

Chapter 7: Experiences from the consulting project "Two Systems - One World, Future for family farms"

Preface

As it was already evident in the preceding chapters, today family-owned farms often face great economic problems and family challenges. In 2006, the project "Two Systems - One World Future for Farmers" was launched in Styria, which aims are to help rural families in difficult situations, accompanies them in their economic and development situations, in a long-term and sustainable manner, in order to help to make a good life for all family members on the farm possible.

The project is based on the cooperation between independent consultants and the LFI Styria. It was supported by the Chamber of Agriculture and Forestry, the rural organizations for professional and interested groups of farmers as well as relevant external organizations. It was also supported by the Federal Ministry of Agriculture, Forestry, Environment and Water Management (BMLFUW) with funds from the European Agricultural Fund as well as federal and state funds of Federal State of Styria.

As a member of the founding initiative and a project manager, I would like to discuss the goals, general conditions and the process of the project in this article. The analysis of the families involved should show how they experienced the counselling process and how it had an impact on the farming family.

2. Considerations that led to the foundation of the project

Many rural organizations have long been offering arrangements and events with an economic and psychosocial focus in order to support the rural families. These were and still are valuable but individual arrangements. There has not been a long-term holistic support of the developmental process of rural families yet, due to time limitations of the consultants face on a regular basis.

Besides the professional challenges of a long-term support of families, consultants are also confronted with individual human problems. They often recognize the crucial point of the problem however, they lack time, experiences and appropriate instruments for an effective support.

The professional experience of the founding team, especially in family counselling, and the arrangements of seminars and experiences at the Educational Centre Raiffeisenhof, made it increasingly clear that rural families often may have great difficulty in sensitive times and business development

These times are marked by the handover and takeover of the farm due to debt and economic problems which endanger the existence of the farm, death of the partner, or when the children get independent and move away from the farm, or if the successors find a new partner and an unknown person is part of the family now (see also chapter 6).

In these situations family members get advice from other families, they contact counsellors, go to psychological centers in the districts or consult lawyers and the notary. Many of the services are valuable and also help families to get to the desired solutions.

However, if the entanglements and relationships within the family are too difficult, the transfer of the farm is unclear and the economic situation also needs to be reconsidered, it has to be taken into account to provide families with long-term support and assistance in their search for sustainable solutions.

The consideration of long-term support for these families was also supported by the awareness that individual consultations and arrangements can only be an impulse for their actions. After an initial consultation the families are then left to their own devices.

They often do not know what to do and are helpless to face some demands. With our offer the families should get more security and learn that in the process of finding solutions they will be accompanied by competent experts and that they will get help in their specific situations.

Severe conflicts in farming families have several causes and usually lasted for many years and generations.

In retrospect on parents, grandparents and great-grandparents attitudes and incidents can be identified as causes that have led to the difficulties here and now. These include conflicts loss of trust, mistrust, verbal and sometimes even physical attacks under family members. Disorientation and helplessness make it even more difficult to live together. The objective of our project was therefore to find methods that meet these requirements and to establish a structure that enables sustainable support. The project "Two Systems - One World" was intended to express that a good life on the farm requires on the one hand economic thinking and action, and on the other hand that everything must be done to shape the personal and family situation in this way, that living together becomes possible.

As already mentioned, that the objective of our project was to help rural families in their difficult life and family situations in the long term. The project seeks to promote sustainable development, economic and social cohesion. Thinking and acting should be directed towards a good life in and outside the farm.

Participants in the project should be provided with clarity about the organizational contexts. For example, situations should be identified that affect the economic as well as to the social situation and at the same time make living together more difficult.

The family members worked out solutions for their business *as well as* for the family. They were able to implement them step by step. So they could get a clear picture of who plays which role and who takes over which duties at the farm. They *created a vision* in which direction the farm should develop.

Increasing the quality of life of all involved they should be able to get more satisfaction with the economic situation and therefore also get a stronger affiliation to the farm. In addition, the functionaries and staff of the Chamber for Agriculture should be relieved in their daily consulting work.

