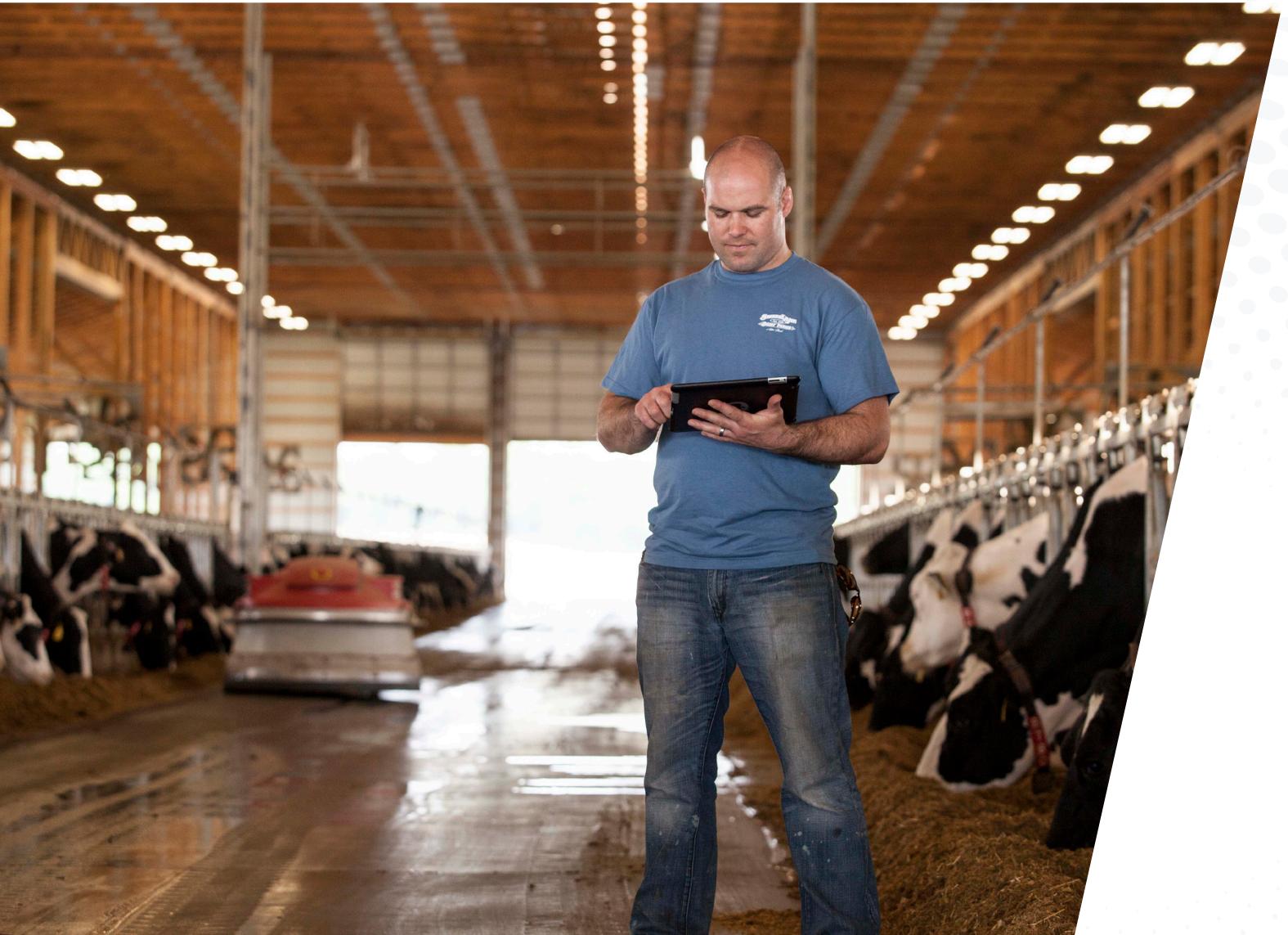




 **Vital Insight™ | Dairy**  
ALL EMPLOYEE SURVEY



***Example Dairy***

05/01/2025

**Dear Example Dairy Team,**

Thank you for the opportunity to meet with you and members of your employee team for the purposes of the Vital Insight Dairy All Employee Survey. It is our hope at Phibro Animal Health that our time together was productive and the feedback and information will be useful.

Leading people and developing a positive organizational culture are two of the most important priorities and required skills of today's business leaders. None of this happens without intention nor does it happen without a commitment to people and their continuous improvement.

We developed Vital Insight Dairy in collaboration with Purdue University Center for Food and Agriculture Business because we believe a dairy is a great place to work and that employees want to work where they are valued. We also developed this dairy employee assessment because we believe no one can provide better insight than your employees can, into what your leadership team is doing well and what you can do differently or better to make your dairy more productive and sustainable.

Employee feedback is useful and even vital in evaluating current systems and helping you assess where you can make adjustments that result in a "closer to ideal" workplace. It is also vital as you consider developing your next generation of managers and supervisors.

We encourage you to do four things within the next few weeks in response to your Vital Insight Dairy information.

- 1. Thank your employees** individually for participating.
- 2. Reinforce why you chose to enroll your dairy in Vital Insight Dairy;** and that your intention is to continue working to create a positive work experience for employees.
- 3. Engage your dairy leadership or advisory team** and together review the information and identify near-term response priorities to implement. This document helps communicate to employees their feedback was heard and your commitment is real.
- 4. Act on employee feedback** and identify ways to use this information longer term as you evaluate ways to strengthen both organizational and employee development and enhance your dairy's culture.

Thank you again for the opportunity to work together.

**Sincerely,**

Your Phibro Representative

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Vital Insight™ supports the mission of the National Dairy FARM™ (Farmers Assuring Responsible Management) Workforce Development Program.

# Vital Insight Dairy Executive Summary — Example Dairy

## Introduction

Twenty-three employees participated in and completed the Vital Insight Dairy All Employee Survey at Example Dairy on Monday, April 21, 2025. Employees were presented with questions separated into nine categories and associated with one of five management objectives.

## Survey Category and Management Objective(s) Summary

Each of the nine survey categories can be compared to each other to identify broad category area strengths and weaknesses. Noticeable relative areas of strength include employee pride, motivation and feedback on the dairy owners and leaders. These categories received the highest scores. The questions related to coworkers and teamwork and communication at the dairy received the lowest scores and represent opportunity areas. Figure 1 reflects these category levels below.

## Peer Comparison

Employee response scores for each question are compared to all other dairies that have participated in the survey thus far. Approximately 1,500 employee responses are included in the comparison All-Farms Score. Employee response scores at Example Dairy were generally higher than peer dairies. Employee pride, motivation and safety were particularly high. Conversely, the categories of communication and teamwork represent opportunity areas. Vital Insight Dairy information and results include an analysis of employee response variation. This information provides the percentage of employees who responded Always (5), Most-of-Time (4), Half-of-time (3), Sometimes (2), and Never (1) to the question. Analyzing variation in responses provides additional information for identifying strengths and opportunity areas.

## Management Objectives

Each question is associated with one of five management objectives. Employee survey responses indicate Example Dairy is relatively strong in the management areas of equipped and engaged. Questions associated with the equipped objective relate to employee's access to information, tools, equipment and interrelation needs. Conversely, employee responses related to the areas of clarity and alignment are areas of opportunity and improvement. Figure 2 provides this information in the table below.

Figure 1

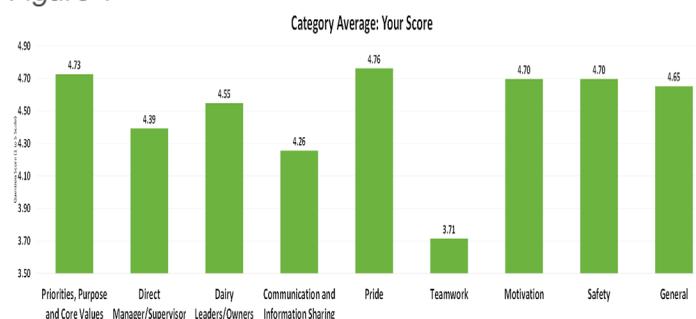


Figure 2



## Questions for your Leadership Team from Quantitative and Qualitative (open questions) Feedback

1. What Vital Insight Dairy comments on the open questions specific to salary, maternity area, bottle feeding vs. tubes, access gates, calf storage area, respect, tools, parlor floor and teamwork warrant further attention?
2. How might we improve communication with employees and more consistently share information with them?
3. What working relationship challenges exist among employees and what steps will we take to improve teamwork?

