

Change Leadership Managing Change On Your Dairy

Center for Dairy Excellence

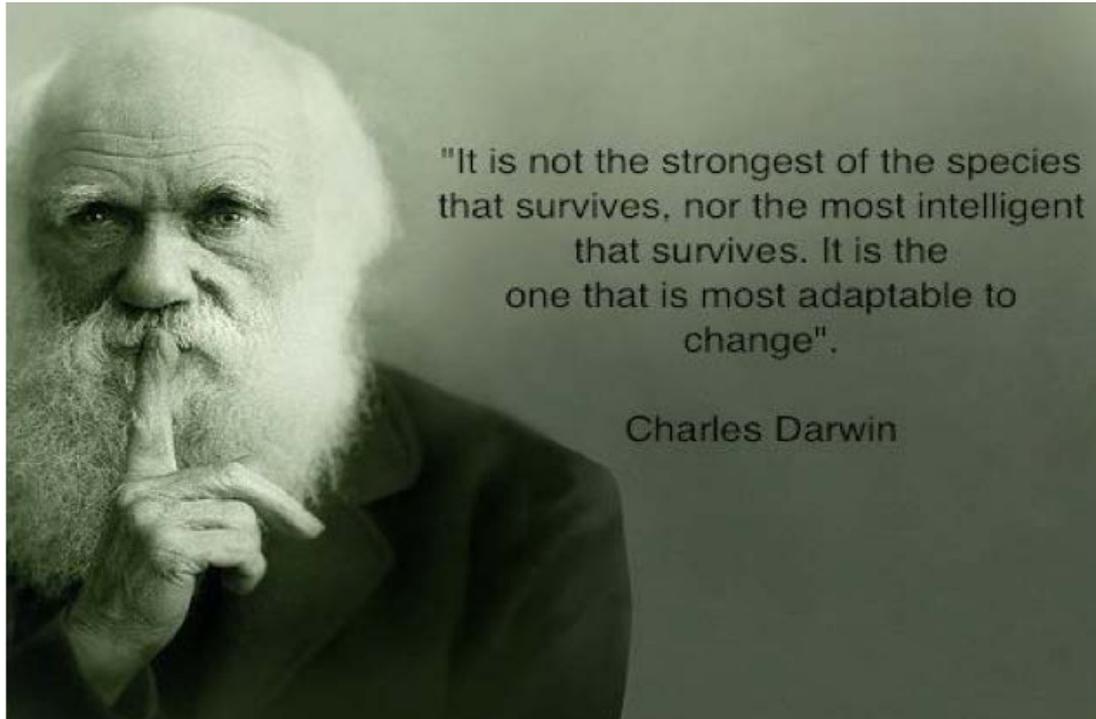
October 22, 2020

King Hickman, DVM / Zach Myers

INSPIRECHANGE
GROWLEADERS

GPS DAIRY
CONSULTING LLC

Adaptable to change



Change takes time ...



1499 Vasco da Gama and a crew of 160 sailors set sail - 60% die from scurvy – citrus suspected as cure

102 Years



1601 Capt. James Lancaster sails with 4 ships, with one ship receiving 3 tsp. lemon juice daily. 0% die compared to 40% dead on 3 other ships.

