

Virginia State Feed
Association
&
Nutritional Management
"Cow" College

Tom Fuhrmann, DVM
DairyWorks
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DairyWorks
MANAGEMENT SYSTEM

Frank Cardoza
Gumaro Gonzalez
Steve Riesenbeck
Tom Fuhrmann, DVM



DairyWorks
MANAGEMENT SYSTEM

**"To be the premier provider of practical
management information for dairymen and dairy
industry professionals."**

"Leading and Managing
Your Workers"

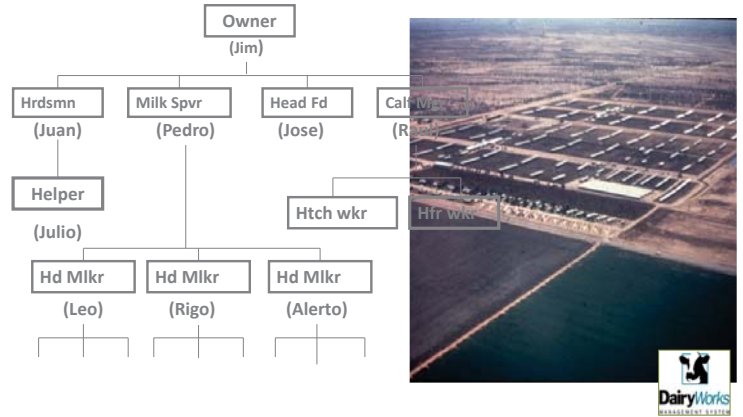
The DairyWorks Team

“Managing Workers”

- Good leaders can be **POOR** Managers
- Good Managers are generally **GOOD** Leaders
- **Bosses** are Managers of people:
 - Bad bosses are either poor leaders or they are good leaders who don't know/use proven management principles
 - Good bosses are good leaders that use management principles



How to **Lead** and **Manage** Workers

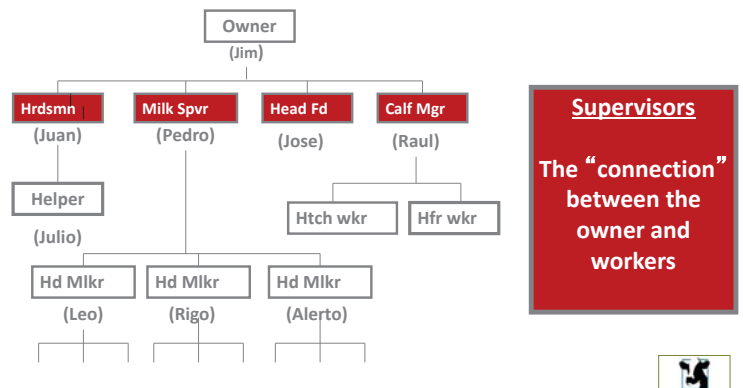


Groups of Workers = TEAMS

1. **Players** → **Workers**
2. **Coach** → **Supervisor, Boss (Leader)**
3. **Rules** → **Protocols, SOP's**
4. **Results (Win)** → **Goals, KPI's**



How to Find & Develop Supervisors



Supervisors
The “connection” between the owner and workers



Who is most suitable to manage and lead them?
Lots of good Hispanic Workers:



How to Find & Develop Supervisors



- Leadership vs. Management
- Leadership “buckets”
- Developing Supervisors



How to Find & Develop Supervisors



- Leadership vs. Management



LEADERSHIP/MANAGEMENT MATRIX

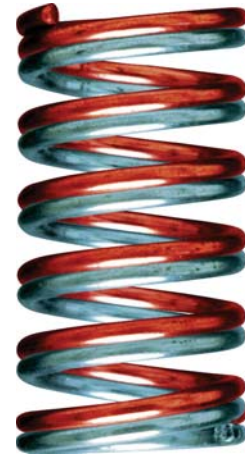


LEADERSHIP/MANAGEMENT MATRIX



LEADERSHIP

MANAGEMENT



Leadership and Management

Leadership

- A relationship between people
- Influence others
- Based on "Trust"
- Skills (buckets)
- Others choose to follow

Management

- Organizing work and workers
- Training and Monitoring
- Feedback for results



MANAGEMENT

SYSTEMSthat are in control

(Work)

