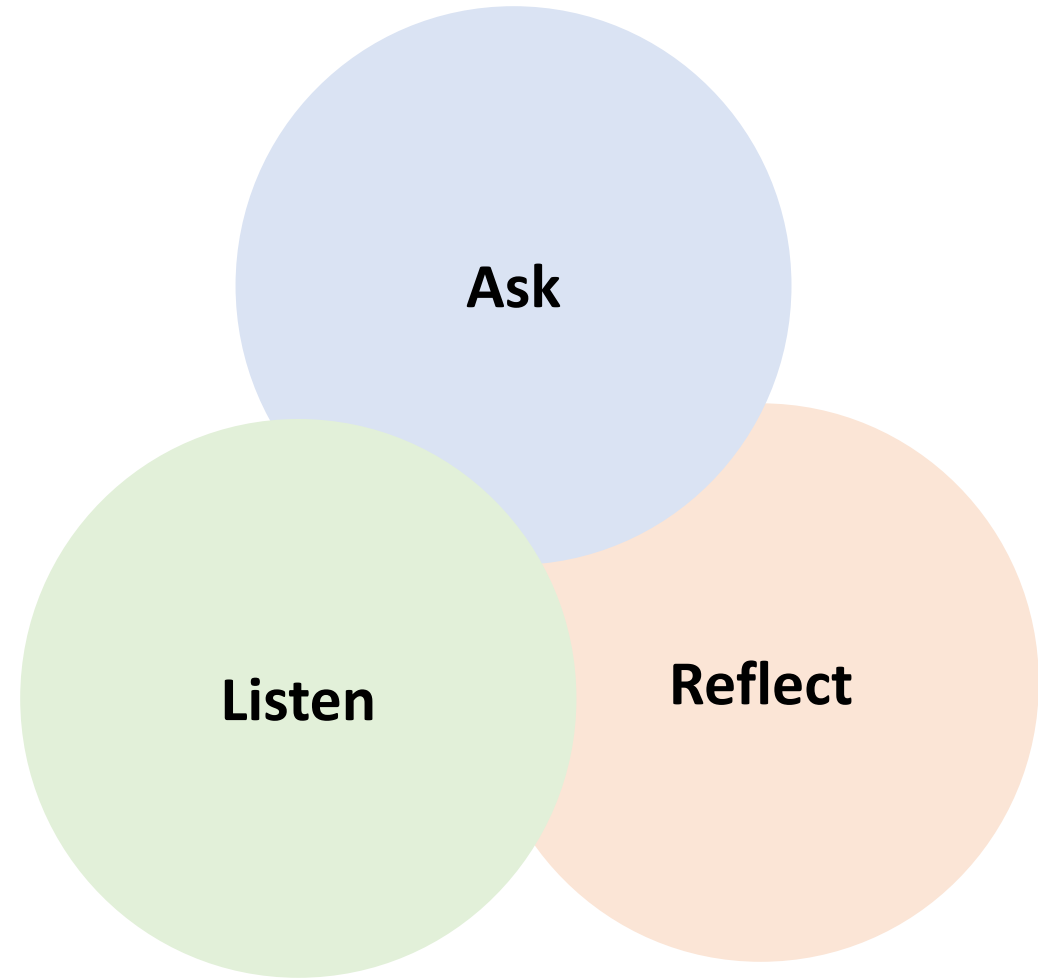
Solution

11. Advisory talks: Points of attention

1. Realise it is the farmer whom you assist to solve his/her problem.
2. You are not 'contracted' to push your own preferences for problem solving.
3. Try to discuss at equal level sharing practical and theoretical insights which are both equally important.
4. Work on solving the problem together.
5. Apply relevant extension techniques, refer to 'Extension techniques to get information from farmer';
 - a) Asking questions: Open and Closed questions
 - b) LSP: Listen, Summarize and Probe
 - c) Nonverbal communication or Body language
6. Try to balance the speaking time of the farmer and the extension officer, let's say 50/50
7. Be explicit about your feelings:
 - a) The talk is going on well: Mention it
 - b) The talk is not going well: Share it and find a way out.
8. Simply do what you say and arrange during and after the advisory talk.