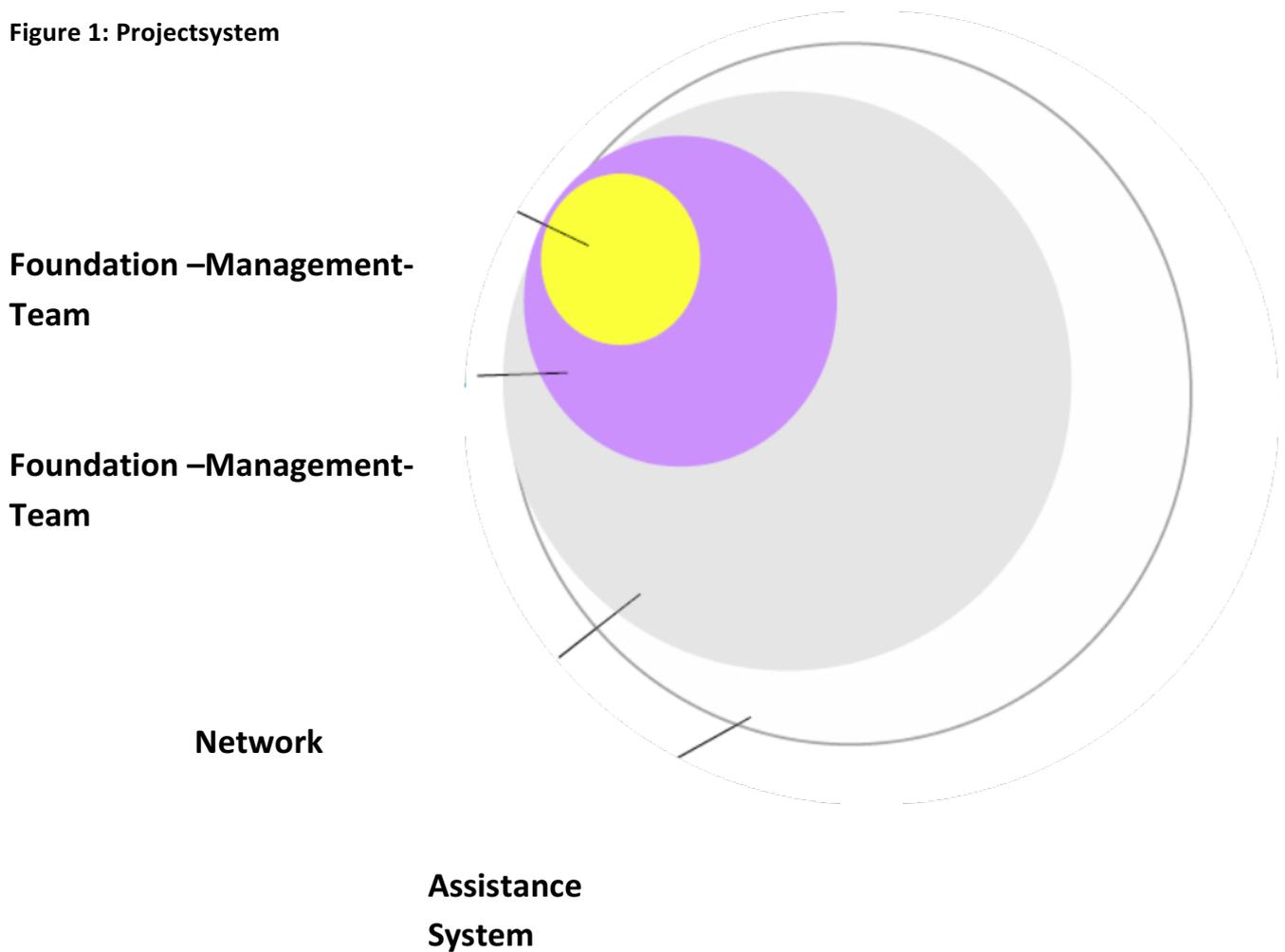
3. Personnel structure of the project and tasks

For the realization of the project it was necessary to have clear structures and personnel responsibilities. The cooperation with the project executing organization of LFI-Steiermark gave us security of being involved in the legally established consultation and representation of family farms. The team of consultants consisted of 13 experts who provided their expertise in the fields of psychological counselling and psychotherapy, systemic operation and family constellation, graduate pedagogy, family and educational counseling, mediation, business coaching, project management, legal and pastoral advice. All counselors who worked directly with the families had several years of experiences in counseling and/or therapy.