## Making the Most of Your Vital Insight Dairy

### Thank your employees individually for their participation

- Reinforce “why we did it.”
- Re-state the farms values as the foundation for the process.

### Review the findings and results as a family and/or leadership team

- Plan a team meeting to review and discuss the results.
- Involve one to two external trusted advisors.
- Analyze relative ranking and not the score; identify positive areas first.
- Identify where adjustments can be made and begin making plans to implement these changes.
- Focus on the Key Drivers and areas of importance and priority.
- Identify areas of improvement opportunity.
- Avoid “chasing the low scores” unless they are identified as a Key Driver.

### Share results with employees in a future meeting

- Thank them for participating (consider purchasing “thank-you gift cards” for employees).
- Never single out individual employees or attempt to “find out” specific responders.
- Begin by inviting their reaction to the process.
- Prepare and share a brief assessment summary and things you learned.
- Communicate that employees were heard through the Vital Insight process.
- Be specific about two to three areas you plan to focus on immediately.
- Invite their ideas on how best to make changes being considered.

### Show employees you are serious

- Small changes and new disciplines pay big dividends and build trust.
- Keep “opportunities areas” or Key Drivers a priority for your team.

## VITAL INSIGHT DAIRY — CATEGORY SUMMARY

Figure 1A

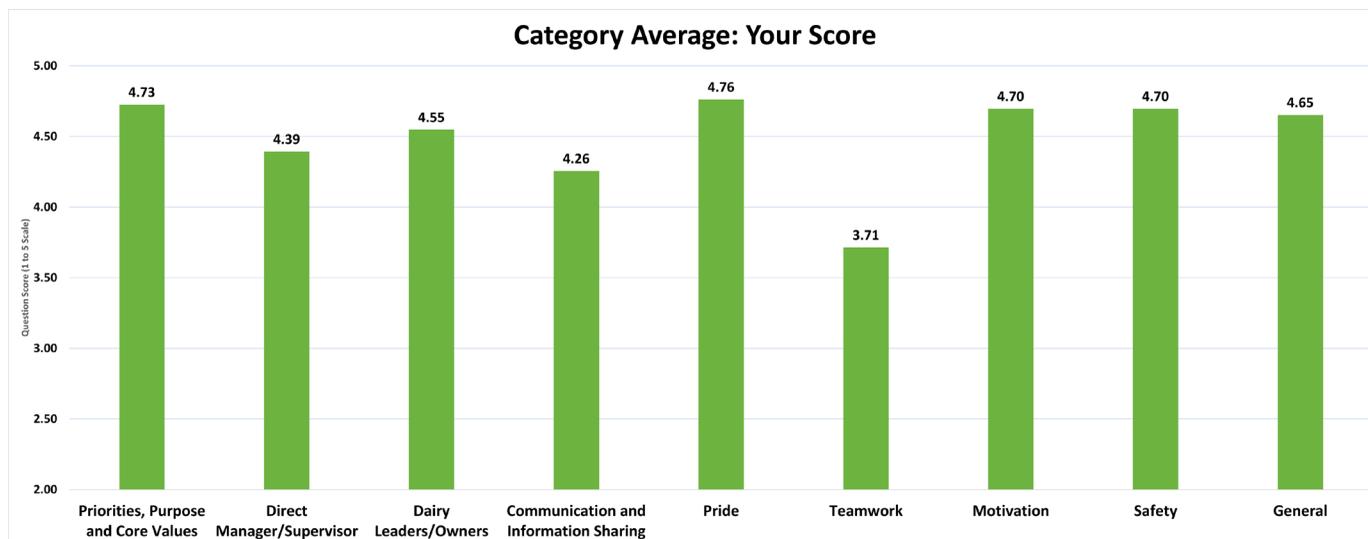
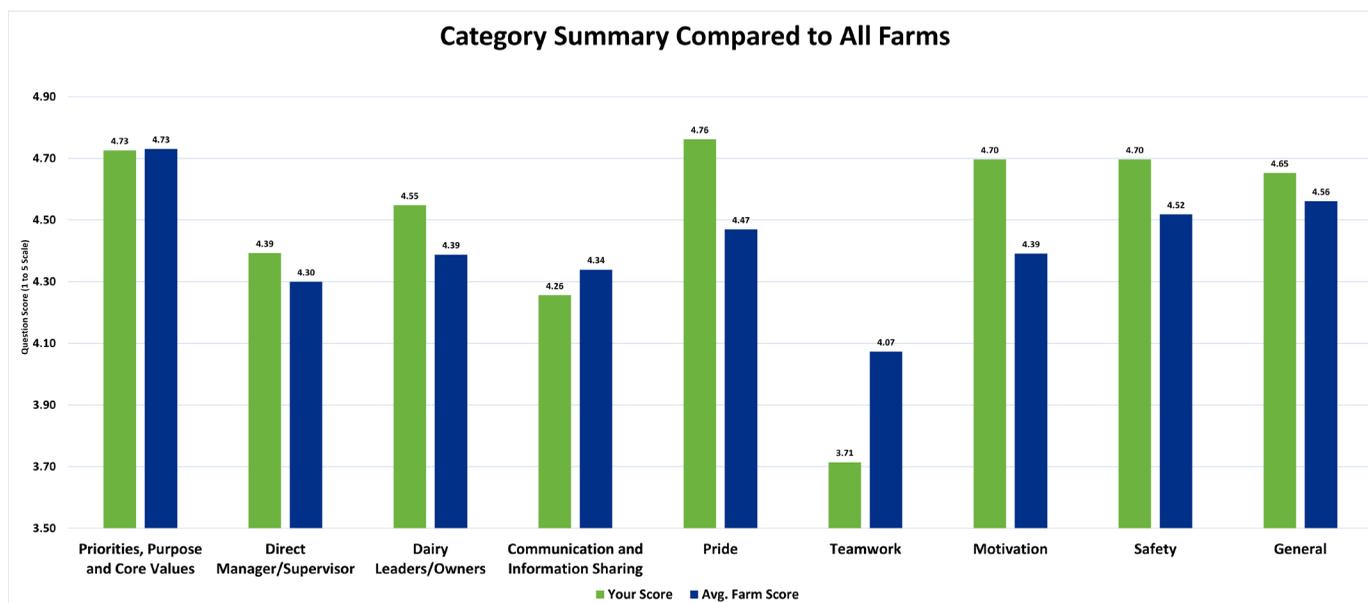


Figure 1B



## Vital Insight Dairy — Management Objectives

Management Objective	Definition	(Selected) Associated Vital Insight Dairy Questions
<b>Clarity</b>	Employees are clear and understand	<ul style="list-style-type: none"> <li>• My supervisor is open with me.</li> <li>• I know the goals and priorities of the dairy.</li> <li>• I know what is expected of me.</li> <li>• I can easily find information I need.</li> <li>• My supervisor communicates openly.</li> <li>• I am clear on opportunities to grow here.</li> </ul>
<b>Equipped</b>	Employees are equipped to achieve success	<ul style="list-style-type: none"> <li>• My supervisor expresses appreciation.</li> <li>• My supervisor gives me the necessary freedom to do my job.</li> <li>• I feel good about how the dairy leadership supports my family.</li> <li>• I have the necessary tools I need.</li> <li>• I receive the training I need.</li> <li>• I have the information I need.</li> <li>• The dairy invests in my growth.</li> </ul>
<b>Aligned</b>	Employees are informed, aware and in agreement	<ul style="list-style-type: none"> <li>• At this dairy the most important thing is to produce high quality milk? We have goals to achieve this?</li> <li>• I feel comfortable expressing my opinions to my supervisor.</li> <li>• I know the goals that I am trying to achieve in my job/work.</li> <li>• Coworkers respect each other.</li> <li>• I trust my coworkers.</li> <li>• Coworkers care about others.</li> </ul>
<b>Engaged</b>	Employees are focused & committed to success	<ul style="list-style-type: none"> <li>• The dairy's values and purposes are important to me.</li> <li>• I feel very happy in this work/job. I feel valued by my dairy supervisor.</li> <li>• My supervisor cares about me as a person.</li> <li>• I'm proud to tell others I work here.</li> <li>• I feel motivated by my role/work. My work has meaning-this is more than "just a job."</li> </ul>
<b>Accountable</b>	Employees embrace responsibility in a culture of accountability	<ul style="list-style-type: none"> <li>• I understand our dairy's values, and what behaviors are most important.</li> <li>• I understand the purpose/mission of our dairy, and why we do what we do.</li> <li>• I can see the core values of the dairy in the way my supervisor behaves.</li> <li>• I understand how I am evaluated and whether I am achieving my goals.</li> <li>• My coworkers' behavior reflects the expectations of our supervisors.</li> </ul>

