

PENNSYLVANIA

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DAIRY ADVISORY TEAMS

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TEAM REORGANIZATION



involved?

When your team was formed, it seemed as if all the right people were there to solve the problems and face the opportunities of your unique farm situations. But now, conditions have changed a bit. Is it time to restructure your team? How can this be done with a minimum of disruption to the farm team and the people

There are several reasons you might want to consider a change in team composition:

- Important issues and opportunities have changed (you started out focusing on health and production; now you want to focus on labor management and finance).
- New issues have emerged, requiring new expertise.
- A team member has left the area or is no longer working with your herd (you changed feed suppliers or your financial consultant accepted a position in another state).
- A member is just “not working” in the team (an individual is not attending, not contributing, being dictatorial, or is unwilling to be a functional part of the team).
- A new resource person is providing significant advisory services to your farm and could enhance team function.

You can probably think of other situations where someone should be added or deleted from the team. Here are some suggestions for making a smooth change in team membership:

- All team members serve on a team because they are willing to do so and because the farm owner/manager wants them to serve on the team.
- Possible additions to the team should be discussed by the team members to establish general agreement and acceptance of the new team member.
- Changes, substitutions or removal from a team can be a delicate situation. The herd owner/manager may need to discuss individually with a team member the reasons that his or her participation in the team no longer contributes to team function and progress.
- New team members need to be oriented to the functioning of Dairy Advisory Teams and the particular issues under consideration by your team. Don't assume the new team member is familiar with team dynamics.
- Periodically (at least once a year), review the functions of the team and the roles of the team members. Is it time to ask someone else to coordinate? Is each person comfortable in his or her role? Are things getting done in a timely fashion?
- Sometimes people on your team want to use their time in another way but don't do anything about it because they don't want to lose your business account. Often they are relieved when given the opportunity to move off the team.

Most dairy advisory teams have plenty of farm issues to work out. Don't forget to spend at least some of your team time on the organization and the process of making a team function smoothly. The pay-off: a Dairy Advisory Team that works for your farm.

TOP 10 CHANGES THAT PRODUCERS HAVE MADE SINCE THE START OF THEIR ADVISORY TEAM (1997-2000):



Increased production	33.33%
Decreased SCC	29.82%
Made better use of records	22.81%
Improved facilities	14.04%

Improved nutrition program	12.28%
Planning expansion	10.53%
Better management practices	8.77%
Set goals	7.02%
Increased herd size	7.01%
Harvesting better forages	7.01%

SHOW SOME R-E-S-P-E-C-T: IF YOU WANT WIN/WIN OUTCOMES

Adapted from Marlene Caroselli, Center for Professional Development. To learn more about her work you may contact Dr. Caroselli at mccpd@aol.com

Influencing others is an ordinary behavior. One way to make the team a win-win situation for everyone is to influence each other with integrity. This requires extra-ordinary behaviors among team members:

Recognizing

- Recognize the other person's viewpoint and the rationale behind it
- Recognize the courage it took to express the viewpoint
 - ✓ *Example:* A producer may not always be readily accepting of ideas presented to him/her at the team meeting. He/she may have to ask an employee to do things differently and may not know an easy way to accomplish this. It is important that team members recognize the concerns and take time to work through them.

Encouraging

- Work to make the conversation an open and equal one. Understand the other person's side before giving yours
- Encourage other team members to share thoughts that may be difficult to discuss
- Encourage team members to delve beyond a surface discussion
 - ✓ *Example:* Some farm challenges are easier to address than others. Get to the root of the problem and resist the temptation to blame someone. Instead think of a way that will make the person want to do things differently. It is important to draw out their valuable ideas and opinions.

Stretching

- Aim for a new level of understanding
- Stimulate a new level of achievement on the other person's part
 - ✓ *Example:* Your team may be discussing a possible herd expansion. A 10% growth is easy to envision and comfortable, but maybe a 30% growth is required to justify a new employee that would yield a better lifestyle. Remember: "If you always do what you've always done, you'll always get what you already have."

Pleasing

- Uncover a solution that is satisfactory, perhaps even exciting to the team

- Be mindful that others may be thinking What's in it for me? There will be needs and benefits of others that might take away from your proposal
 - ✓ *Example:* A team recommendation could reduce the income of one or more team members this year but would cause the business to grow for many years. Recognize the long-term impact.

Exacting

- Be honest and say what it will take to achieve the promised or suggested outcome.
- To mislead, to over-promise, to hide, and/or to knowingly omit is unethical persuasion.
 - ✓ *Example:* Setting goals and writing a plan of action will help you in this area. Remember the SMART principles when you are writing your goals (Specific, Measurable, Attainable, Realistic, and Timely). Monitoring progress at each future meeting will improve credibility and foster frankness.

Cohering

- Be a united team. Think of the influence exchange not only between your team members but to those outside the team as well.
- Think of ways in which the team can be brought together in support of the producer's mission
 - ✓ *Example:* Take the extra time to get to know your team members. Learn the different personality styles on your team. Learn what it is they want from the team and help them achieve success. Don't forget to include the producer's mission or goal on the agenda.

Touching

- Sincerely personalize the team's accomplishments. It can be done before, during, and after the meeting. It can be done in ways large and small. It can be done publicly or privately.
 - ✓ *Example:* You may want to thank the team members by taking them to dinner or write a short thank you note.

Upcoming Conference Reminder:

Skills for Successful Teams is one day of hands-on interactive workshops designed to enhance your skills in forming, leading and working in teams. Workshop topics include: Interpersonal Skills/Listening Skills, Goal Setting, Coaching Skills, Conflict Resolution, and Facilitation. Workshops are being held at two locations: October 9, 2001 at the Lancaster Host or October

10, 2001 at The Carlisle Clarion. Registration deadline is September 10, 2001. Contact Beth Moore to register or for more information.

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