Due to the different competencies and professional experiences within the project team, depending on the concern and situation of the farming family, the most competent companion was available. The team regularly shared their experiences. The strength of this structure was in networking. This made it possible to constantly learn from each other and a common development was made possible. This open, straightforward cooperation and the support of many organizations contributed to the successful work with families.

Most important was the good cooperation with the members of the legal department, the Department of Business Administration and the Department of Nutritional and Economic Combination of the Chamber for Agriculture as well as with the District Chambers. Especially the current data of our colleagues in the legal department and business administration were very valuable to us.

Figure 1: Projectsystem



Many agricultural organizations and professional associations supported "Two systems – One world" by disseminating information about events to their members.

The broad orientation of the project was demonstrated by the good cooperation between "Maschinenringen", the Social Security Institution of Farmers, therapists and staff in the Psychosocial Centers in the districts of Styria and the staff of Caritas family assistance.

4. Basic methodical principles, methods and project flow

The project "Two Systems - One World" is based on the research approach of the socio-cultural Constructivism according to Siegfried J. Schmidt and his motto " "I am linked therefore I am" Schmidt is regarded as the founder of Empirical Literary Studies. In his book "Vom Text zum Literatursystem" S 157 he writes: "The aim is enlightenment in the sense of the ability of critique and self-criticism, self-responsibility and rationality; solidarity as a reduction of domination from people

to people, as a reduction of knowledge and truth terrorism; cooperativeness as conflict-reducing interaction and joint problem solving."

During the counselling process the central goal of our method was to make the participating families aware, that their current life situation based on their personal family history, the conditions of the farm and the relationships within the family, with the village and the land.

Just as every human being consists of many inner parts; his social existence is a sum of its manifold connections. The perception of his life situation can change so new concrete actions are possible.

When the families came to us they were in instable situations. The first concern was resource-oriented thinking and stability in all areas of life. Our methodology involved the families in a continuous work and group process lasting about one and a half years.

After a telephone or personal registration with the project management **an initial meeting** was organized. At the same time the interested family members were informed about the project, and the possibilities of support were discussed. The first meeting involved a preparation for the decision, as to whether the project was the appropriate instrument for the family's concerns.

We handed over the consultation agreement. After returning the signed consulting agreement, further steps of supporting them became possible.

In the initial discussions, a holistic survey of the family situation took place. The creation of a family genogram illuminated the family history and gave a first insight into family relationships. This was an essential part of our systemic way of working. At that time we also worked on our initial goals and the individual approach in the project.

Individual and group sessions showed the personal situation and the view of the family members. They brought clarity about personal interests and resistance and made it possible to find solutions. During the monitoring period, preferably at the beginning of the process the project manager and the main responsible supervisor visited at least once to get an idea of the current local situation.

The central methodology of the project was the system constellation, in which the participants create and reflect on their own family and business structure in form of "images". Starting from an important personal concern of a family member, the current family constellation is represented symbolically.

In the following, this picture is used to illustrate the family relationship dynamics in the course of the process from the problem to the solution and thus made tangible. The result is a new picture that forms the basis for a constructive solution. The fact that the project participants are also present in

the family constellations of the other group members and thereby take on roles, the dynamics of interaction in family systems are also illustrated by the example of the other group participants.

In addition to the family constellations, a number of other methodological tools were used in the project to support the project participants find systemic solutions. Family conferences and discussions between the generations led to a clarification and visualization of individual and common interests.

In the process, solutions were considered, concretized and the steps of the implementation prepared

At the sibling conferences only the siblings (heirs and departing heirs) were present. Here it was a matter of individual expectations and ideas, for example about the design of the contract of the transfer agreement (declarations of inheritance...) and possible inheritance regulations with regard to the care and right of residence. Court Conferences had the purpose of bringing together all people living at farm, who were affected by the concern. Together, the different views were discussed and solutions developed.

The elaboration of the economic development of the peasant family business was particularly supported by the cooperation with the specialized departments of the Chamber of Agriculture and Forestry and by the relevant peasant organizations. Each family was accompanied by two members of the project team throughout the project (duo principle)

One person was the first contact person. She conducted the monitoring meetings, organized the external assistance system if necessary and coordinated all appointments related to the family with the project management.