PEOPLEthat implement systems correctly

(Workers)

MONITORING to assure that both people and systems are in control

(Results)



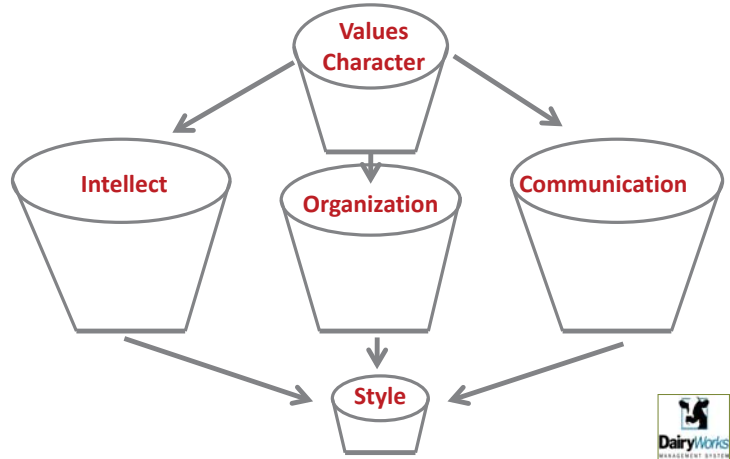
How to Find & Develop Supervisors



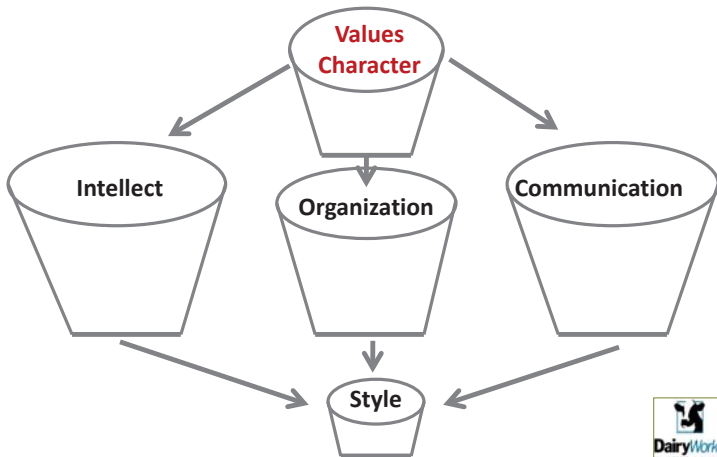
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- Leadership “buckets”



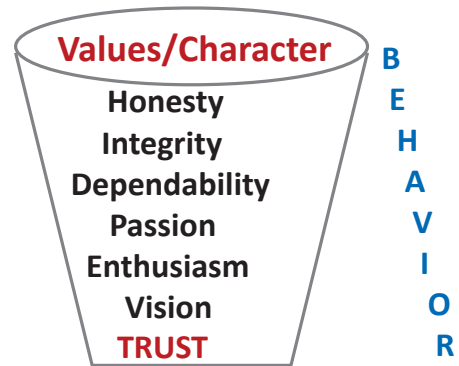
“LEADERSHIP”