146 Years



1747 British navy physician James Lind conducts first random control trial with citrus treatment. Citrus very effective!

48 Years

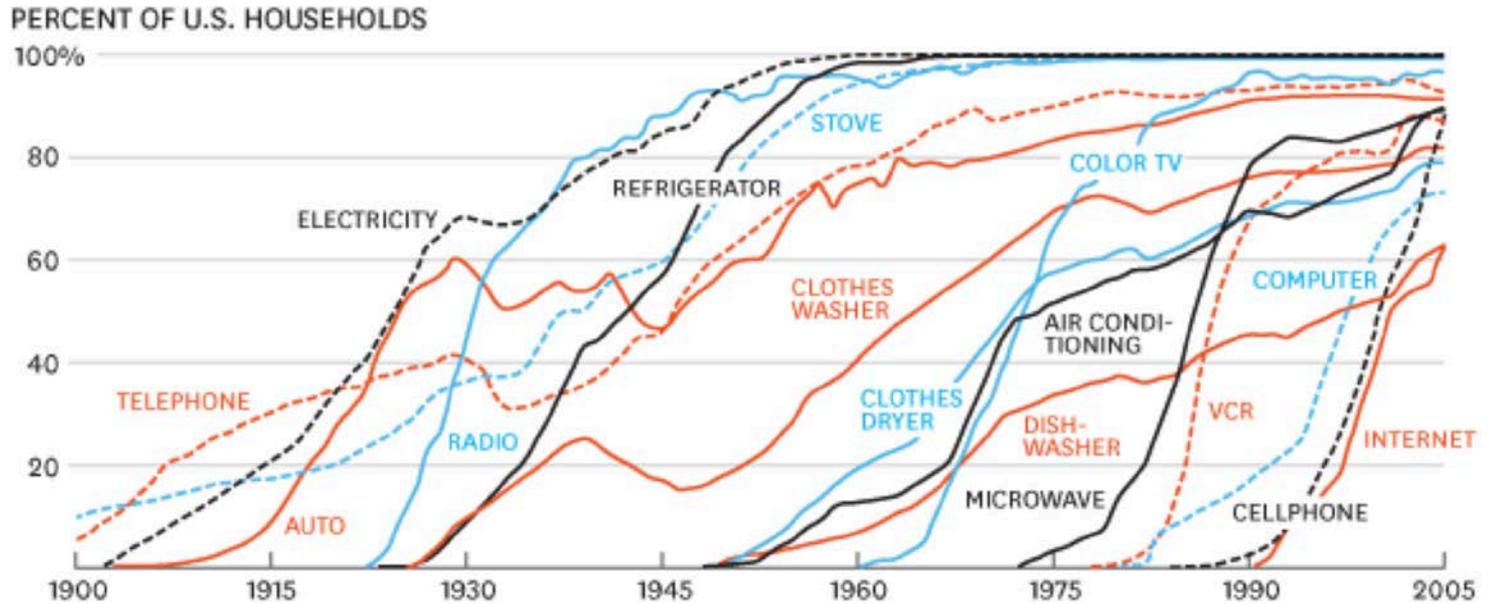


1795 British navy declares citrus part of ship diet.

It took 296 years!!



An Increasing Pace!



SOURCE MICHAEL FELTON, THE NEW YORK TIMES

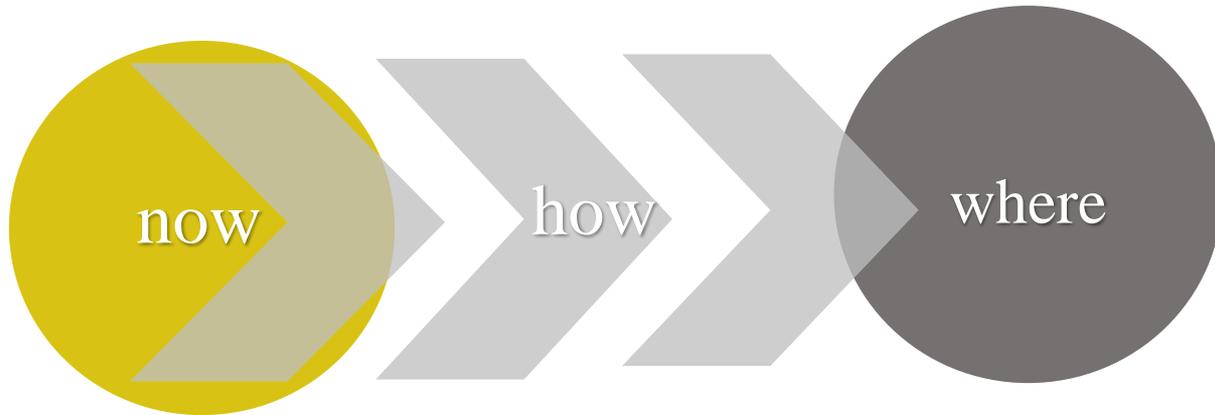
HBR.ORG

Expectations for Agriculture

- The only certainty about today's agricultural industry is that **change** will continue to occur.
- The speed at which things change will increase
- One must continue to operate in a changing environment

Stark's First Law

In the 21st Century, the winners will be those who stay ahead of the change curve...
they will be those who invent the world, not those who respond to it



Where are we  Now?

Assumption

- Consolidation of the industry will continue quickly.
- Creation of more multisite, single ownership dairies that will require more expansive and collaborative consulting.
- Smaller dairies will need to continue to be more efficient.
- Anticipating and adapting to this will be critical to success.

Anticipation

The marketplace will dictate the consulting model

- The independent consultant will be more desirable but will need the strength of a community of consultants behind them.
- Yesterday's **added value** has become today's **expected value**.

Consulting Model

col·lab·o·ra·tion

noun

Two or more people working together
towards shared goals

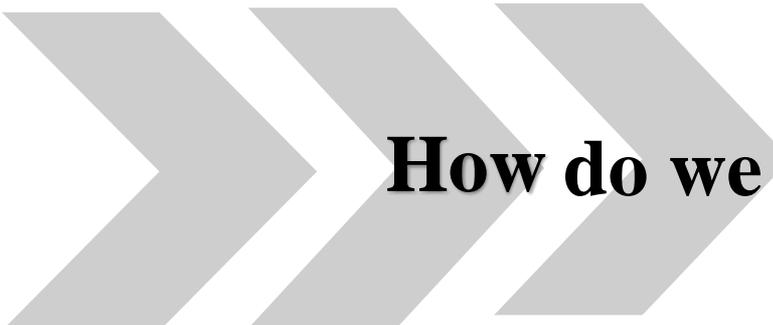
col • lab • o • ra • tion

- Two or more people (team)
- Working together (processes)
- Toward shared goals (purpose)

If people are working together, but have no shared goals, they are cooperating, not collaborating.