## MANAGEMENT OBJECTIVES

Figure 2A

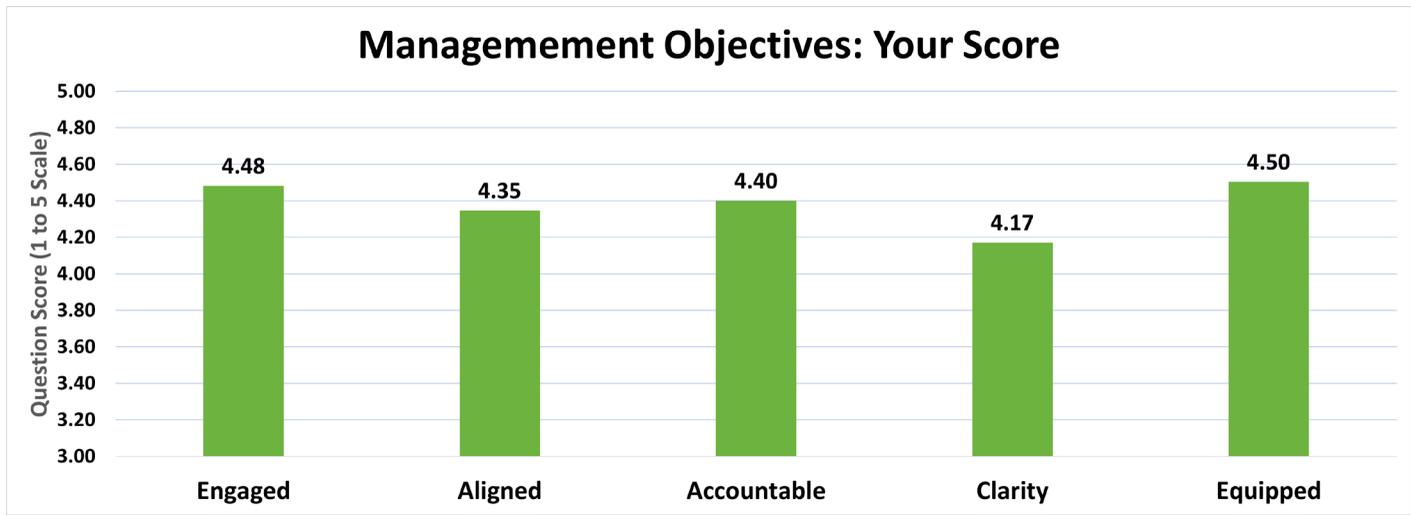
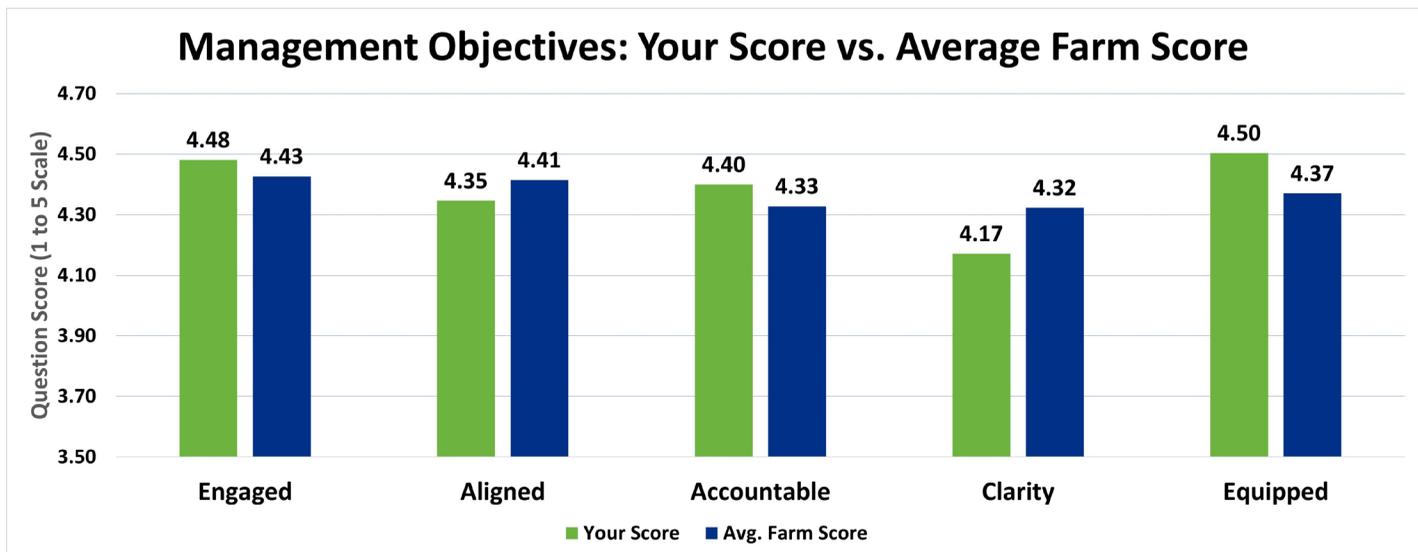
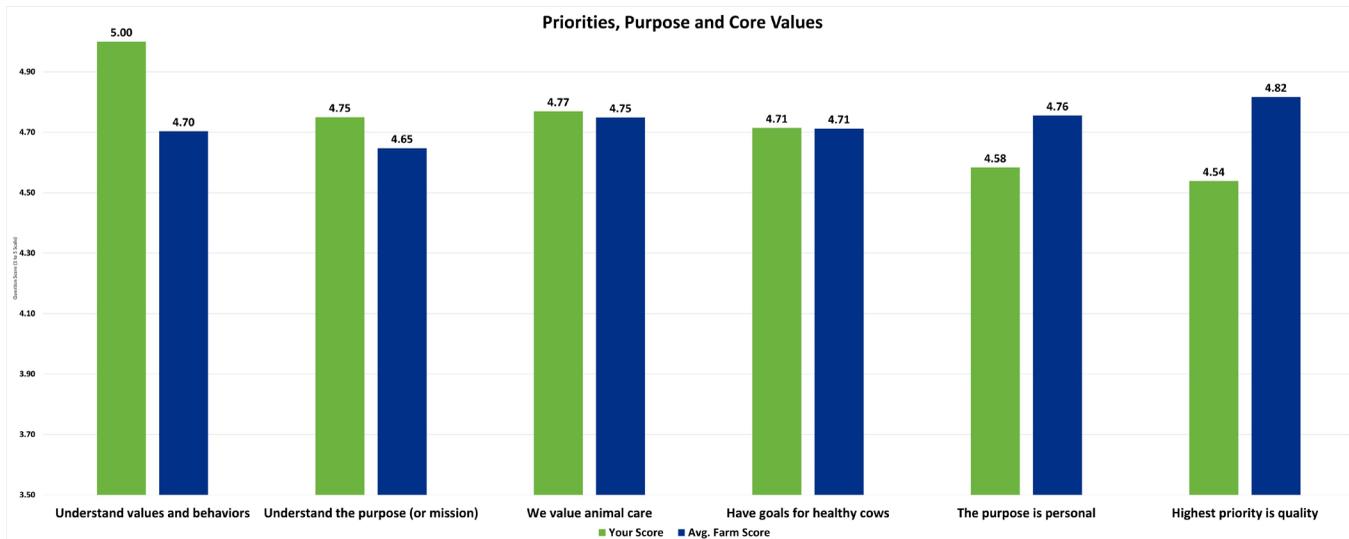