She guided the family step by step through the process. She was assisted by one person from the consulting team as co-accompanist, who supported her in all matters. For example, the two persons accompanied family conferences and difficult conflict meetings. They supported each other and reflected on the work with individual family.

In order to build trust among the participants, the counselling team tried not only to be available for the appointed "office hours", but also to be available at any time if there were difficulties in the families or if someone requested a discussion. This commitment was highly appreciated and positively valued by the family members.

Each family signed the accompanying and counselling agreement, expressing their agreement to work together. Among other things, it emphasized confidentiality and the rights and obligations of cooperation.

At the end of the project participation, the family members reflected on their development process by answering questions in writing about the process, impact, experience and outcome of the project. In a final meeting, the experiences were deepened and supporting measures planned. In an individual evaluation per family and in a compilation of all answers of all families of the project by the project management it was possible to get a differentiated individual feedback as well as an overall overview.

4.1 Project process

From the beginning of the first project on November 1, 2006 to October 2016, we conducted four project runs involving 63 families took part. In addition, there were further interviews with 27 other families.

The compilation of who gave the families their information and who finally encouraged them to participate in the project shows the following picture: 33% of the families participated because of a presentation by the project manager, as an extension of an already started consultation, as a continuation of the consultation after a company and family constellation or by personal contacts with team members. 15% of the families became aware of the project through the folder or through articles in the agricultural media.

About 10 % of the families came to the project on the recommendation of consultants of the Styrian Chamber of Agriculture and Forestry. Another 10 % came through the rural telephone and 10 % through stories of families who have already participated in the project. The remaining families have been informed by "Maschinenringe" and the Social Insurance for farmers. 7% took up a second project run.

4.2 Reflection and evaluation of project work

The project management and the support team reflected on the process of project. As already mentioned above, the participants were also asked to evaluate the process of the project at the end of each run. In the evaluation, the individual points should be answered both with given rating scales (with regard to the satisfaction with certain offers and measures, the realization of one's own goals and the like) and in own words.

In addition, students of the University of Agricultural and Environmental Education Vienna accompanied the project as basis for their bachelor thesis. Maga. Barbara Jennetten carried out an accompanying investigation of the first project run.

In the following part, the experiences of the project management and the verbal feedback of the participants of all four project runs are presented and analyzed. 22 families participated in the fourth run, questionnaires for the quantitative evaluation were part of it.

a) Effects of the project on problem perception

In the evaluation questionnaire, the participants were first asked if they had gained more insight and clarity regarding their family and private problems through the counseling sessions and the entire process.

Approximately two thirds of the respondents answered with "yes". The open data confirm this picture. The setting of the counselling sessions encouraged people to openly address the problems. This helps to identify what is really going on and to find possible solutions.

I felt very well accompanied and supported. – - Problems and conflicts are well understood holistically.- The conversations were very helpful for me as a person. - The partners speak differently in the meetings, more openly with each other. – Got different perspectives. Especially the first meeting was very important, because then you know that you have support and that there might be solutions. I have not noticed many things before. – We understood. - Design my life to suit me. Anyway, I just had one wish to get along well with daughter-in-law. – . – I will not give up teaching. - I'll try to understand my son better.

The answers show the good basis of the project development -especially through the comprehensive initial discussions and the reflection of the personal goals and the behavior of each individual person. Answering the question "Did you get more clarity in the project which goals you want to achieve in the business management of your farm?", showed that the project took into account both the

personal development as well as the economic development conditions of the farm. However, the economic sector has received less attention. About 50% of family members assigned their answers to the statement -Yes, ", but only few answered with – "No" "Not at all".

Economically, I do not see the big problem either. A lot is still unclear. Our problem was more a family matter. It was not the topic. No big changes at the moment.

b) Assessment of the individual methods of the project

With regard to the achievement of their goals, the participants were also asked about their opinions about the methods, which were used throughout the project. The evaluation was about the initial interviews, the individual conversations, the couple's conversations, family conferences, family and company constellations as well as the advisory services of the Chamber of Agriculture and Forestry. For the individual points a 7-step rating scale was given (1= not very helpful; 7 = very helpful).

