

# Beyond the Pail

An Outsider's Odyssey

# Overview

- Who I am...
- How I got into this mess...
- What we did...
- What we learned...

# Who is this guy?

- Nathan Moates
- Department of Management and Healthcare Administration
- Valdosta State University (since 2005)
- I know: Organizational Behavior, Blues Guitar, Barbecue...
- I DO NOT know: Dairy Farming!

# How I Became Involved

- Friends with Calvin (Moody) for years
- Lunch with Calvin and Ashley (Bailey)
- Lots of questions, lots of possibilities
- Same/different paradox (The Diagnostic Funnel)
- Generic process yielding custom solutions
- My role as facilitator, not guru
- Your people have your answers, so TALK TO YOUR PEOPLE!

# The Process...so far...

Stage 1: Initial Interviews

Stage 2: Leadership Development Sessions

Stage 3: Review and Retool

Stage 4: Manure Detection Interviews

# Stage 1: Initial Interviews

- 15-30 minutes
- Some requiring Spanish translator
- 5 General Managers
- 17 Supervisors
- Q1: Tell me about what you do here.
- Q2: What are some things BCD does well?
- Q3: What are some areas of improvement for BCD?
- Q4: If you had total control, what specific changes would you make?

# Stage 2: Leadership Development Sessions

- For all GMs, Supervisors, Ashley, and Calvin
- 1.5 hours, every other week
- 10 sessions
- “Organizational Behavior Basics”
- Topics included: Job Performance, Organizational Commitment, Job Satisfaction, Motivation, Personality, and Organizational Change.

# Stage 3: Review and Retool

- Review sessions over OB topics with Leadership Team, facilitated by Ashley
- Playbooks - regular but relaxed conversations between supervisors and individual subordinates
- Level Structure - a formalized path of pay increases and career advancement linked directly to performance appraisals
- Orientation/Training - a deliberate attempt to improve the general organizational knowledge and job specific skills and expectations for new employees



# Stage 4: Follow-up Interviews

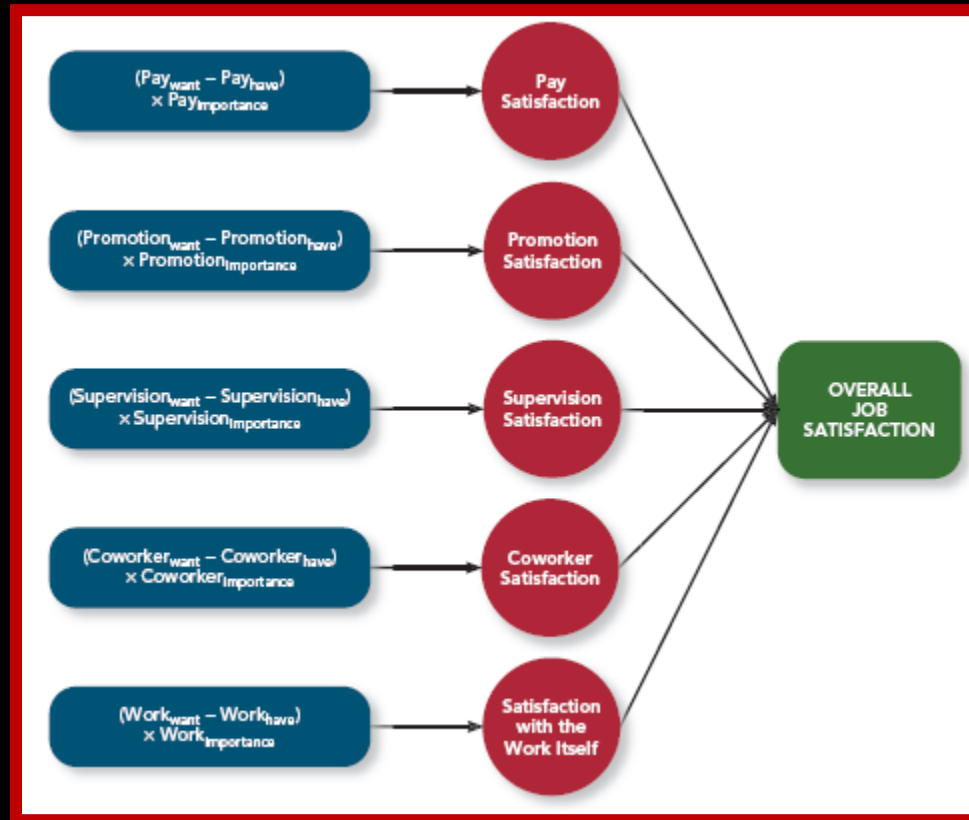
- Began last Friday
- 9 employees (only 2 supervisors)
- Used as a “check” on recent changes
- Customized questions based on specifics of employee category
- Example (for Beginning Milkers): Do you understand how the evaluations and the levels work together?