Collaborative Consulting

- Forming Communities of Consultants directed toward a common purpose so that clients receive the support and resources they deserve to grow their SUCCESS.
- Allows consultants to collaborate with clients and one another more effectively in order to create consulting partnerships with clients on an as needed or on-going basis.
- Based upon the specific situation and needs of the client.
- It will be most successful when independent consultants can define the partnership and entrepreneur the best solution for each client.



How do we get there?

How Do We Get There?

- Must haves:
 - Put the customer in the center of everything
 - Everyone needs to step up their leadership
 - Change management skills
- Challenges
 - Having a mindset that enables collaborative work
 - Having an environment that fosters collaboration
 - Understanding new ways of working – develop new skills and capabilities

Change Leadership

Change Leadership

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

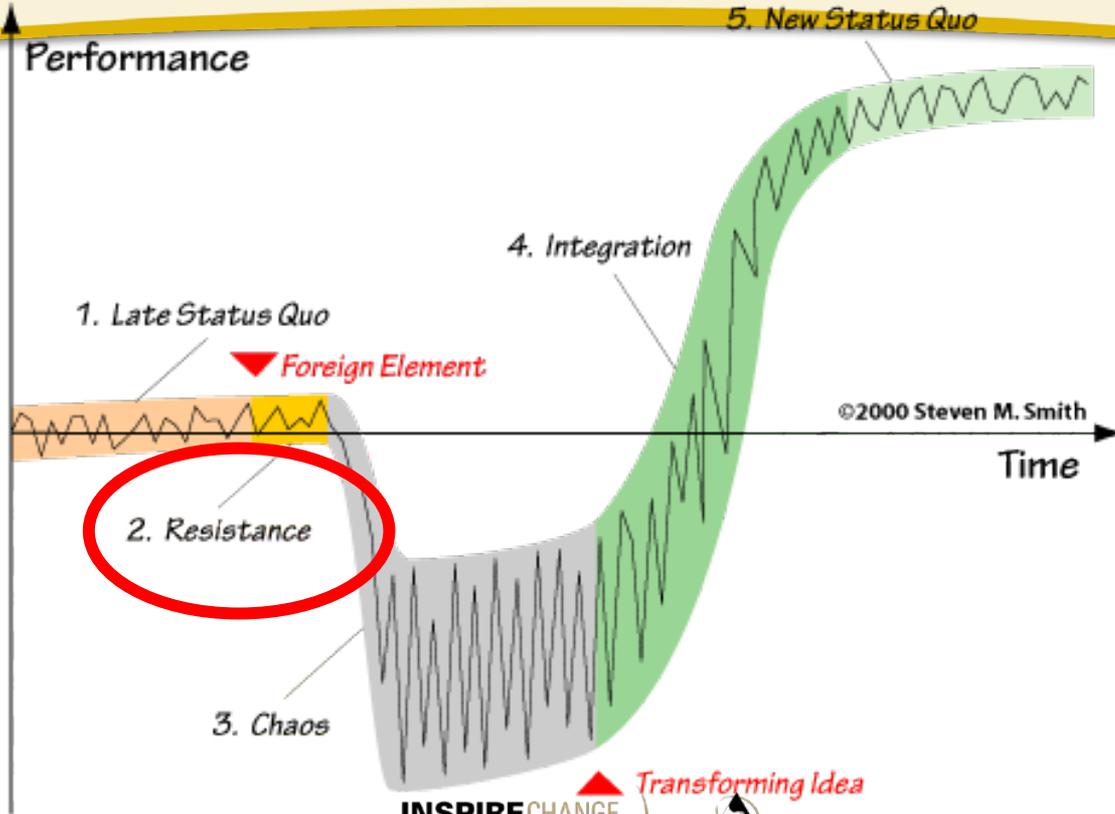
— Niccolo Machiavelli

The Prince (1532)

Exercise

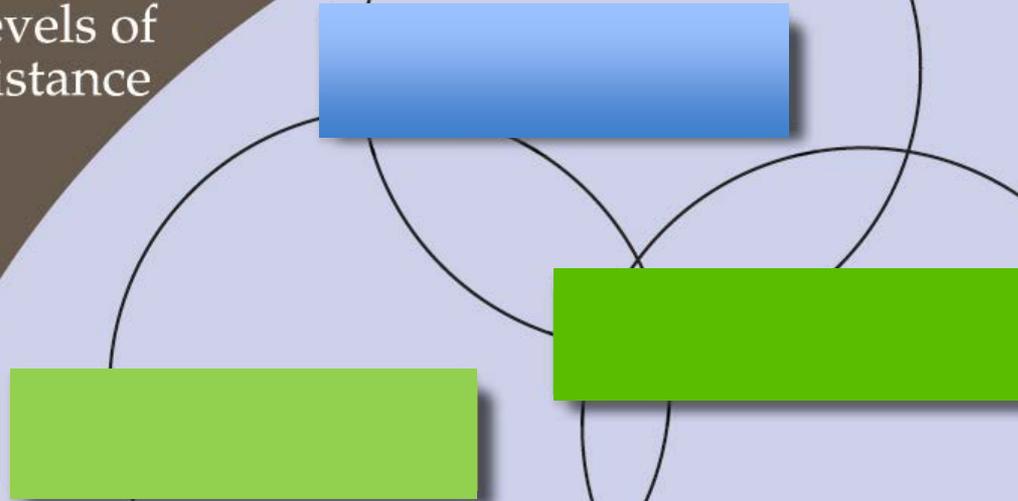
Change Success

Satir Change Model



Change Management

3 Levels of Resistance



Adapted from "Beyond the Wall of Resistance" by Rick Maurer.