The first and individual interviews proved to be valuable (average rating 5.2). The feedback from family members has repeatedly highlighted the great value of these discussions. The competence of the consultants was particularly helpful. At the beginning of the conversation the family members often asked about the extent to which we are knowledgeable as companions, consultants, mediators, crisis managers in agriculture and can understand the special situation of the farmers. The statements also expressed the reservation and a clear distinction from the general expert advice of the Chamber of Agriculture. When it comes to personal psychosocial issues, it needs the appropriate competence and a special relationship of trust.

The individual conversations, phone calls and constellations helped me the most, because I was able to think clearly and then had another goal. Individual sessions and phone calls were very helpful for the respective solution finding. The coaching of my son helped him to look after himself and to think about his own future. The discussions with our supervisor/ coach were very helpful and supportive for us, because they have much more experience with the problems that arise in rural family than other consultants. We feel well understood and in good hands. Besides, Also, I would not confide my personal problems to a chamber clerk.

When asked "How and where do you get help and advice in problem situations?" Their answers were:

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First I talk to my wife. I wouldn't ask anywhere else, at counseling centers. I don't know any. – You have to have confidence because everyone knows me! - Conversations with families and friends - With the chambers rather operational, technical assistance. - At court, you get requirements that lead to counselling centers – the rural helpline, unfortunately the district chambers do not know anything, they have no idea. - I don't discuss matters with strangers. Network, friends, partners, family, sisters, psychotherapy, energetic help – For professional problems I go to the Chambers of Agriculture, for personal matters I need help (all from Suttner2016).

Personal problems are thus most likely to be discussed with the own partner, but sometimes with sisters or brothers and with friends some also contact the telephone consultation of the “Diözese”.

Most of the farmers are not familiar with the psychosocial helplines or psychological counselling centers in the areas. In case of need for professional advice, first and foremost they contact other farmers or colleagues as well as the staff of the Chamber of Agriculture and Forestry.

A special feature of the project "Two Systems - One World" was the work with company and family constellations as an essential part of accompanying the families. In the feedback from the 4th project run, they were rated on the 7-part scale on average with the value 5.0. The students of the University of Agricultural and Environmental Education in Vienna also consistently had the impression in their accompanying studies that this method was well received by the families and used positively.

"The openness of all participants was surprising to me. At the beginning there were some doubts (especially among the "brought along relatives "). At the end of the constellation the enthusiasm and openness for this method of conflict resolution became apparent. All participants got involved in the final discussion and supported persons who talked about their concerns, their observations and feelings. The methodology of systemic family constellation resulted in all observed cases to improve the situation of those who raised their concerns. Both the representatives and representatives as the real persons were satisfied with the solution (Pilz 2016, p. 58).

The method of systemization can make an unfamiliar but significant contribution to agricultural advice. By visualizing the system connections between family and farm, communication can be improved in the company and in dealing with each other ... (Fenninger, Santner, Telser, Penker 2010,)

In the course of my work, I became aware again of the close link between the farm and the family. However, although the yard is an important reference point in the order clarification as well as at the beginning and end of the line-up, it becomes clear, especially in the middle part of the constellation work, that the family is at stake and their needs are brought into focus. The statement by Mr. Q's father that "the farm is not so important but the women are important" is an impressive description of this observation ... (Kennedy 1915, p. 56)

These observations also correspond to our own experiences. The majority of the families, also in the previous project runs, gained a good insight into their family system through this method. The solution approaches brought an immediately noticeable relief of the personal situation. In the further project development this was helpful for possible change steps. We and the family members often pointed to the already found solution approach

In the installation workshop, as in the entire development process, confidentiality was a top priority.. The families had to be sure that what became visible during the constellations, really remains within the group of project participants and is not carried outside.