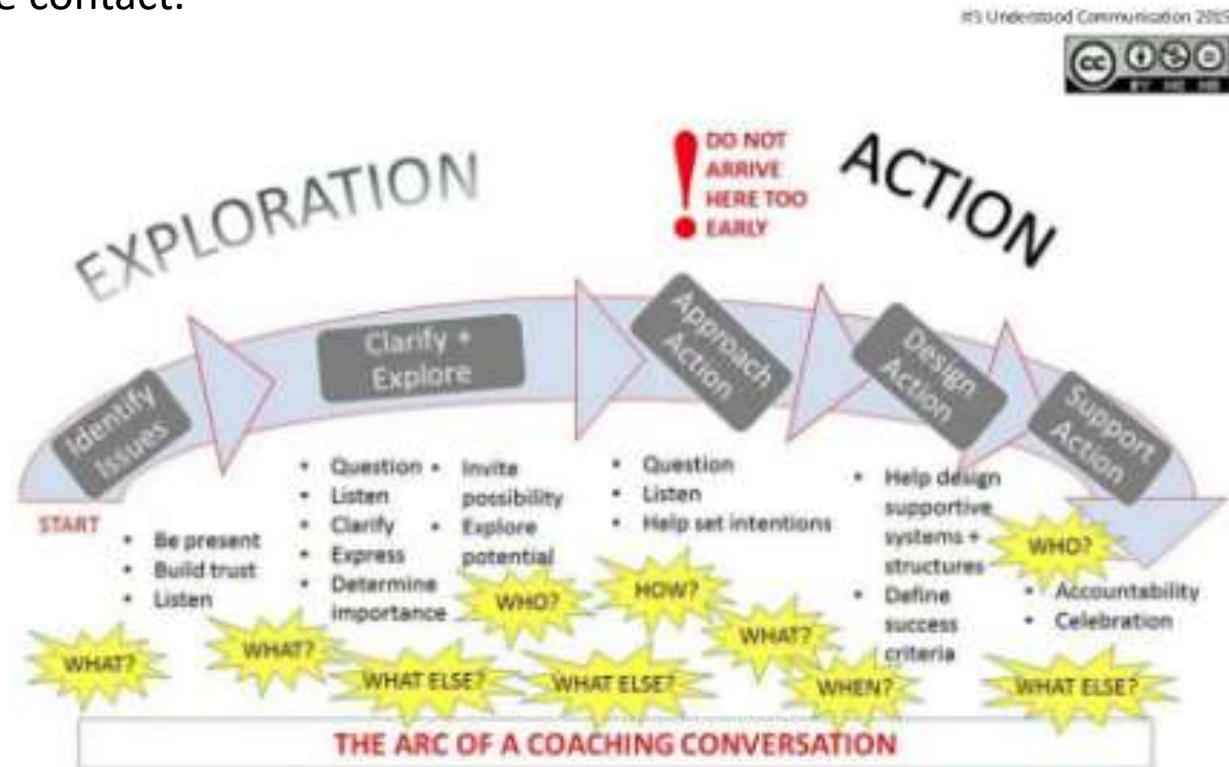
12. Coaching

- Coaching as a tool provides a reflective space for people (the farmer) where they can find time to think, challenge their routines of work and what they are doing and why.
- The objective of coaching is to essentially encourage people to solve problems for themselves; simply enable a person/farmer to think better.



13. The Coaching Process

- Coaching process involves;
 - i. Building rapport with the farmer/person being coached.
 - ii. Active listening to understand or show genuine interest to the coachee. Use non-verbal cues such as nodding, smiling and maintaining eye contact.
 - iii. Using intuition to elicit new ideas.
 - iv. Asking the right questions at the right time. Questions stimulates exchange of experiences, description of a problem situation and elaboration of solutions.
 - v. Giving positive and non-judgmental feedback.



14. Benefits of Coaching

- Coaching should be designed to address issues (current challenges and looking to the future) the person being coached wants to consider.
- A good Coach will be mainly facilitative to enable the person/farmer come up with own outcomes/visualise desired future.
- The farmer begins to see pathways around obstacles, keeping eyes on the prize rather than focusing on the difficulties.
- The end benefit (of coaching) is higher motivation, empowerment and self directed learning.



15. Duties of a Coach

- The facilitative involves;
 - Technical backstopping
 - Guiding in decision making
 - Being the team leader
 - Helping the coachee in achieving objectives
 - Helping with observations and analysis
 - Starting from simple to complex endeavours
 - Keeping the coaching discussion processes lively
 - Probing to help person arrive at appropriate conclusions.



16. Differences between Coaching and Advisory

- Coaching is very different to advisory/extension work.
- With coaching the focus is on the person. It is about enabling the farmer think better, develop their vision or mission and set medium/longer term goals for their farm.
- It is about building resilience to setbacks, building attitude and commitment to the farm goals. For example, making the big decisions in farming such as strategic planning, labour management and succession.