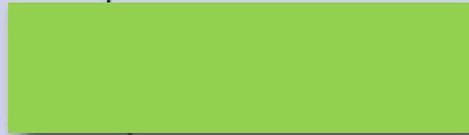
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Figure 1.4

Change Management

3 Levels of Resistance

"I Don't Get It"
Intellectual



Adapted from "Beyond the Wall of Resistance" by Rick Maurer.

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Figure 1.4

Change Management

3 Levels of Resistance

"I Don't Get It"
Intellectual

"I Don't Like It"
Emotional

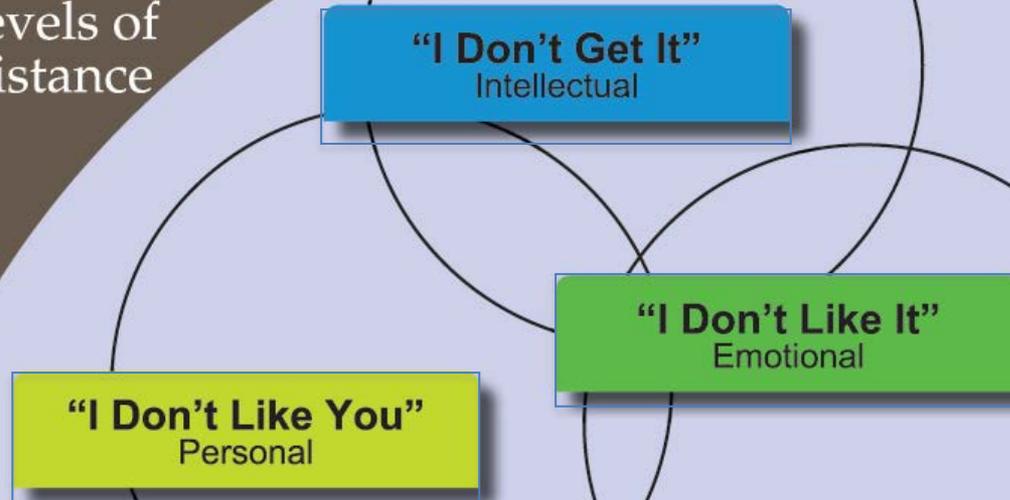
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Figure 1.4