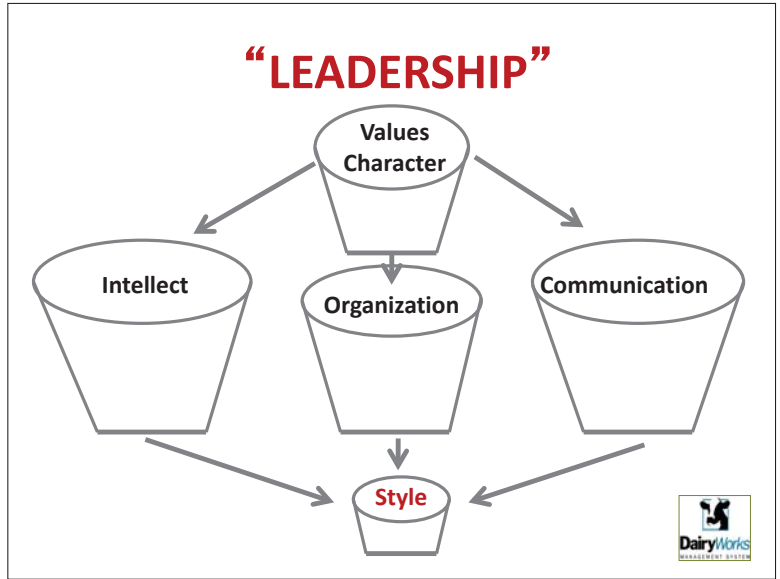
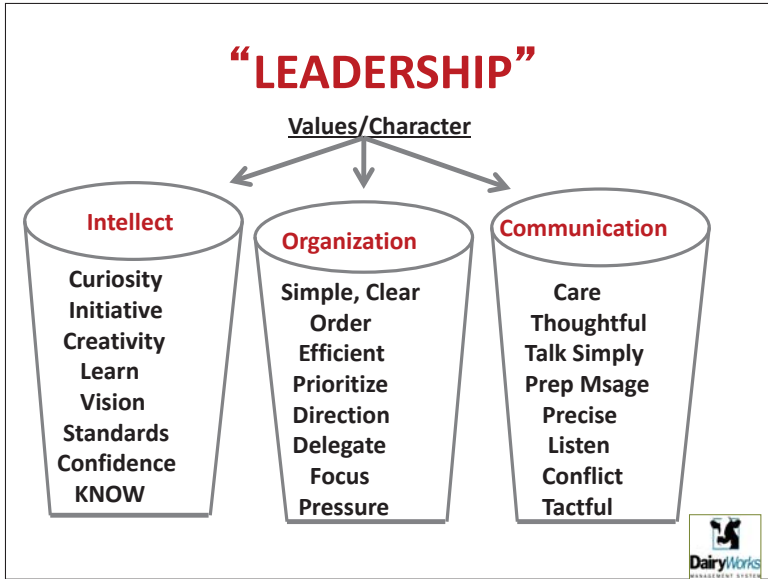
“LEADERSHIP”



“LEADERSHIP”



“Leadership is in the eyes of others; they determine you as their LEADER”



- ### The 6 LEADERSHIP STYLES: Perceived Patterns of Behavior
1. **Coercive:** Leader demands immediate compliance
 2. **Authoritative:** Leader mobilizes followers toward a vision
 3. **Affiliative:** Leader values individuals and creates harmony
 4. **Democratic:** Leader builds consensus through participation
 5. **Pacesetter:** Leader expects to excel and directs others this way
 6. **Coaching:** Leader develops followers to higher roles, expectations
-

A dairyman leads with his/her **dominant leadership style**: followers recognize and respond positively or negatively

1. **Coercive style:** (intense drive to achieve through control)

“I’m going to deduct \$25.00 every time I see another RP. And we are not going to use Excenel in fresh cows anymore because it is too expensive. You can only use penicillin to treat sick cows with metritis”.

Coercive style: (intense drive to achieve thru control)

- Works:
 - get attention
 - set standards
- Doesn't work:
 - workers reluctant to talk
 - workers stray when leader is absent



A dairyman leads with his/her dominant **leadership style:** followers recognize and respond positively or negatively

2. **Authoritative style:** (firm but fair)



"We need to do the 4 – step physical on all questionable sick fresh cows like we discussed. I heard from the vet yesterday that we missed finding another DA cow".



Authoritative style: (firm but fair)

- Works:
 - need for clear direction
 - commit to goals
- Doesn't work:
 - can be overbearing
 - when leader isn't as experienced as workers



A dairyman leads with his/her dominant **leadership style:** followers recognize and respond positively or negatively

3. **Affiliative style:** (wants to be liked)

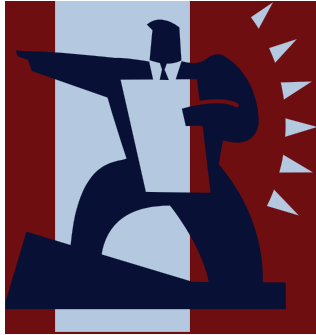


"Hey, you guys are really doing a good job. I appreciate the way you are working fresh cows in this bad weather".



