

Change Manager

WHO WE ARE - KO WAI MĀTOU

We are Farmlands - Te Whenua Tāroa, a Co-operative owned by New Zealand Farmers and Growers, we have been around for 60+ years, supporting our rural communities, looking after our land and our people - we're Out Here Too. We're always backing Kiwis - rain or shine, year in, year out. We work as one – we help each other, we win together.

PURPOSE AND VISION – TE KAUPAPA ME TE MATAKITE

At Farmlands, our purpose is “To enable improved profitability and productivity for NZ farmers and growers”, and our Vision is “To be the go-to for everyone connected to our land”. Everything we do, every decision we make is with this in the forefront of our minds.

OUR VALUES – NGĀ UARATANGA

Our values of Be You, Minds Open, and See It Through help us to work as one - helping each other and winning together. We're rural people supporting our rural communities looking after our land and our people.

Be you - mōu ake

It takes all sorts to make an awesome team. Diversity, different perspectives and a fresh approach to problems make everyone in the team stronger. It's not who you are or what you look like, it's all about what you bring to the table that matters.

Minds open - hinengaro tākoha

We came from a generation of greatness. It gives us the solid foundation to move on, focus on the future and use our creativity and ingenuity to build Farmlands for the next generation.

See it through - whakamaua kia tīna

We're a team. United through our love of the land and the communities we serve. We back ourselves, each other, and get behind the decisions we make together.

POSITION PURPOSE – TE PŪTAKE O TE TŪRANGA

Reports to - Kaiwhakahāere:	GM, Transformation
Your Team – To tīma:	EPMO
Direct reports - Kaimahi:	No

The Change Manager leads the *people side* of change for transformation projects and initiatives at Farmlands. This role ensures that new ways of working are understood, adopted, and sustained, enabling project benefits to be realised.

The Change Manager works closely with project managers, sponsors, and business leaders to:

- Assess change readiness
- Design and implement adoption strategies
- Manage stakeholder engagement

- Deliver tailored communications and assessing training requirements and working project team to implement
- Help establish methods to monitor and report on adoption outcomes

Success in this role means reducing resistance, accelerating adoption, and ensuring benefits are fully realised. To achieve this, the Change Manager will design and implement change initiatives that are practical, tailored, and measurable, enabling employees to move through change with clarity, capability, and confidence.

KEY ACCOUNTABILITY AREAS – NGĀ WĀHANGA MAHI

Safety and wellbeing - Haumarutanga

Actively contribute to a safety-first culture by:

- Keeping yourself and others safe, and participating in safety and wellbeing activities
- Speaking up if you see something that is not and could injure yourself or others in the workplace
- Ensuring that all KPI's, policy and procedure requirements related to safety and wellbeing are completed on time and in full, every time

General – Whānuitanga

General focus:

- Assist with successful implementation and establishment of all change management methodologies and tools when required for Farmlands Transformation Initiatives.
- Working with GM – Transformation embed Change Management practice across the EPMO
- Proactively structure and deliver communication across wider portfolio of change initiatives to ensure wider organization understands transformation initiatives.
- Build, develop, and grow relationships vital to the success of the projects, including liaising with key stakeholders
- Help develop change management maturity across the Farmlands EPMO.

Project Specific focus:

- Lead the change readiness assessment of assigned projects and initiatives
- Lead change planning and implementation of stakeholder engagement during both project development and implementation and provide guidance to project members on critical areas to focus on.
- Translate project deliverables into clear “what it means for me” messages for impacted staff and leaders.
- Design and implement short and long-term change strategies to support adoption of the changes required
- Collaborate with the project leads to design and deliver information and/or training initiatives for the project and or its various workstreams.
- Direct, design, develop, deliver and manage all change-related communication for assigned projects.
- Communicate with project teams to manage outcomes, delivery issues and risks as it relates to user adoption.
- Proactively manage changes in project scope, identify potential problems, and devise contingency plans, including identification and resolution of issues as it relates to user adoption.

Perform any other duties reasonably requested by the General Manager – Transformation.