Change Management

3 Levels of Resistance

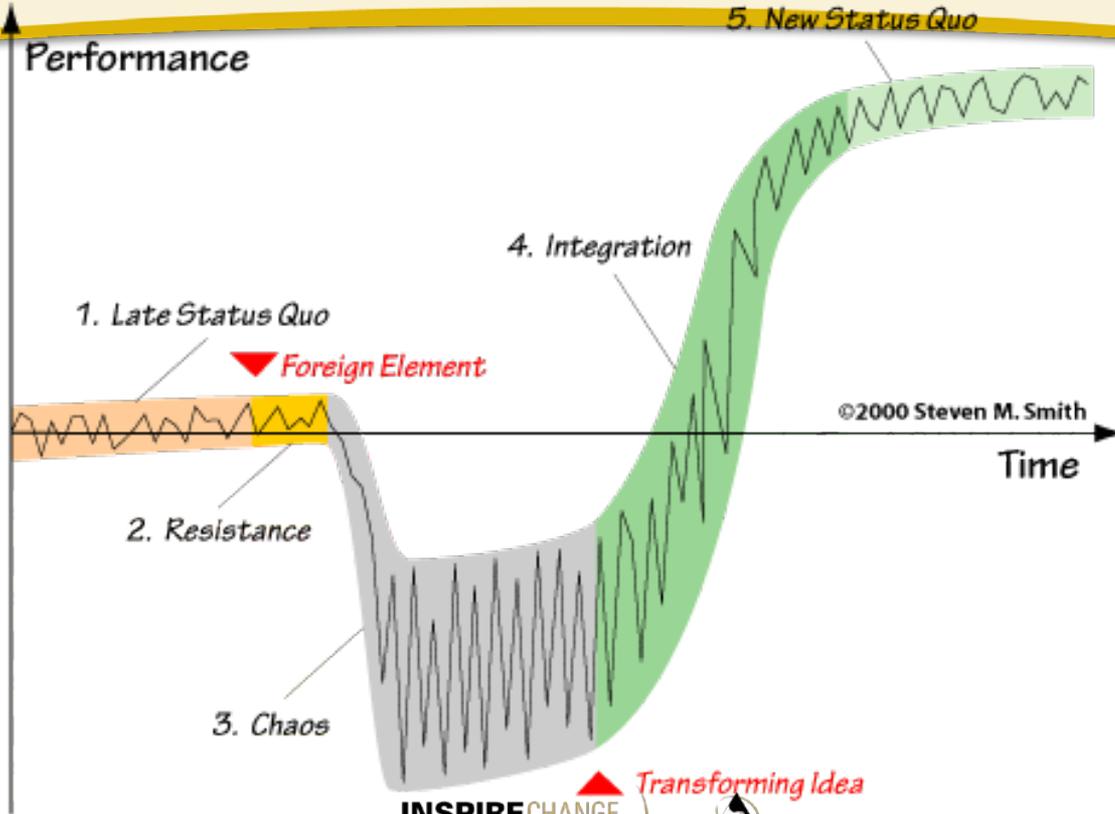


Adapted from "Beyond the Wall of Resistance" by Rick Maurer.

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Figure 1.4

Satir Change Model



Make a Compelling Case for Change

- No one will buy into the changes they make unless they know how the future will be better from the past.
- Clarify how the changes you want to make will have positive effects on people moving forward.
- This motivates people and helps to create the 'sense of urgency' you need to implement change.



- The more people who buy-in to your vision, the more chance you will successfully change.
- Talk about what “we” are going to change and why “we” need to do it. Keep it simple, jargon-free and to the point.

Kotter's Change Model – John Kotter

Now|How|Where

INSPIRECHANGE
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Now|Where|How

Is there a clearly defined difference between where you are NOW and WHERE you want the change to take you?



Now | Where | How

ick - 712-230-1592
ur 712-253-2239

Farmers Coop Feed
722-0708

Milk Quality

Where are we now?	How do we get there?	Where do we want to be?
high SCC - 370-400 no def for clinical high chronics contagious present	<ol style="list-style-type: none">1) Recept the foam2) Restrain milkers properly3) change chemicals4) Plon outstalls.5) Fix fountains6) Euir tanks - 2mo7) Index cultures - - mastitis - Dry chronics8) change dry tubes	Under 200 > 10% Chronics no contagious Sand quality

Now | Where | How

<p>Dairy Comp. Not equal to <></p> <p>Where are we Now?</p>	<p>How do we get there?</p>	<p>Where do we want to be?</p>
<p>1st 25% met. tx 1 14% 2+</p>	<p><u>Retrain calving crews</u> ^{quantify assistance rates}</p> <p>- Stop double entries</p>	<p>10% ✓</p>
<p>2nd 7% 1 2% 2+</p>	<p>- only tx RP cows when sick</p> <p>- only treating smelly discharges.</p>	<p>2% ✓</p>
<p>2x entries RP getting Met tx 4,</p>	<p>- measure urine pHs ✓</p> <p>- manage for over-crowding J</p> <p>- quantify ketosis prevalence ✓</p> <hr/> <p>$R \times C \times B = CSF$ $10 \times 10 \times 9 = \frac{900}{1000} = 90\%$</p>	<p>Minimize Antibiotic tx</p>

Change Success

Research by Dr. John Kotter tells us what the probability of change success in whatever project or initiative you undertake is. What is the probability that you will fail?



70%

What would it mean in terms of time, energy, and \$\$ if you could double your chances of success?

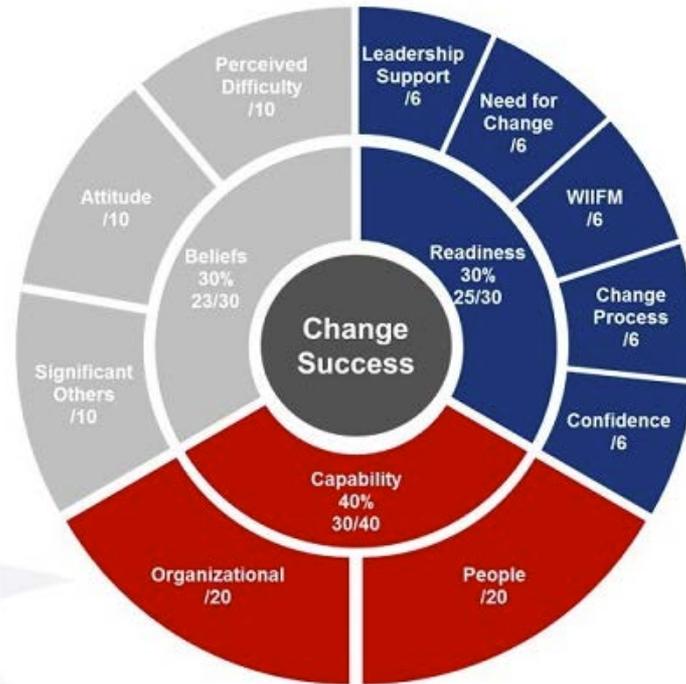
Change Success

Research indicates that there are 3 main factors contributing to change success:

- **Readiness (30%)**: How ready the organization and the people within the organization are to implement change
- **Capability (40%)**: The skills, people, training and resources needed to implement change
- **Beliefs (30%)**: The overall attitude of the organization in relation to the change

Chris Mason, Mindshop

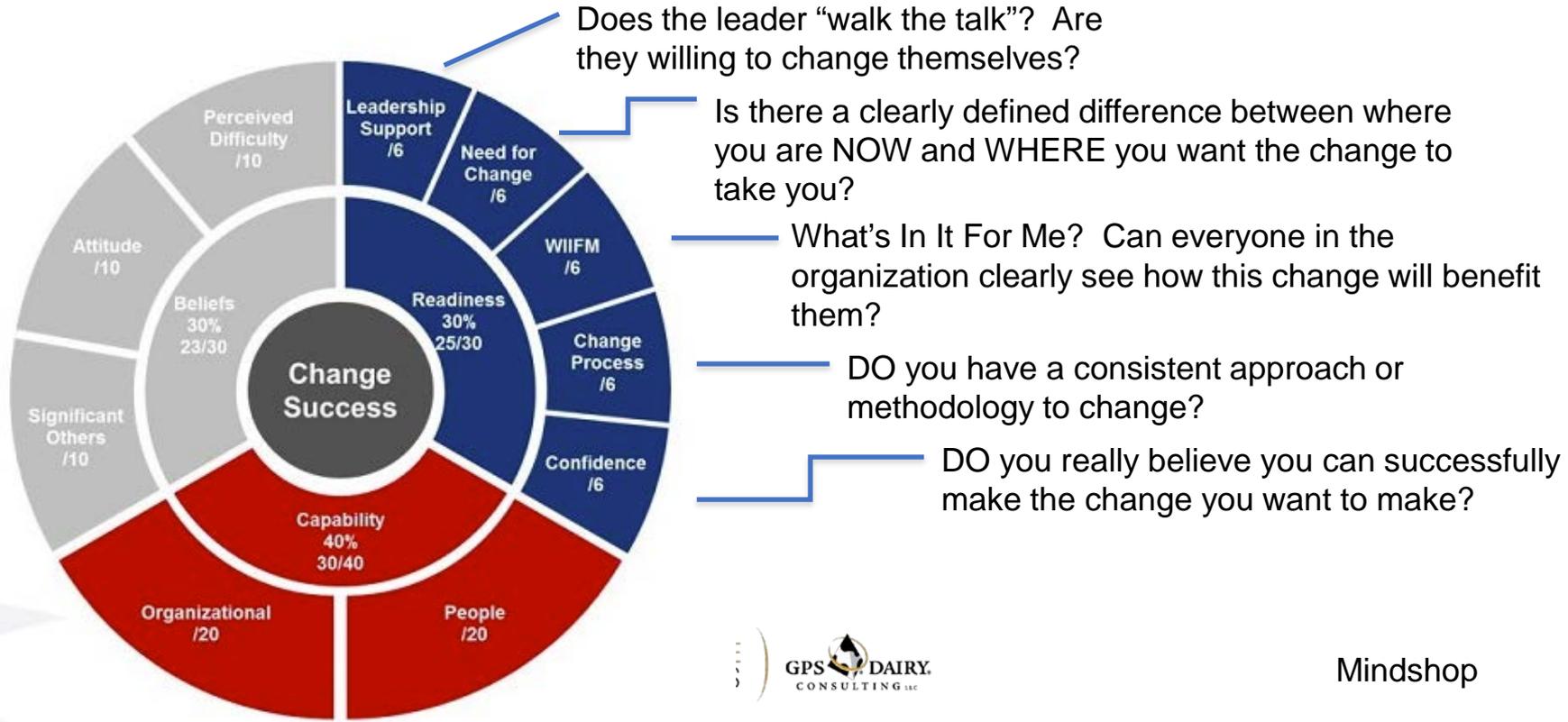
Change Success Model



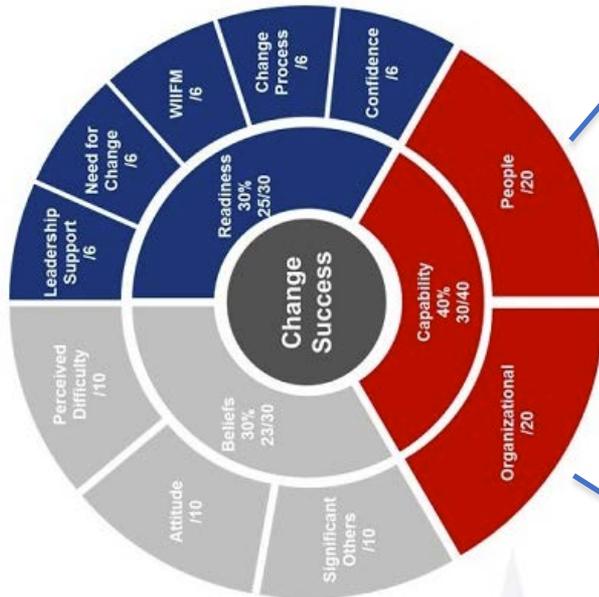
100's of factors impact change success...which ones have the MOST impact?