Pair discussions and family conferences achieved a similar rating of 4.8 points as the constellation work. Couple conversations were a prerequisite for the implementation of the family conference, both for the court-lenders and for the transferees. In addition, we experienced in all families that when working on generational problems at the same time their own couple relationship was often redefined and appropriate new attitudes and solutions for living together as a couple had to be found. The family conferences required a special preparation from us.. They lasted up to 4 hours and were always moderated by two companions. With the consent of the family, we made an audio recording if necessary (intensive conflict situations, creation of solution variants, clear binding agreements ...). Pin board and flipchart photo protocols were taken for granted. The minutes written by us were once again the basis for the next meetings with the family. However, despite the steps set out in writing, we have seen in some families that agreements have been implemented only partially or not at all.

c) Assessment of the usefulness and effectiveness of the developed solution scenarios

The feedback showed that strong changes have become possible both in the personal and in the family sphere. During the development process, many family members recognized more clearly than before their own share of the difficulties of communicating in the family. This caused a lot of concern and increased the effort to find good solutions. For others, the confrontation with their own behavior initially led to defense and simply did not want to see it. We had the impression that many had difficulty implementing the agreed measures. Again and again we had to hear that what was agreed could not be made for a variety of reasons. If the feedback shows that the measures were considered helpful, that does not mean that they have been consistently implemented.

The talks were very helpful for me as a person. All meetings where something was visualized were enormously helpful and still working. I'm still in the middle of it. The many phone calls were important, especially for my wife. I think it was easier for almost everyone when a solution was within reach.

Talking to the counselors and being understanding was especially helpful. There is more clarity in some areas for me and my wife. It did not quite reach the parents-in-law. Not all family members involved were equally involved.

In the written evaluation, about two-thirds of the respondents said that the measures developed to improve the situation at the farm have been very or in part helpful. With the improvement of the situation at the farm, the personal and family situation is meant to be of primary importance. Conflicts with parents, children, parents-in-law and children-in-law have an impact on the existence and management of the court.

I've learned to accept some things. This also includes a counterpart (daughter-in-law). The farm can now to be farmed again and has no longer to suffer from the whole problem. ... otherwise my partner and I would not be together anymore and my son would not be at the farm any more. The conversations with parents-in-law are completely missing, so no noticeable change noticeable.

When asked about changes and developments, 90% of respondents said that life situations in the family had improved. In the subsequent open question, among others, the following concrete improvements were mentioned:

Much more clarity. For my husband now, family comes first. - Totally different value ratio of business and private. Before that was crisis mood, now it's uphill. More time for the family. – Clarity about the business branch. The direction and work organization has changed. - To have clarity where I stand to have a concept. - That my husband and I can talk about relationship problems. - That my wife says more about what's on her mind.. –

That it is better again and I can let go of the load that was there before. - At the beginning, I had the feeling that everything fits the way it is, but there has been a lot of work going on and understanding is becoming more. - I know some thoughts of my husband- Everything has calmed down. - More clarity, enjoyment of work. I have developed further. - Now I can continue to be optimistic and will rarely be confronted with the "problems at the farm". – Before there was hardly any communication in the family.

However, various feedbacks also show that it is difficult to put the insights gained in the counseling process, the problem-solving strategies developed into practice in everyday family life.

The strategy development was ok, but it did not work. It would be important to see things clearly, at least for a short time, oh that was great! - At the beginning of the project, a lot of things moved, then parts of the family fell back into the old patterns. - Little, except that it's

easier to let go. - The restrictions are sometimes unbearable for me. - Constant demands and restrictions make me sick. - I try to endure the situation. - It is still a long way. The daughter-in-law often reacts negatively. - The old past everyday life comes again and again and with it this behavior on this farm.

I had no idea what it was at the beginning. Now I'm thinking about what else would be possible. But more has to be done. We are still waiting for something, because we still have something to do. Family we are pretty much through, everything was covered for me. We're right in the middle of it. I'm not satisfied until the whole package fits.

In the written evaluation, the participants were also asked to indicate which concrete changes were triggered by the consultation process or which measures were taken to improve the situation. The following selection of typical answers shows that the changes mainly affect family life and relationships between family members.

I moved into my own apartment. - Reorientation and realignment of my own life (profession, living situation, salary). - Acceptance of the daughter-in-law is different. . - No intermediary anymore. Let go and complete - better conversations with my partner. - A little more time for my partner and my son. - (attended courses, new tasks in the company / ...learned relief for my parents. Talk to the family doctor. Parents have moved out. Ex-husband left to his own responsibility. Talked to son what I think about the situation. - No more whining for hours. - Consideration. More concentration on my son, my family, and... Switch me back a little. - I have the increased distance to my wife. - Planning for house construction completed, better housing situation for all. - Conversation basis improved (with brother and - others). I am concretely and objectively aware of the situation. I wish the new family a good start and offered my support. - Always respond to suggestions of my son (get up earlier, so that my son and I can have breakfast with my daughter-in-law. - Positive conversations. I can get on with my life - conscious strategy for solving conflicts within the family.