Figure 2B



## FARM PRIORITIES PURPOSE AND CORE VALUES

### Figure 3A

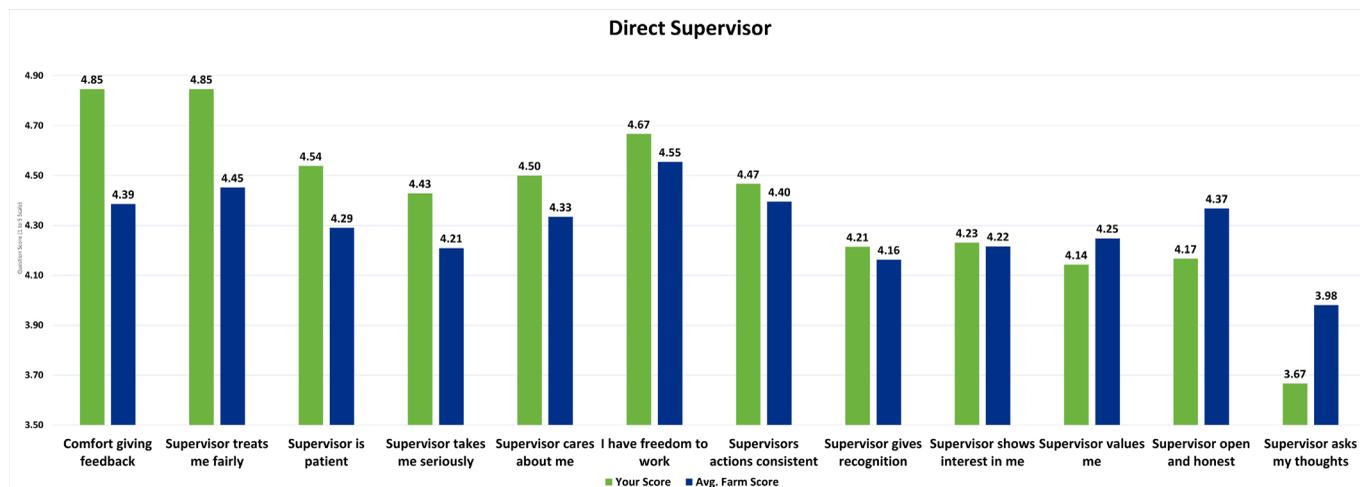


**Table 3B**

#	Survey Question	Your Score	Avg. Farm Score	Difference
4	I understand all of our dairy's core values, and what behaviors are most important	5.00	4.70	0.30
5	I understand the purpose (or mission) of our dairy, or in other words "why the dairy exists" and "why we do what we do"	4.75	4.65	0.10
3	At this dairy, we place great value on how we care for the cows.	4.77	4.75	0.02
2	At this dairy, we talk about how to keep the cows healthy and producing high quality milk	4.71	4.71	0.00
6	The values and purposes of this dairy are very important to me.	4.58	4.76	-0.17
1	At this dairy, the most important thing is to produce high quality milk.	4.54	4.82	-0.28

## MANAGEMENT AND LEADERSHIP

### Figure 4A



### Table 4B

Direct Supervisor				
#	Survey Question	Your Score	Avg. Farm Score	Difference
8b	I feel comfortable expressing my opinions to my supervisor.	4.85	4.39	0.46
8k	My supervisor treats me fairly and with respect.	4.85	4.45	0.39
8i	My supervisor is understanding and patient when honest mistakes happen.	4.54	4.29	0.25
8c	When I express my opinions, my supervisor takes them seriously.	4.43	4.21	0.22
8e	My dairy supervisor cares about me as a person, not just an employee.	4.50	4.33	0.17
8l	My supervisor gives me the necessary freedom to do my job.	4.67	4.55	0.11
8a	I can see the core values of the dairy in the way my supervisor behaves.	4.47	4.40	0.07
8h	My supervisor expresses appreciation when I and others do good work and give extra effort.	4.21	4.16	0.05
8f	I feel good about the ways my dairy supervisor shows interest and is supportive of me & my family.	4.23	4.22	0.01
8d	I feel heard and valued by my dairy supervisor.	4.14	4.25	-0.11
8g	My supervisor is open and honest with me.	4.17	4.37	-0.20
8j	My supervisor asks me my thoughts on decisions that affect my job.	3.67	3.98	-0.31

## MANAGEMENT AND LEADERSHIP

### Figure 5A



**Table 5B**

#	Survey Question	Your Score	Avg. Farm Score	Difference
9b	I have the necessary tools to do my job well.	4.57	4.27	0.31
9c	I feel valued and respected by dairy owners/leadership.	4.71	4.48	0.24
9d	I receive the training I need to do my job well.	4.69	4.51	0.18
9a	I feel good about the ways the dairy owners/leadership supports my family.	4.21	4.30	-0.08

## MANAGEMENT AND LEADERSHIP

Figure 6A

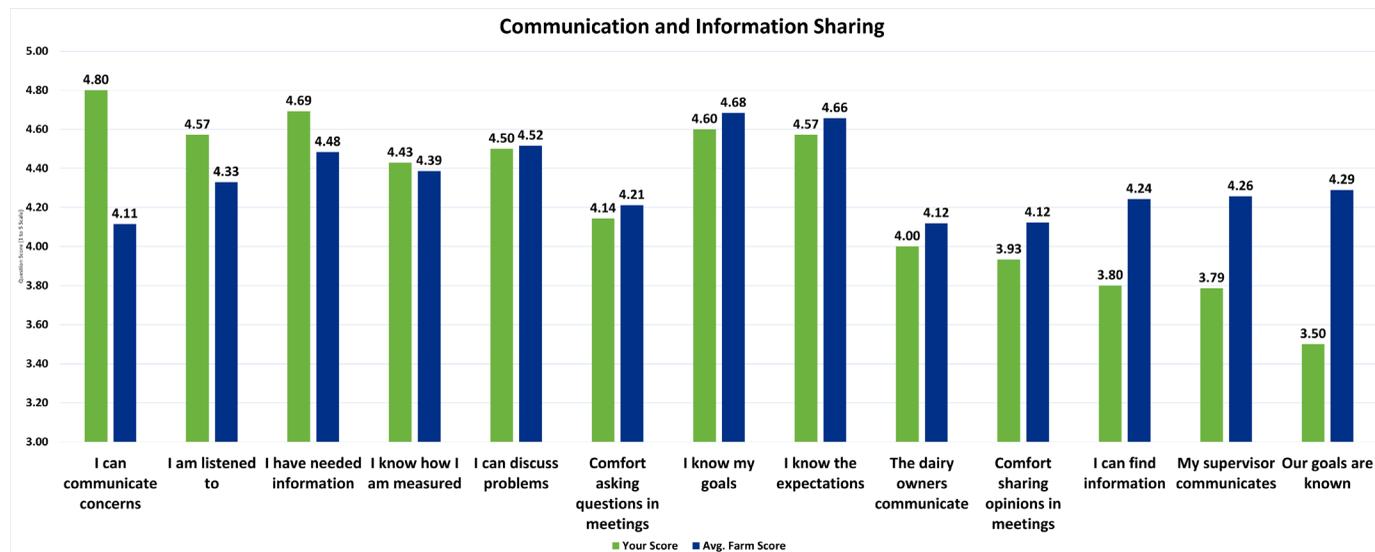


Table 6B

Communication and Information Sharing				
#	Survey Question	Your Score	Avg. Farm Score	Difference
10h	If I have a concern, I know how to communicate it to my dairy supervisor.	4.80	4.11	0.69
10j	My supervisor pays attention to my concerns.	4.57	4.33	0.24
10f	I have the information I need to do my job well.	4.69	4.48	0.21
10e	I understand how I am evaluated and whether I am achieving my goals.	4.43	4.39	0.04
10i	I feel comfortable talking with my supervisor about a work problem.	4.50	4.52	-0.02
10l	I am comfortable asking questions during regular dairy meetings.	4.14	4.21	-0.07
10d	I know what the goals are that I am trying to achieve in my job/work.	4.60	4.68	-0.08
10c	I know what is expected of me every day when I come to work.	4.57	4.66	-0.08
10b	My dairy owners/leadership communicate openly with me.	4.00	4.12	-0.12
10m	I feel comfortable sharing my opinions and comments in the dairy meetings.	3.93	4.12	-0.19
10g	If I don't have the information I need to do my job/work, I can easily find it.	3.80	4.24	-0.44
10k	My dairy supervisor communicates openly with me.	3.79	4.26	-0.47
10a	I know the goals and priorities of the dairy.	3.50	4.29	-0.79