All factors are related/ connected. Change success is about many adjustments in many areas.

Readiness



Change Success Model



Are change participants confident that they as individuals have the capacity to perform in such a way as to make the change successful?

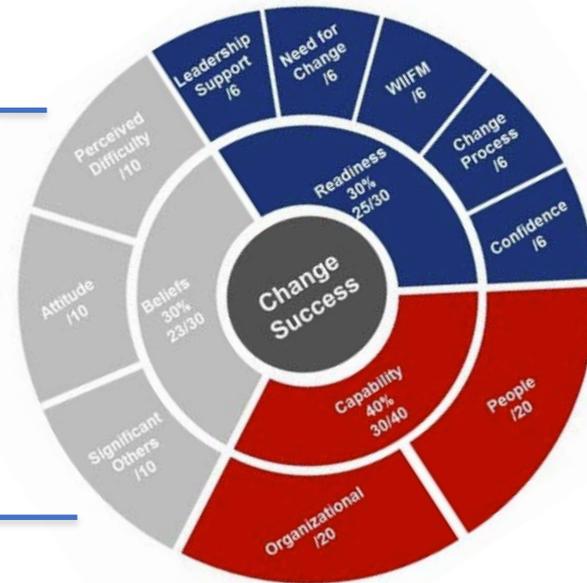
Are the change participants confident that the organization has the capacity to perform in such a way as to make the change successful?

Belief

How hard to implement is the specific change in question perceived to be?

In general, what are people's attitudes toward change in the organization?

DO the key people who really matter think that this is something that must be done for the organization to move forward?



Change Success

If an organization can improve each of the 10 elements in the change success model the probability of success is likely to rise significantly above the standard 30% result.

The challenge is to identify where the key gaps are and to put in place specific action plans and key performance indicators to bridge those gaps.

Example

One Page Plan

ONE PAGE PLAN - B Dairy Fresh Heifer Movement

<p>NOW</p> <ul style="list-style-type: none"> • Heifers Freshen at Site 1 • Remain at Site 1 ~20 days • Heifers constantly disrupted • low intakes, high ketosis • Low start up milk 	<p>HOW</p>	<p>WHERE</p> <ul style="list-style-type: none"> • Move heifers to Site 2 every 1-2 days • Reduce disruptions and lock up times • Minimal Ketosis • Higher start up milk
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STRATEGIES	ACTION PLANS	RESPONSIBILITY	TIMING
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STRATEGIES	ACTION PLANS	RESPONSIBILITY	TIMING
Organize daily moves	Purchase gooseneck trailer Reassign labor		
Prepare Site 2 for fresh hfrs	Set receiving pens up Reassign labor Train on protocols		
Implement/Execute			
Measure Results			

_____ Date _____

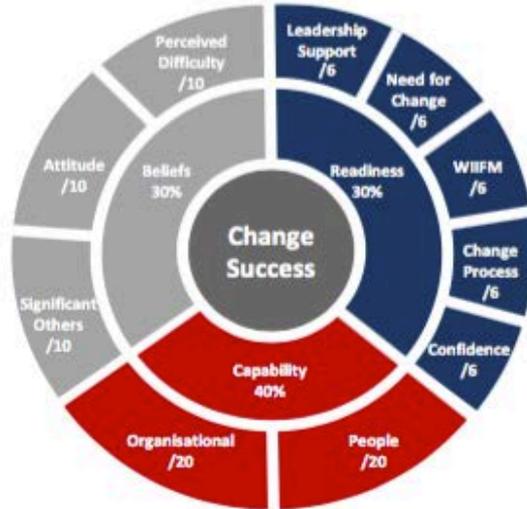


_____ Prepared By: _____

CHANGE SUCCESS MODEL



Focus: B Dairy – Fresh Heifer Movement



$$R \times C \times B = CS$$

Readiness Capability Beliefs Change Success

$$\boxed{5 / 10} \times \boxed{4 / 10} \times \boxed{7 / 10} = \boxed{140 / 1000}$$

TOP THREE ACTIONS	
1.	
2.	
3.	