Affiliative style: (wants to be liked)

- Works:
 - to build positive attitude
 - to reinforce success
- Doesn't work:
 - mediocrity tolerated
 - praise allows poor performance to go uncorrected



A dairyman leads with his/her dominant **leadership style:** followers recognize and respond positively or negatively

4. Democratic style: (wants worker participation)



"What do you guys think we should use on metritis cows.....Excenel or penicillin? Which do you think works better?"



Democratic style: (wants worker participation)

- Works:
 - when leader is uncertain
 - to get fresh ideas
- Doesn't work:
 - time consuming
 - resistor can sabotage
 - making decisions that are not best for profit



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5. Pacesetter style: (role model; lead by example)

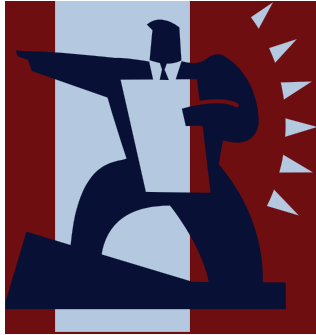


"Come on, let's evaluate fresh cows faster this way.....use your thermometer, stethoscope, sleeve and ketosis test like I am doing so that we can get through these cows faster and not miss anything".



Pacesetter style: (role model; lead by example)

- Works:
 - with skilled, motivated workers
 - for technical aspects of work
- Doesn't work:
 - when leader is absent
 - when workers are not committed



A dairyman leads with his/her dominant **leadership style**: followers recognize and respond positively or negatively

6. Coaching style: (teacher; develop others over time)



"Hey Juan, I like the way you and Pablo evaluate fresh cows. But let's listen to this cow again; I didn't hear the DA. I think the gas ping is rumen indigestion. Let's show Pablo the difference".



Coaching style: (teacher; develop others over time)

- Works:
 - to grow middle managers
 - to teach how and why for protocols
- Doesn't work:
 - time consuming when need to get things done now
 - costs more when there is high turnover



The 6 LEADERSHIP STYLES:
Perceived Patterns of Behavior

1. **Coercive:** Intense drive to succeed though control
2. **Authoritative:** Leader is firm but fair
3. **Affiliative:** Leader creates harmony and wants to be liked
4. **Democratic:** Leader builds consensus through participation
5. **Pacesetting:** Role model; leads by example
6. **Coaching:** Teacher; develops followers



How to Find & Develop Supervisors



- Leadership vs. Management
- Leadership “buckets”
- Developing Supervisors



Leadership & Management

Manager

- Organizes Work
- Relies on the Supervisor to train workers
- Monitors results by comparing these to goals; communicates results to supervisor

Supervisor

- Learns the work system from the Manager
- Trains workers
- Monitors workers and work; focuses his workers on standards of performance



Your Role to Develop Supervisors

1. You identify your “Diamonds in the Rough”
 1. Review the “buckets”
 2. Bilingual Hispanics
2. Ask, Discuss and Sell your potential Leader on the opportunity
3. “Anoint” him/her
4. “Management Energy”



Supervisor Development



Skills to be an Effective Supervisor

1. You have to make a connection with your workers
2. You have to teach and direct workers
3. You have to evaluate and assess work and workers
4. You have to communicate to influence, transmit trust and teach
5. You have to take initiative
6. You have to show results



Supervisors must learn that **goals** are achieved by the **standards** they set:

GOALS

- SCC < 200,000
- Heat Detection > 75%
- Pg rate > 22%
- D&C < 60 DIM < 7%
- DOA's < 6%
- Death loss < 8%
- Calf death loss < 2%

STANDARDS

- Clean teats on cows on opposite side of parlor
- Crayon placement
- ALL ovsynch injections
- Appetite, attitude, eyes
- Learn stages of labor
- Feed & water for downers; concern
- Milk mixing spotless



Working Supervisor

- **Worker:** using your experience and getting the work done
- **Supervisor:** Your skills provide the help and direction the rest of your workers need



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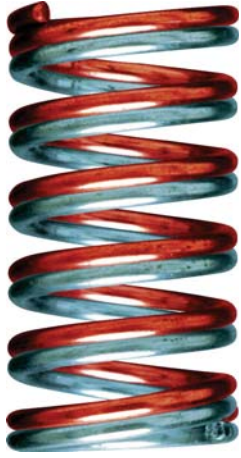


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