





dairy starts at the top. Also, identify problem employees, work with them and make it clear that at your dairy certain behaviors are unacceptable. Be aware that even the longest-term employees can act as the lone wolf that disrupts the team atmosphere. Address these problems as soon as possible, since they are likely costing you labor efficiency on a daily basis.

When giving a mission statement to your dairy, be consistent in your message to your employees. In our milk production, you could include cow handling, cooperation between employees and other issues you deem important for your operation.

The employee is more able to hear and accept the message because you haven't humiliated him or broken him down.

Remember that people do not learn when they are in a defensive position. People learn best when they feel appreciated. Employees need to understand that we want them around and we want them to continue to get better.

#### Focus on communication

As we encourage our employees to be good employees and good managers. We often want employees to listen to us, but we

**“If you allow them to participate, they will take ownership of their jobs and perform better and more consistently from day to day.”**

must be open to their concerns as well. Whether you like it or not, it is better to understand your employees' needs and frustrations than to avoid them. Ask for feedback on how the manager (that may be you) is performing and address those issues

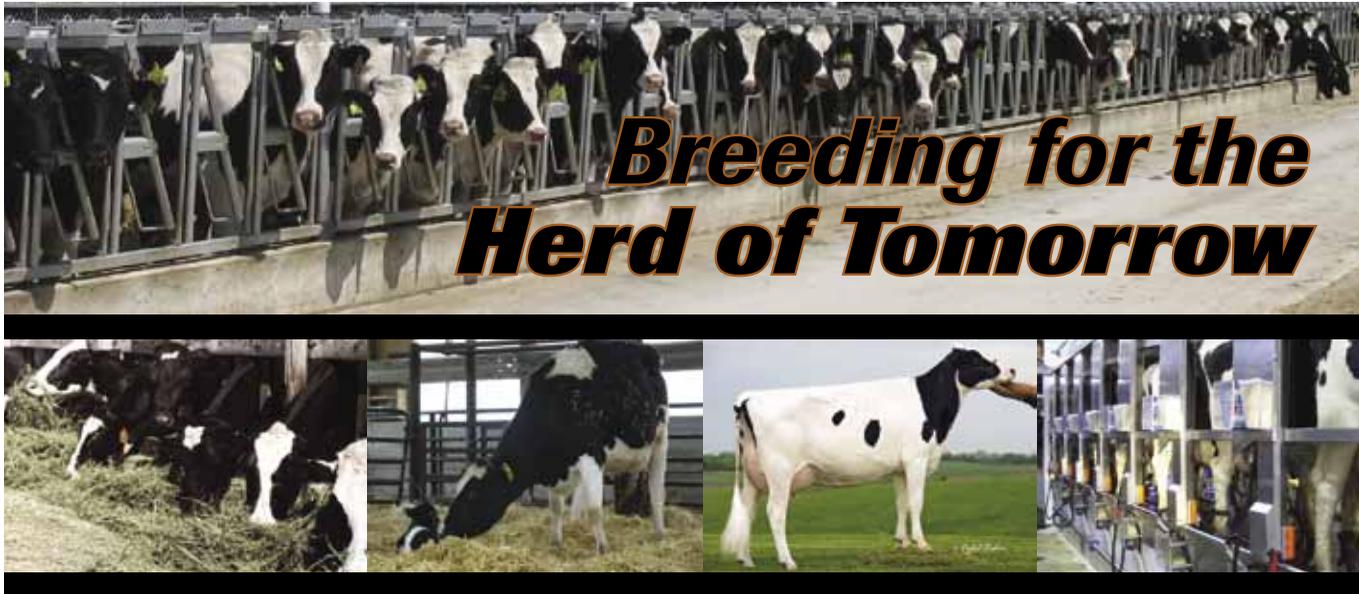
to the best of your abilities.

In summary, make your people a priority and with them you will be able to create a culture of excellence at your dairy. Remember, "Everything happens through people." **PD**

#### Provide constructive feedback

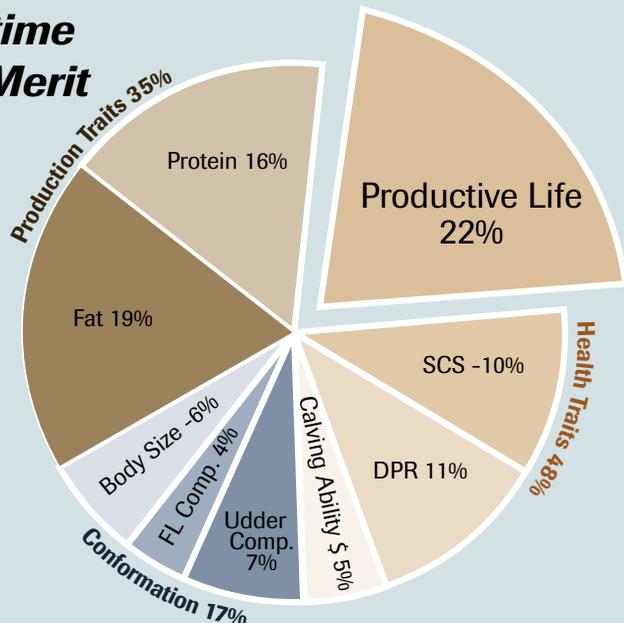
Both positive and negative feedback are extremely important in order to keep your employees engaged in their work. Studies have shown that no feedback is more detrimental to performance than negative feedback. However, when you, as a manager, need to address an individual about something negative, pause and take time to be thoughtful about how you provide the criticism.

Think of two things you like about that employee and give them what Matt Budine calls "sandwich feedback." First, give the employee something positive about themselves or what they are doing and next, address the behavior you want to change, with a description of what you saw and why it's not ideal. Then finish with an affirmation or positive note encouraging them that you know they can do it correctly in the future. From Budine's experience training and managing many employees, he says, "Sandwich feedback is effective at correcting and engaging employees in their work, while improving the level of work among the entire team."



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Excerpt: "We are all farmers, we are all people. That is what's important." Jeff Fowle, AgChat Foundation board president, began the AgChat Foundation's first Agvocacy 2.0 Training Conference by sharing that piece of insight in his opening speech. That theme resonated for the entire conference, as the presenters pushed all of us at the conference to humanize farmers and give faces to the men and women who put food on our plates.  
*Read more online.*

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