## EMPLOYEE ENGAGEMENT

### Figure 7A

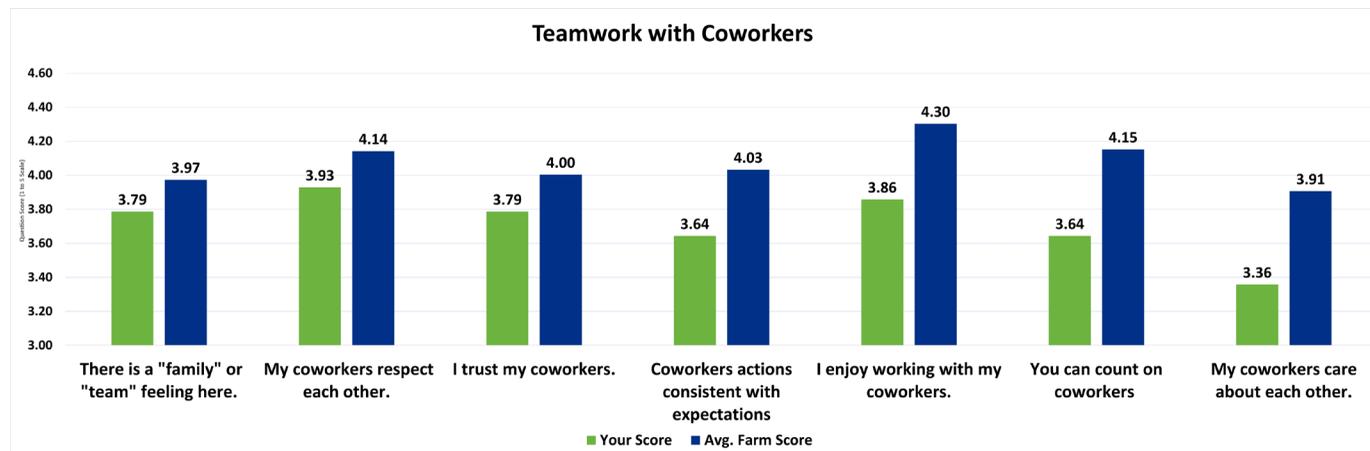


**Table 7B**

Employee Pride				
#	Survey Question	Your Score	Avg. Farm Score	Difference
11b	I'm proud to tell others I work at this dairy.	5.00	4.60	0.40
11a	I would recommend this dairy as a good place to work.	4.86	4.60	0.25
11c	The dairy invests in my growth and development in my job.	4.43	4.20	0.23

## EMPLOYEE ENGAGEMENT

### Figure 8A



### Table 8B

#	Survey Question	You Score	Avg. Farm Score	Difference
12e	There is a "family" or "team" feeling at this dairy.	3.79	3.97	-0.19
12a	My coworkers respect each other.	3.93	4.14	-0.21
12b	I trust my coworkers.	3.79	4.00	-0.22
12g	My coworkers' behavior reflects the expectations of our dairy owners or supervisors.	3.64	4.03	-0.39
12c	I enjoy working with my coworkers.	3.86	4.30	-0.45
12f	You can count on coworkers to collaborate together.	3.64	4.15	-0.51
12d	My coworkers care about each other.	3.36	3.91	-0.55

## EMPLOYEE MOTIVATION

### Figure 9A

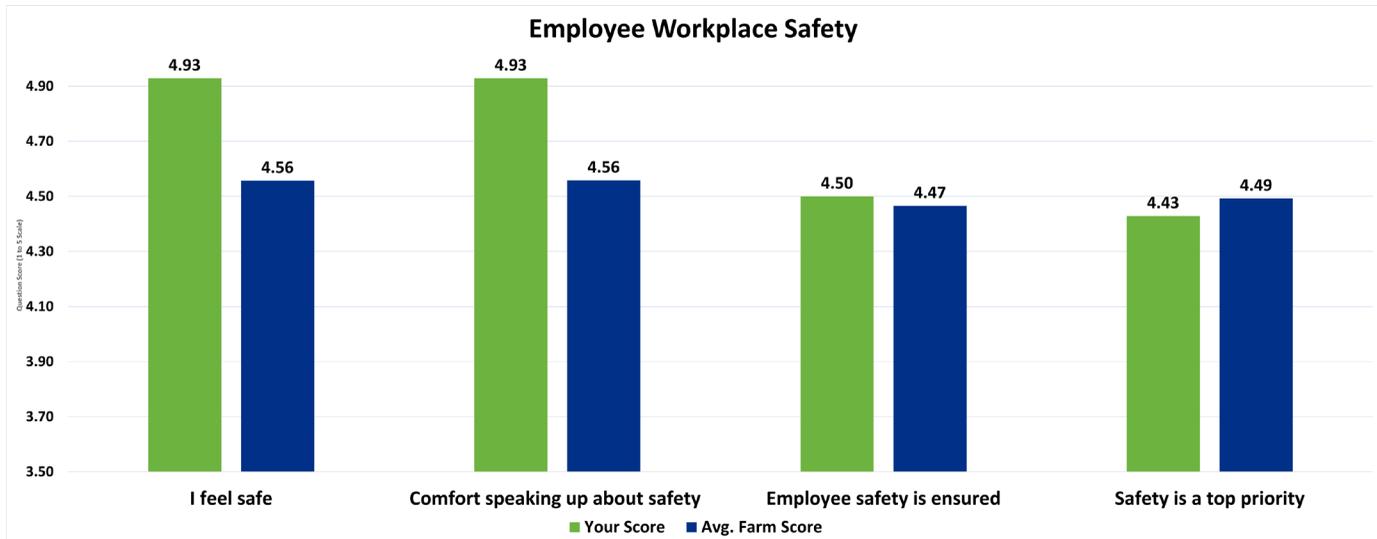


**Table 9B**

Motivation				
#	Survey Question	Your Score	Avg. Farm Score	Difference
13b	I have a clear understanding of my opportunities to grow here and what it will take to receive a greater level of responsibility at this farm.	4.71	4.30	0.41
13a	I can easily see how my work affects the overall success of the dairy.	4.57	4.18	0.39
13d	My work has meaning-this is more than "just a job".	4.86	4.58	0.28
13c	I feel motivated by my role/workplace.	4.64	4.51	0.14

## EMPLOYEE WORKPLACE SAFETY

### Figure 10A

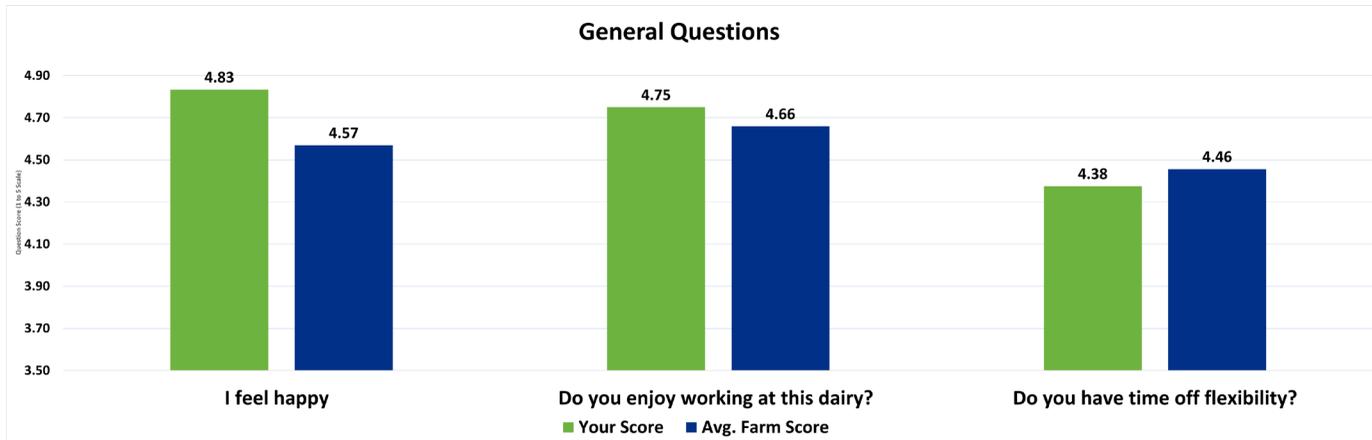


**Table 10B**

#	Survey Question	Your Score	Avg. Farm Score	Difference
14d	I feel safe in my work environment.	4.93	4.56	0.37
14b	When I see something that could be a danger for the employees, I don't have problems to speak up about it.	4.93	4.56	0.37
14c	At this dairy, the necessary measures are taken to guarantee/ensure the safety of the employees.	4.50	4.47	0.03
14a	At this dairy, employee safety is a top priority.	4.43	4.49	-0.06

## GENERAL QUESTIONS

### Figure 11A



**Table 11B**

General Questions				
#	Survey Question	Your Score	Avg. Farm Score	Difference
7	I feel very happy/content in this work/job.	4.83	4.57	0.26
20	Do you enjoy working at this dairy?	4.75	4.66	0.09
21	Do you have time off flexibility?	4.38	4.46	-0.08

## GENERAL WORKPLACE

### What are one or two things you value/appreciate the most about working here?

- They value my work as an employee, and they care that I am comfortable at the dairy.
- From this ranch/farm I fulfill my dreams
- Respect and safety/security
- The way the employer directs us
- I like the farm environment and the support of my employer.
- I like my job taking care of calves.
- I like my job of caring for calves.
- For trusting me as much as I trust them
- Sometimes they value my work but not all the time.
- Because the work is good
- I feel good here because they value my work.
- I like the way they respond and help me with my needs.