**Professional
Development -
Whakawhanaketanga**

Continue to develop personally and professionally by:

- Maintaining regular contact with manager to discuss progress and performance, seek feedback and address development areas
- Engaging with Farmlands performance development process, recording progress and goals
- Being a positive supporter and leader of change initiatives
- Ensuring all training requirements are completed as required

WHAT YOU'LL BRING - ĀU ĀPITITANGA KI TE TŪRANGA

**Experience - Āu
tautōhitotanga**

- Experience in project delivery involving organization change.
- Knowledge of change management (principles, methodologies, tools)
- Familiar with project management approaches, tools and phases of programme and project lifecycle, specifically in change management
- Programme benefit management and reporting

**Qualifications –
Āu tohu mātauranga**

- Relevant tertiary qualification

**Skills –
Āu pūkenga**

- Inspiring, consultative leader who is regularly visible and engages with others to develop solutions
- Strong time management skills.
- Has a clear view of the vision for the business and communicates this in a way that motivates and inspires others to seek higher levels of performance
- Effective interpersonal skills including the ability to collaborate, influence, negotiate, resolve conflicts and effectively coach others to improve engagement and performance

**Personal Attributes –
Ōu āhuatanga**

- Ability to influence others and move toward a common vision or goal
- Flexible and adaptable; able to work in ambiguous situations
- Works well under pressure, with a high level of organisational and time management skills
- Prepared to listen to different perspective and engages others to develop solutions
- Demonstrates high levels of energy, determination, tenacity and persistence to achieve outcomes
- An ability to initiate fresh thinking with a view to find and explore new ways to stimulate ideas; effectively leads team through change and promotes a growth mindset
- Quickly and effectively establishes and maintains strong, mutually beneficial and long-lasting working relationships
- Team player with the ability to work closely and collaboratively with other leaders
- Embraces change, recognising it is necessary to meet the changing needs of our customers and business
- Able to communicate with passion and conviction
- Integrity and high personal and professional standards



EVERYDAY LEADERSHIP BEHAVIOURS

WE'RE OUT
HERE TOO.


Farmlands

THE FOUR BEHAVIOURS OF EVERYDAY LEADERSHIP

We've identified 4 leadership behaviours that we know make the best Farmlands leaders. Different roles across the co-operative require us to approach each aspect in slightly different way, and you'll see on the next pages the different leadership levels and how they all fit together.

Create

Create Clarity

Understand the bigger picture – you understand our vision, strategy and plans. You know what's expected of you and how you should deliver this. And, if you don't know, you take steps to find out.

Have a plan – you establish a vision and course of action that's aligned to our strategy. You help others connect the dots between our vision and strategy and where they fit in achieving this. You can describe what success looks like and provide a sense of direction for others, even during times of ambiguity.

Clarify the 'why' – you make clear how activities and decisions benefit the customer and the co-operative. You provide further context where further buy-in or prioritisation is needed to help overcome resistance.

Connect

Build Connections

Forge connections – you have strong relationships with the people around you, your customers and communities. You look outside of your immediate team to create connections with the people and teams across the business who have an influence or impact on your work. You seek broader perspectives to generate insights and opportunities.

Create purpose and belonging – you create meaning for your team by uniting them around a common goal. You're authentic and prepared to be vulnerable. You promote diversity and allow others to express themselves and for all voices to be heard equally.

Take people with you – you inspire people through your energy, commitment to our business and enthusiasm for the future. You listen, seek feedback from a range of sources and involve others in your decision making, without compromising pace. You lead by example through consistency and demonstrating the Farmlands Leadership behaviours.

Deliver

Deliver Results

Create structure – you plan ahead and create the structures and work routines to get things done. You make use of the systems and technology available to you. You're agile and look to work in new ways.

Think and act like an owner – you take responsibility for your performance and delivering to a high standard. You tenaciously pursue the right outcomes and don't confuse activity with results. If you lead people, you set clear expectations for every team member.

Insights driven – you understand the commercial aspects of your role and make decisions based on data and insights. You draw from new sources of information to generate ideas, seeking to innovate, disrupt and change. You are focused on building a stronger organisation tomorrow than today.