CHANGE SUCCESS MODEL

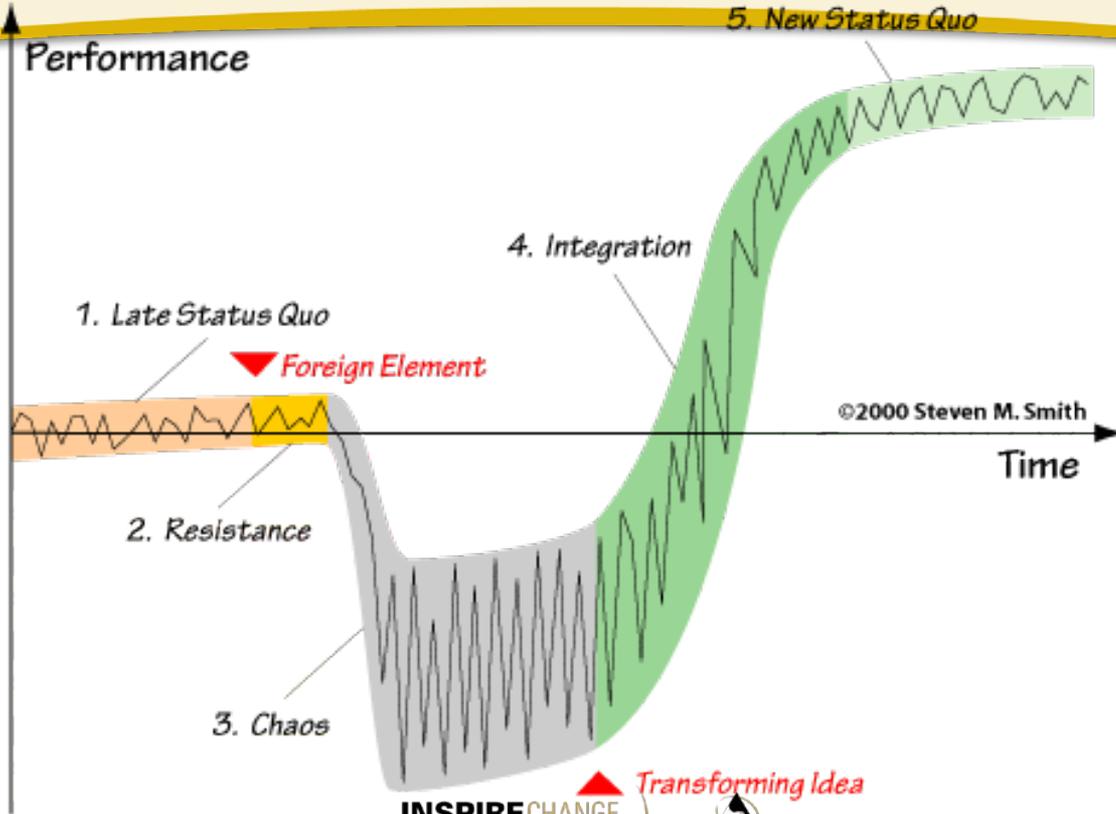


Focus: B Dairy – Fresh Heifer Movement



Factors	Now	Where	Gap	Strategy	
READINESS 30%	Leadership Support	2	6	4	
	Need for Change	6	6	0	
	What's in it for me	3	6	3	
	Change Process	2	6	4	
	Confidence	2	6	4	
Total	15	30			
CAPABILITY 40%	People	2	20	18	
	Organisational	15	20	5	
	Total	17	40	7	
BELIEFS 30%	Significant Others	10	10	0	
	Attitude	2	10	8	
	Perceived Difficulty	2	10	8	
Total	20	30			
OVERALL	52	100			

Satir Change Model



RCB Exercise

The Challenges in Getting Started

Make sure the people

Understand where you are headed (the goal, the vision).

Know what is expected of them.

Know how to do what's needed.

Know how to measure success.

A quick assessment

Have we set clear goals?

Have we selected or developed sound change management?

Have we determined the extent to which we will include various stakeholders throughout the life of the change?

Have we created clear measures of success at every step?

Have developed a communication plan that engages people?

Generate Short-Term Wins



The more successes you can celebrate, the more of a drive people have to make the ultimate end-goal easier to achieve.

‘Real’ change can take a long time to be fully implemented, that’s why the smaller goals, relating to the overall change effort, that people achieve should be acknowledged.

Kotter’s Change Model – John Kotter

Don't Let Up

There will always be resistors to your efforts, even when you start making progress in changing things.

That's why you have to make sure to keep communicating the change vision, to celebrate the small successes and keep that sense of urgency alive.



Photo courtesy of David Heemsbergen

Kotter's Change Model – John Kotter

Make It Stick



Change takes time, it takes even longer for that change to embed into the roots of your business.

Find new ways to sustain the new culture you have worked hard to build. You will have to keep proving that new ways achieve better results than the old ways and reinforce this new way of thinking with every new employee you bring aboard.

Keeping Change Alive

The Challenges

Remind people of the need for change.

Keep the vision alive.

Point to our benchmarks and successes along the way.

Make sure people know that senior leaders still view this change as a high priority.

A quick assessment

Does everyone know that the leaders are committed fully to the success of this change?

Have we put new structures in place to support changes?

Do people have the resources they need to get the job done...including time?

Do we have a plan to support people through the transition?

Are people able to assess progress easily?

Have we made a commitment to monitor this phase closely and revise plans as needed?

Change Leadership

"Change is hard because people overestimate the value of what they have—and underestimate the value of what they may gain by giving that up."

— James Belasco and Ralph Stayer *Flight of the Buffalo* (1994)

INSPIRE CHANGE
GROW LEADERS