## GENERAL WORKPLACE

### What one thing would you improve/change about your workplace?

- Working as a team
- Everything looks good to me so far
- Maternity area, feed the calves with nipples not tubes, clean the beds better.
- When the boss changes my workplace I am happy.
- Nothing, everything is fine.
- Access gate for both cows and employees
- Another storage area for the calves to have more space
- I WOULD LIKE TO HAVE ANOTHER STORAGE AREA FOR THE CALVES.
- Respect other people's things
- I feel good the way I am.
- That they bring us the tools we asked for so we can do a better job
- Nothing, I feel good
- Change the floor of the parlor because it's too smooth.
- I'm fine in my area.
- Working as a team and everybody equal, everything would be better and easier for everyone.
- Floor maintenance for safe walking

## GENERAL WORKPLACE

### What one thing would you improve/change about your role?

- Nothing, everything is fine
- Nothing for the moment
- Order in each employee to know what they have to do
- Do my job better
- Take into account the workers with more time on the farm.
- To have the calf milk machines working every day
- Milk machines for the calves
- Nothing
- My salary, I think it is not enough for the work I do.
- Improve the tools at work
- I feel good in my area
- I would like my coworker to be kinder so that we can help each other.
- I am doing well
- Be more efficient in what I do

## GENERAL WORKPLACE

### If someone were to leave the dairy, what would their reason be?

- Discomfort with co-workers
- Maybe personal problems
- Problems between coworkers
- Children, important things
- Not feeling valued
- Not liking the environment with animals
- Not being treated well or getting badly sick
- Not being treated well or illness
- Nothing
- For not doing the job well
- I don't know
- Maybe because the pay is too low
- I don't know
- Not liking the job

## GENERAL WORKPLACE

### What two words would you use to describe the dairy's culture?

- Responsibility
- Half are only interested in their paycheck
- The best dairy
- Effort to work
- Well behaved
- Well behaved
- Cheerful
- Good
- Very good
- For being kind
- Very nice
- One of the best
- Quality
- The best ranch
- Dedication
- And they work well
- Work well
- Very friendly
- Well behaved
- Cheerful
- Quality milk

## Appendix

## MANAGEMENT OBJECTIVE — Sorted by Difference

### Table A1

#	Clarity	Your Score	Avg. Farm Score	Difference
13b	I have a clear understanding of my opportunities to grow here and what it will take to receive a greater level of responsibility at this farm.	4.71	4.30	0.41
13a	I can easily see how my work affects the overall success of the dairy.	4.57	4.18	0.39
14a	At this dairy, employee safety is a top priority.	4.43	4.49	-0.06
10c	I know what is expected of me every day when I come to work.	4.57	4.66	-0.08
10b	My dairy owners/leadership communicate openly with me.	4.00	4.12	-0.12
8g	My supervisor is open and honest with me.	4.17	4.37	-0.20
10g	If I don't have the information I need to do my job/work, I can easily find it.	3.80	4.24	-0.44
10k	My dairy supervisor communicates openly with me.	3.79	4.26	-0.47
10a	I know the goals and priorities of the dairy.	3.50	4.29	-0.79

## MANAGEMENT OBJECTIVE — Sorted by Difference

### Table A2

#	Equipped	Your Score	Avg. Farm Score	Difference
8k	My supervisor treats me fairly and with respect.	4.85	4.45	0.39
14b	When I see something that could be a danger for the employees, I don't have problems to speak up about it.	4.93	4.56	0.37
9b	I have the necessary tools to do my job well.	4.57	4.27	0.31
9c	I feel valued and respected by dairy owners/leadership.	4.71	4.48	0.24
11c	The dairy invests in my growth and development in my job.	4.43	4.20	0.23
10f	I have the information I need to do my job well.	4.69	4.48	0.21
9d	I receive the training I need to do my job well.	4.69	4.51	0.18
8l	My supervisor gives me the necessary freedom to do my job.	4.67	4.55	0.11
8h	My supervisor expresses appreciation when I and others do good work and give extra effort.	4.21	4.16	0.05
10i	I feel comfortable talking with my supervisor about a work problem.	4.50	4.52	-0.02
10l	I am comfortable asking questions during regular dairy meetings.	4.14	4.21	-0.07
9a	I feel good about the ways the dairy owners/leadership supports my family.	4.21	4.30	-0.08
10m	I feel comfortable sharing my opinions and comments in the dairy meetings.	3.93	4.12	-0.19

## MANAGEMENT OBJECTIVE — Sorted by Difference

### Table A3

#	Engaged	Your Score	Avg. Farm Score	Difference
11b	I'm proud to tell others I work at this dairy.	5.00	4.60	0.40
13d	My work has meaning-this is more than "just a job".	4.86	4.58	0.28
7	I feel very happy/content in this work/job.	4.83	4.57	0.26
11a	I would recommend this dairy as a good place to work.	4.86	4.60	0.25
8e	My dairy supervisor cares about me as a person, not just an employee.	4.50	4.33	0.17
13c	I feel motivated by my role/workplace.	4.64	4.51	0.14
8f	I feel good about the ways my dairy supervisor shows interest and is supportive of me & my family.	4.23	4.22	0.01
8d	I feel heard and valued by my dairy supervisor.	4.14	4.25	-0.11
6	The values and purposes of this dairy are very important to me.	4.58	4.76	-0.17
12e	There is a "family" or "team" feeling at this dairy.	3.79	3.97	-0.19
12c	I enjoy working with my coworkers.	3.86	4.30	-0.45

## MANAGEMENT OBJECTIVE — Sorted by Difference

### Table A4

#	Aligned	Your Score	Avg. Farm Score	Difference
8b	I feel comfortable expressing my opinions to my supervisor.	4.85	4.39	0.46
10j	My supervisor pays attention to my concerns.	4.57	4.33	0.24
3	At this dairy, we place great value on how we care for the cows.	4.77	4.75	0.02
2	At this dairy, we talk about how to keep the cows healthy and producing high quality	4.71	4.71	0.00
10d	I know what the goals are that I am trying to achieve in my job/work.	4.60	4.68	-0.08
12a	My coworkers respect each other.	3.93	4.14	-0.21
12b	I trust my coworkers.	3.79	4.00	-0.22
1	At this dairy, the most important thing is to produce high quality milk.	4.54	4.82	-0.28
12d	My coworkers care about each other.	3.36	3.91	-0.55

## MANAGEMENT OBJECTIVE — Sorted by Difference

**Table A5**

#	Accountable	Your Score	Avg. Farm Score	Difference
10h	If I have a concern, I know how to communicate it to my dairy supervisor.	4.80	4.11	0.69
14d	I feel safe in my work environment.	4.93	4.56	0.37
4	I understand all of our dairy's values, and what behaviors are most important here.	5.00	4.70	0.30
8i	My supervisor is understanding and patient when honest mistakes happen.	4.54	4.29	0.25
8c	When I express my opinions, my supervisor takes them seriously.	4.43	4.21	0.22
5	I understand the purpose (or mission) of our dairy, or in other words "why the dairy exists" and "why we do what we do".	4.75	4.65	0.10
8a	I can see the core values of the dairy in the way my supervisor behaves.	4.47	4.40	0.07
10e	I understand how I am evaluated and whether I am achieving my goals.	4.43	4.39	0.04
14c	At this dairy, the necessary measures are taken to guarantee/ensure the safety of the employees.	4.50	4.47	0.03
8j	My supervisor asks me my thoughts on decisions that affect my job.	3.67	3.98	-0.31
12g	My coworkers' behavior reflects the expectations of our dairy owners or supervisors.	3.64	4.03	-0.39
12f	You can count on coworkers to collaborate together.	3.64	4.15	-0.51