Grow

Grow Self, Grow Others

Have a growth mindset – your resilience helps you embrace change, persist through challenges and learn from feedback. You are curious and have flexibility of thought and perspective. You know your strengths and opportunities, actively engage in self-development and take time to reflect and apply learnings.

Develop capability – you coach others to build capability and achieve their potential. You know your team, their aspirations and support them to learn, grow and take ownership of their development.

Get out of the way – you empower others by delegating and creating space for them to do their best work, trusting them to deliver and providing support where required. You make it safe for others to try new things and learn from mistakes.

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD SELF)

Create

Create Clarity

By understanding your role and how it contributes to the bigger picture you will make the right decisions.

Align with the bigger picture

- Work is directly aligned with our vision, strategy and plans.
- Know what's expected and how to deliver.

Have a plan

- Have a vision and course of action that's aligned to our strategy.
- Help others understand how they fit in.

Clarify the 'why'

- Understand and make it clear how activities and decisions benefit the customer and the co-operative.

Connect

Build Connections

You have strong relationships with your team and the people you work alongside to achieve success in your role.

Forge connections

- Create strong relationships with others.

Create purpose and belonging

- You and your team are united around a common goal.
- Promote diversity and allow others to express themselves.

Take people with you

- Inspire people through your energy, commitment and enthusiasm
- Consider information from a range of sources in decision making.

Deliver

Deliver Results

You deliver to the expectations of your role.

Create structure

- Plan and create structure to get things done.
- Be agile and look to work in new ways.

Enable performance

- Take responsibility for your performance and deliver to a high standard.

Think about the business

- Think and make decisions with a commercial lens.
- Seek new information focused on building a stronger Farmlands.

Grow

Grow Self, Grow Others

Being agile and resilient, listening and responding to feedback, and putting in the effort.

Apply a growth mindset

- Be agile, persist through challenges and learn from feedback.
- Actively engage in self-development and apply learnings.

Develop capability

- Coach others to build capability and achieve their potential.
- Know and support others to take ownership of their development.

Get out of the way

- Empower others by creating space for them to do their best work.
- Make it safe for others to try new things and learn from mistakes.

HOW THIS SHOWS UP IN EVERYDAY BEHAVIOUR (LEAD OTHERS)

Create	Connect	Deliver	Grow
Create Clarity	Build Connections	Deliver Results	Grow Self, Grow Others
<i>Your role is to operationalise the strategy which means you and your team need to understand it and how to achieve it</i> Understand the bigger picture - Understand our vision, strategy and plans. - Know what's expected of you and how you should deliver this. Have a plan - Establish a vision and course of action that's aligned to our strategy. - Help others understand their contribution to our vision and strategy. Clarify the 'why' - Make it clear how activities and decisions benefit the customer and the co-operative. - Provide further context where required to overcome resistance.	<i>This is about the relationships you create with your team and the teams you work closely with.</i> Forge connections - Create strong relationships with your team and others who have an influence on your work. Create purpose and belonging - Create meaning for your team by uniting them around a common goal. - Authentic and promote diversity. Take people with you - Inspire others through your energy, commitment and enthusiasm. - Lead by example through consistency and demonstrating the Farmlands Leadership behaviours.	<i>This is about achieving results through others.</i> Create structure - Plan and create structure to get things done. - Agile and look to work and lead your team in new ways. Think and act like an owner - Take responsibility for your performance and delivering to a high standard - Set clear expectations for every team member and hold them to account. Insights driven - make decisions with a commercial lens and seek new information to generate ideas. - innovate, disrupt and challenge the norm. - focus on building a stronger Farmlands.	<i>Growth is how we make ourselves, our teams and our co-operative better.</i> Have a growth mindset - Embrace the new and lead with agility. - Actively engage in self-development and apply learnings. Develop capability - Coach others to build capability and achieve their potential. - Know your team and support and empower them to learn, grow and develop. Get out of the way - Empower others by delegating and creating space for them to do their best work. - Make it safe for others to try new things and learn from mistakes.