We asked the families about their assessment of their health, physical and psychological situation. Depending on which health problems the families were confronted, there was very different feedback. These ranged from "The participation of the project has had a lot of effect" to "No, no change".

I feel liberated, I'm fine. A "burden was taken from my shoulders" I'm mentally and physically fine. Yes because there was someone who was interested in our concerns. Because the young and old problem is still unsolved! Fear, the little support for the future - little energy Feel more relaxed.

The children and I accept N.N. with his illness, support him if necessary, show him but also show him his limits. It is now possible to keep a distance. The disease is a fact that remains and continues to challenge us. We learn how to handle it. I can let go of the work at court better. Parents work against it. Nerves are sometimes bare. Joie de vivre has sunk.

You see many things with different eyes. The family is now no longer in conflict with the operation and no one is annoyed anymore. I also have already gained some composure. I got a new discussion basis with my partner. The mutual understanding is much higher than before the consultation. Collaboration works better and we can all talk normally again. Somehow I already have the feeling that there are not so many tensions in the family. But one thing is clear and that applies to all areas - the work on us and our family must be done by us..

My son is very concerned about the farm and about us. The daughter-in-law avoids almost every contact. The personal and confidential conversations were very helpful (for my wife). There is a good relationship to the new young family and we try to support them as much as possible. Everyone in the family has thus been relieved of a great burden. The two daughters can pursue their goals. The other family members regret the situation, but keep out of it. The situation with my partner is fine. Cooperation works better and we can all talk again.

The answers to the question of whether the measures developed in the consultation process have led to an improvement in the economic situation of the farm, this shows once again that the focus of most families was not on the economic situation but on the personal and family sphere.

What does the money help? Economic situation is ok. If old and young could get along better with each other, it would also bring economic benefits, and so we will achieve the opposite. We urgently needed family support rather than economic support. Not relevant.

An important concern of our project was also to make the participants aware that they are responsible for their own actions and for the success of the consultation process, for example by arranging appointments on their own accord and adhering to them. In the evaluation, 70% of the interviewees indicated that they had managed to make the consultation process self-responsible. However, this self-assessment only partly coincides with the perception of the advisory team.

Although the deadlines have been met and postponed only in really important occasions, few families have acted on their own and have called for appointments and / or proposed them.

The decisive factor for the well-being of the individual family members and for a good family climate is, according to many participants, the handling of generational conflicts at the farm. In dealing with

conflicts it is important that the family members accept and respect each other. They want to be accepted as they are - OLD and YOUNG - and they naturally resist against well-intentioned advice from family members, as they are always perceived as constricting and patronizing in the conflict situation.

For my children a treatment of their respective situation or accompaniment ev. In the context of the installation workshop would be important- Schedule with step-by-step actions for the coming years / months. I'd like to have a family conference.

Personally, it did not help me anything, I'm still very unsure. When it is over, then it is as if I am at the dentist during a root canal treatment - he has opened the lot but then he doesn't work on it anymore. The project "Two systems - One world" should definitely continue. Families need to know about it sooner so they do not get as deep in the shit as we do. You cannot do any miracles ... - Nobody can do anything if the daughter-in-law is not ready to join in changing the situation. We want to see the grandchildren, talk to them and visit them. The mistrust of the daughter in law towards us would have to improve. She is always afraid for the children. - The young family needs more distance from the problems on this farm. Insight recognition, value, no control on all sides. - Deletion of the right of residence of my parents. - My parents finally have to accept my choice of my wife. Get over that they have surrendered (Grandma) and maybe another head of the family is here now! - End of constant restrictions by father, work procedures do depend on the father. - I want to be accepted and not exploited. The first goal is for everyone to pull together.