## CATEGORY QUESTIONS — % Employee Response

**Table A6**

Farm Purpose and Core Values							
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never	Don't Know
1	At this dairy, the most important thing is to produce high quality milk.	85%	0%	0%	15%	0%	0%
2	At this dairy, we talk about how to keep the cows healthy and producing high quality	86%	7%	0%	7%	0%	0%
3	At this dairy, we place great value on how we care for the cows.	85%	8%	8%	0%	0%	0%
4	I understand all of our dairy's core values, and what behaviors are most important	100%	0%	0%	0%	0%	0%
5	I understand the purpose (or mission) of our dairy, or in other words "why the dairy does what it does"	75%	25%	0%	0%	0%	0%
6	The values and purposes of this dairy are very important to me.	83%	8%	0%	0%	8%	0%

## CATEGORY QUESTIONS — % Employee Response

### Table A7

Direct Supervisor						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
8a	I can see the core values of the dairy in the way my supervisor behaves.	60%	33%	0%	7%	0%
8b	I feel comfortable expressing my opinions to my supervisor.	85%	15%	0%	0%	0%
8c	When I express my opinions, my supervisor takes them seriously.	64%	21%	7%	7%	0%
8d	I feel heard and valued by my dairy supervisor.	43%	36%	14%	7%	0%
8e	My dairy supervisor cares about me as a person, not just an employee.	57%	36%	7%	0%	0%
8f	I feel good about the ways my dairy supervisor shows interest and is supportive of me & my family.	54%	31%	0%	15%	0%
8g	My supervisor is open and honest with me.	50%	33%	0%	17%	0%
8h	My supervisor expresses appreciation when I and others do good work and give extra effort.	57%	21%	7%	14%	0%
8i	My supervisor is understanding and patient when honest mistakes happen.	69%	23%	0%	8%	0%
8j	My supervisor asks me my thoughts on decisions that affect my job.	25%	50%	0%	17%	8%
8k	My supervisor treats me fairly and with respect.	85%	15%	0%	0%	0%
8l	My supervisor gives me the necessary freedom to do my job.	83%	8%	0%	8%	0%

### Table A8

Leadership and Dairy Farm Owners						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
9a	I feel good about the ways the dairy owners/leadership supports my family.	36%	57%	0%	7%	0%
9b	I have the necessary tools to do my job well.	71%	21%	0%	7%	0%
9c	I feel valued and respected by dairy owners/leadership.	71%	29%	0%	0%	0%
9d	I receive the training I need to do my job well.	77%	15%	8%	0%	0%

## CATEGORY QUESTIONS — % Employee Response

**Table A9**

Communication and Information Sharing						
#	Survey Question	Always	Most of Time	Half of Time	Some time	Never
10a	I know the goals and priorities of the dairy.	43%	14%	7%	21%	14%
10b	My dairy owners/leadership communicate openly with me.	57%	21%	0%	7%	14%
10c	I know what is expected of me every day when I come to work.	57%	43%	0%	0%	0%
10d	I know what the goals are that I am trying to achieve in my job/work.	73%	20%	0%	7%	0%
10e	I understand how I am evaluated and whether I am achieving my goals.	50%	43%	7%	0%	0%
10f	I have the information I need to do my job well.	69%	31%	0%	0%	0%
10g	If I don't have the information I need to do my job/work, I can easily find it.	27%	47%	7%	20%	0%
10h	If I have a concern, I know how to communicate it to my dairy supervisor.	93%	0%	0%	7%	0%
10i	I feel comfortable talking with my supervisor about a work problem.	79%	7%	0%	14%	0%
10j	My supervisor pays attention to my concerns.	57%	43%	0%	0%	0%
10k	My dairy supervisor communicates openly with me.	36%	36%	0%	29%	0%
10l	I am comfortable asking questions during regular dairy meetings.	57%	21%	0%	21%	0%
10m	I feel comfortable sharing my opinions and comments in the dairy meetings.	47%	27%	0%	27%	0%

**Table A10**

Employee Pride						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
11a	I would recommend this dairy as a good place to work.	86%	14%	0%	0%	0%
11b	I'm proud to tell others I work at this dairy.	100%	0%	0%	0%	0%
11c	The dairy invests in my growth and development in my job.	57%	36%	0%	7%	0%

**Table A11**

Teamwork with Coworkers						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
12a	My coworkers respect each other.	43%	29%	7%	21%	0%
12b	I trust my coworkers.	29%	43%	7%	21%	0%
12c	I enjoy working with my coworkers.	43%	21%	14%	21%	0%
12d	My coworkers care about each other.	21%	29%	14%	36%	0%
12e	There is a "family" or "team" feeling at this dairy.	43%	21%	7%	29%	0%
12f	You can count on coworkers to collaborate together.	50%	7%	0%	43%	0%
12g	My coworkers' behavior reflects the expectations of our dairy owners or supervisors.	29%	36%	7%	29%	0%

## CATEGORY QUESTIONS — % Employee Response

### Table A12

Motivation						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
13a	I can easily see how my work affects the overall success of the dairy.	57%	43%	0%	0%	0%
13b	I have a clear understanding of my opportunities to grow here and what it will take to receive a greater level of responsibility at this farm.	71%	29%	0%	0%	0%
13c	I feel motivated by my role/workplace.	79%	14%	0%	7%	0%
13d	My work has meaning-this is more than "just a job".	86%	14%	0%	0%	0%

### Table A13

Employee Workplace Safety						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
14a	At this dairy, employee safety is a top priority.	64%	21%	7%	7%	0%
14b	When I see something that could be a danger for the employees, I don't have problems to speak up about it.	93%	7%	0%	0%	0%
14c	At this dairy, the necessary measures are taken to guarantee/ensure the safety of the employees.	64%	29%	0%	7%	0%
14d	I feel safe in my work environment.	93%	7%	0%	0%	0%

### Table A14

General Questions						
#	Survey Question	Always	Most of Time	Half of Time	Some times	Never
20	Do you enjoy working at this dairy?	75%	25%	0%	0%	0%
21	Do you have time off flexibility?	63%	19%	13%	6%	0%
7	I feel very happy/content in this work/job.	83%	17%	0%	0%	0%

# Building a High-Performing and Healthy Culture on Your Dairy

## What is Culture?

Culture is best defined as what individuals or groups of people think and believe and in turn, how they act and behave.

## What is Purpose?

Purpose answers the question, “why do we exist”, and is your reason for being. It is clarified by analyzing your work’s focus and the contribution you expect to make to others and to society.

## What are Values?

Values answer the question, “how do we behave”. They are self-evident and reflect your individual personality and the personality of your (dairy) organization. Values reflect your judgment of what is important, and are principles which guide behavior and affect character.

The values (behaviors) of your team or organization have a significant influence on the culture of your dairy.

## Why are Clearly Defined Values Important?

It is important that any (dairy) organization have clearly defined Values with additional information to aide understanding as to how each value is “lived out”. Values are the foundation for:

- Employee hiring decisions. A deeply embedded understanding of your desired culture and the values contributing to that culture, provide the foundation for interviewing for prospective employees.
- Routine employee communication and along with the defined purpose statement, holds your team accountable to “why we exist and how we behave here at our dairy.”
- Goal setting and the absolute test for decision-making. Each goal and decision made on your dairy is analyzed in the context of whether the goal or decision is consistent with your purpose and aligned with your values.
- Employee coaching and development. Values serve as expectations you have of yourself and all employees. When all employees work in ways consistent with stated values, your culture becomes apparent.

## What Additional Definitions are Important?

- **Beliefs:** are based on, and influenced, by our experiences.
- **Actions:** the actions we take are based on our values and our beliefs.
- **Experiences:** encompass the interactions and relationships we have with peers, supervisors and the organization.
- **Results:** are what we achieve, based on the actions we take.