In the final evaluation, the majority of the project participants stated that aftercare would be helpful to them. Only 10% said they didn't have any needs for aftercare. The feedback showed that by participating in the project family members now know who to turn to when they need any assistance. They also expressed the hope that a coach or consultant, whom they already know would be then be available for them.

I think our son needs another one or two more sessions. - Another family conversation, where every person can say anything about his or her present situation, and can make suggestions? - Personal care of my parents by persons not involved in the operation. - Further discussions would be good in the long run. - Ensure good cohesion. - Final discussion, possible further advice. - Yes, a final discussion with young as well as old colleagues. - There is still a lot to do.

Accompany family conference in order to ensure equivalence of opinions, needs. - SVB - transfer seminar visit..- Perhaps a quick look back over the whole thing, it could be that you fall back in certain patterns again, that it would be important to talk about it again. - I have a good relationship with the supervisors, if I need help, I will contact them.. - Meetings with a certain focus would be good, where e.g. the older or the younger generation meet. It would be a protected area where perhaps more concrete issues could be addressed. - I think it is meaningful contact. After all, a process has started that may still require monitoring.. - I want to stay in touch with our advisors, (one or two a year). If I need help, I know where to call. Meeting the whole group would certainly not be a mistake; only the individual session

can achieve more, although you also get impulses from others. I don't need any follow-up, (maybe other family members do).

A special thanks to our main supervisor. THANK YOU! For special topics and questions, they have better access to information and people. - A joint final discussion of all involved would be useful.- Thanks for the discussions – you were great ! Thank you for your efforts!! The greatest help with the project was the first conversations, that no one in the family had been left alone and the agricultural knowledge of the relationships in agriculture and the family.

That was very revealing - sensational. I can only recommend it to anyone who has problems. A lot of money is spent on different projects, but one of the most important is THIS.

Without peace in the family there is no working farm. And then a further training is secondary. Thanks for the great support. The Project "Two Systems - One World" is the most important thing in a handover - situation. I joined in because a start has to be made. If the farm is handed over, taken over by the boys, then before they sit down to a table, obligatory and separate psychological conversations should be conducted.

5. Final remarks

The project "Two Systems - One World" is based on the experiences of coaching rural families. For the first time we offered a special strategy / coaching for rural families for a longer period of time. The interest in this project was evident as the families were willing to pay 1500 Euro for the participation.

For the preparation and implementation of the project the competence of the founding team and the ideological and material support of the Austrian Chamber of Agriculture and other relevant organizations in Styria were very helpful. Through the cooperation with the Rural Education Institute we had a reliable partner for submission of funding and ongoing financial management

The work with the families was very challenging for us as well as for them. We realized that for a continuous development process within the families, a quick sequence of appointments was often of great benefit. The families concentrated on their economic, personal, health and family problems. Coping with everyday life, the mental engagement with themselves and their relationships was a great challenge for them. In the search for resources for good solutions, it was always necessary to be aware of the resilient of each of the individual family members.

For the escorts this meant that the internal reflections did not only served as orientation, but it also relieved them. Future projects should include more appointments for intervention and supervision.

Of course for many families the development process was not completed at the end of the project. There were always situations where they still asked for help. Future projects of this kind should therefore also include sufficient financial support for the aftercare.

The majority of the families participated in the project because their family was in a threatening crisis. This life situation required a careful handling of the support team. In the beginning it was often only a matter of providing direct support to the current crisis situation, before one could turn to the actual goal, the search for sustainable solutions for future good life. Again and again, the question arose: Is, what we want to achieve here in this project, at all possible due to the personal and economic circumstances? We were able to work well with the affected families to solve family problems or to reduce the debt of the company. However, continuous therapeutic support was not feasible in the context of the project. In order not to leave the families alone in their crisis situation, our extensive networking with many external consultants, therapists and relevant organizations was very helpful. We have spent 10 years with rural families and worked together with them in their particularly challenging life situations. The project "Two Systems-One World, Future for Farmers Family businesses" was completed in the end of 2016.

The experiences were very positive. After my withdrawal from the project management, previous consultants and I created a similar concept. In the future, we will continue to provide sustainable support for rural families.

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Under the title "FUTURE FARM - LIFE-LOVE-WORKING" (Zukunft Bauernhof – leben – lieben –
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