## Intentionally Focus on Culture

### CURRENT VALUES AND BELIEFS

Using formal and informal feedback, make a list of the values and beliefs your employees have regarding your organization. Include perceptions you believe people have about your dairy but may not have shared directly. Reflect on this list and see if there are common themes (e.g. responsiveness, credibility, etc.).

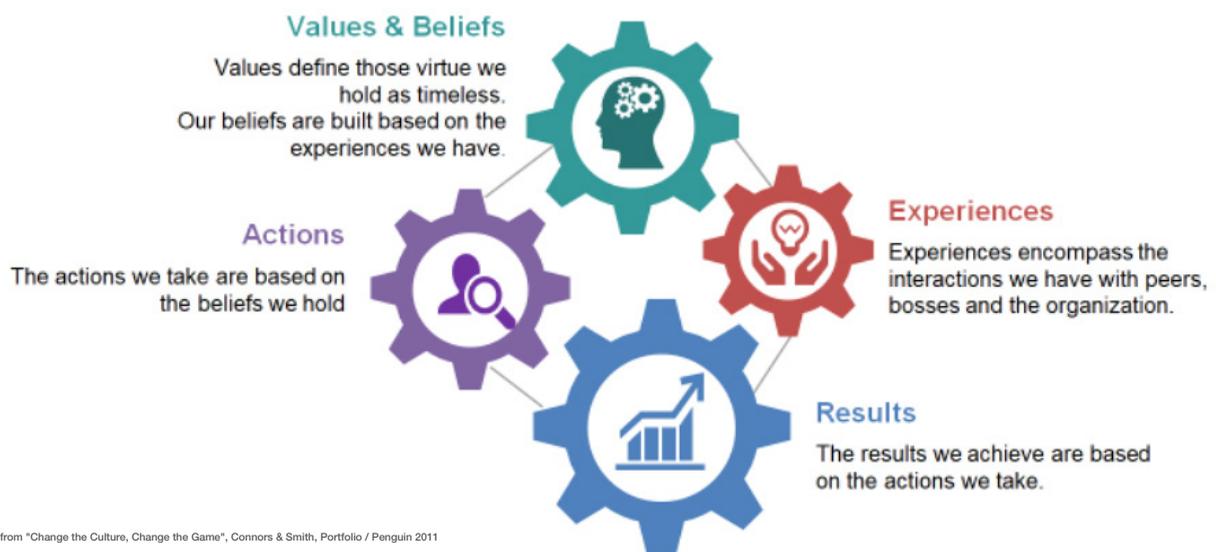
### DESIRED VALUES AND BELIEFS

Think about the values and beliefs you want employees and stakeholders to have regarding your organization. In other words, how do you want your organization to be seen? How do you want your employees and stakeholders to talk about you? Reflect on this list and identify common themes (responsiveness, credibility, etc.).

### INTENTIONAL ACTION

Write down an area, or areas, where your desired values diverge from current values. For each of these, determine one or two actions that you can consistently do to help drive or create the desired values and beliefs.

## Holistic View of Organizational Culture



Adapted from "Change the Culture, Change the Game", Connors & Smith, Portfolio / Penguin 2011

## Coaching for Development and Performance

The primary responsibility of a leader is to grow and develop those whom they have the privilege of leading, yet, a typical leader's calendar has very little time intentionally dedicated to growing and developing their people. While committing more time to their team is a good start, many leaders feel they lack the skills needed to effectively coach, develop and provide feedback to their people. This leaves employees struggling to connect their work with their organization's vision or mission and feeling like their performance is inadequately assessed.

## Coaching for Development vs. Coaching for Performance

The terms performance and developmental coaching are often used interchangeably but there is a significant distinction. At the root of this distinction is an awareness of the critical nature of the coaching moment and sensitivity to the span of time, sphere of influence and ultimate accountability of results.

While all performance coaching is developmental in that the leader works with their direct report to enhance (develop) a specific skill, some coaching may focus on a distinct career or professional aspiration not directly associated with the direct report's immediate job function.

## What's the Difference?

### DEVELOPMENT

- Employee has the choice to accept or not.
- Opportunity to acquire/enhance desired competencies or proficiencies.
- May result in enhanced opportunities with the organization.

### PERFORMANCE

- Required to advance or stay employed.
- Non-compliance leads to job action, performance improvement plan (PIP).

## RELATIONSHIPS

Relationships are built on a foundation of trust.

$$Trust^* = \frac{Credibility + Reliability + Familiarity}{Self-focus}$$

- Credibility = Credentials that reflect competence or mastery (e.g. Your doctor possesses both a medical degree and a medical license from a respected institution).
- Reliability = Proven and demonstrated proficiency and/or practice (e.g. Your doctor has an established practice, keeps regular hours and has practice privileges at your area hospital or medical facility).
- Familiarity = Ability to engage with customers and clients effectively (e.g. Your doctor has an average bedside manner and is normally personable, not usually spending more time than necessary in consult).
- Self-focus = Internally focused vs. focused on other (e.g. Your doctor sees themselves as a high value; having a medical degree means "I am really great.").

## ASSESSMENT

- Is this a performance or development conversation?
- What do you want to emerge from the coaching session?
- What obstacles might surface during the session and how might the employee respond?
- What data or feedback do you have?
- What past performances come into play?
- Logistics (time, location, frame of mind).

## CHALLENGE

- Look for the three reactions: What?, So What? and Now What?
- Set a clear path for increased performance.
- How can you align on goals to be met.
- Refrain from providing answers or solving the issue.
- Challenge employee to be better than expected.

## SUPPORT

- Listen, listen, listen.
- Connect opportunity to key motivators for employee.
- Demonstrate commitment.
- Enable courage, conviction, urgency, intensity and enthusiasm.
- Create shared accountability.

## RESULTS

- How will you measure and monitor progress.

\* Reference: Trust Equation, David H. Maister, *The Trusted Advisor*

## Giving and Receiving Feedback Effectively

Feedback is information you receive in response to actions or behaviors you have taken or have shown others.

### Effective Feedback

- Makes information useful to others.
- Allows you to replicate and improve performance and behavior.
- Is direct and specific.
- Is behaviorally anchored.
- Provides recommendations.
- Avoids words such as “always” and “never.”
- Follows a 4-to-1 approach (four positive/affirming observations to each constructive feedback).

### Giving Feedback

#### Organizing Observations and Delivering Feedback Model

Describe the situation, be specific about the observed behavior, explain the perceived impact, check for understanding and recommend action steps.

**Situation:** Time, place, circumstances.

- Specific event or circumstance.

**Behavior:** What the person actually did or said.

- Observational actions, verbal comments, nonverbal behaviors and signals, mannerisms.

**Impact:** How I reacted, felt or saw it affect others.

- What I (or others) think, feel or do as a result.
- I saw... I heard... I felt... I thought...
- Not an interpretation, judgment, motivation or intent.

**Recommendation:** What might the person do in the future to be more effective?

- Suggestions for what to start/stop/continue.
- Action steps.

### Receiving Feedback

Check for understanding.

- Acknowledge what you heard.
- Share your go-forward plan.
- Say “Thank you.”
- Do not become defensive or dismissive.
- Do not deflect or excuse.

*Reference: Adapted from Center for Creative Leadership: [Feedback that Works](#) & Goldsmith: [What Got You Here Won't Get You There](#)*

## Development

Focus on listening

Building competence and commitment

Proactive towards team members' long-term career / professional interests

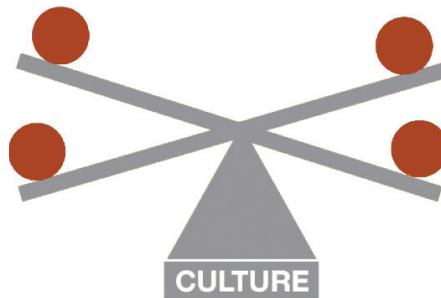
Enables growth

Team member wants to develop proficiency in...

Leader embraces their obligation to grow and develop their people

### Supportive

Asking / Drawing out  
Promoting / Coaching



## Performance

Focus on what is needed to meet performance standards

Gaining compliance

Reactive to immediate business needs

Employee understands consequences if performance standards are not met

Employee needs to develop proficiency in...

Establish awareness of the impact of poor performance

### Directive

Telling / Advising  
Solving / Counseling

## Framework for Coaching

- Relationships
- Assessment
- Challenge
- Support
- Results



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