# Topic Example 1: Organizational Commitment

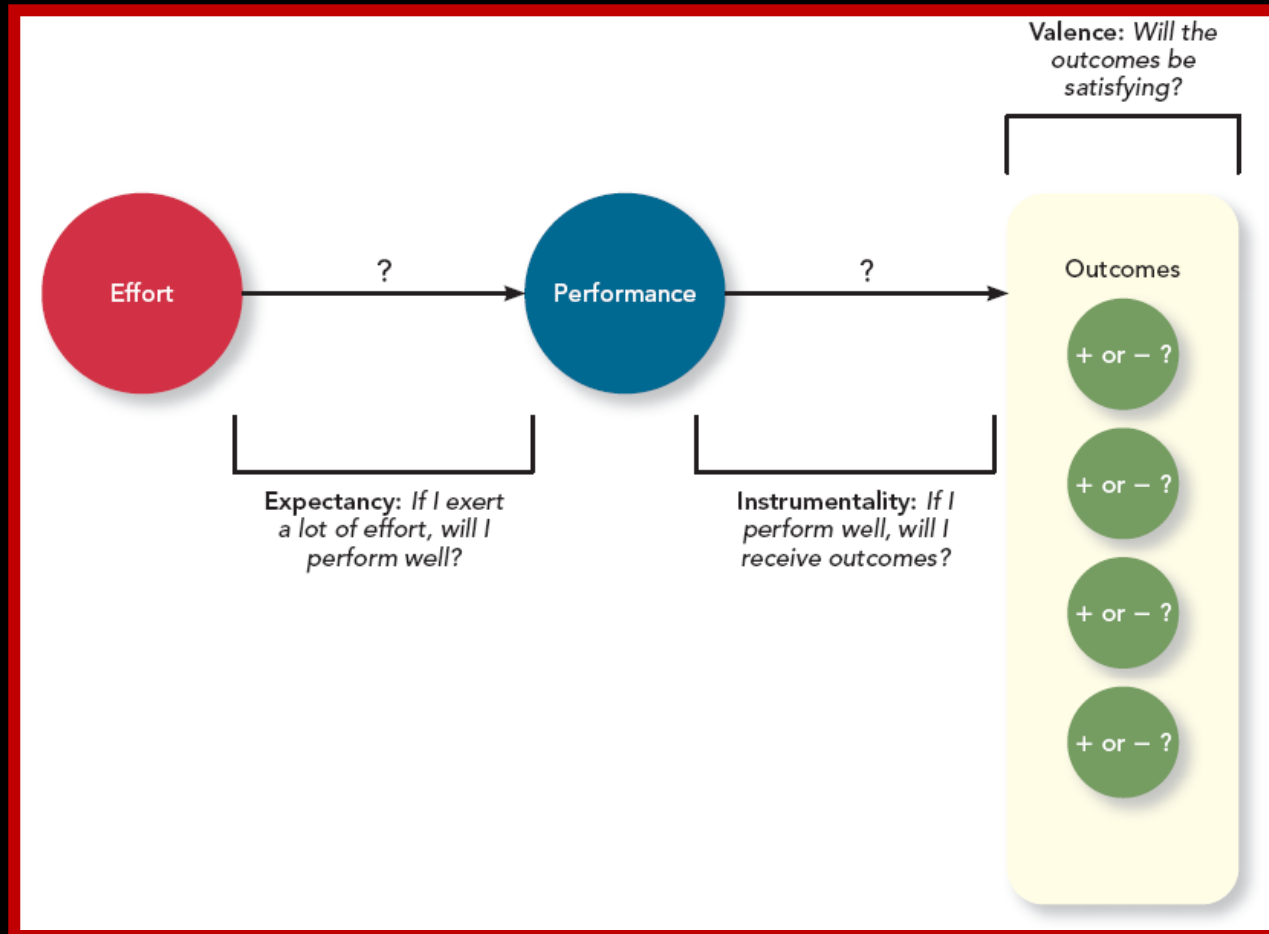
- ***Affective commitment*** – a desire to remain a member of an organization due to an emotional attachment to, and involvement with, that organization.
  - You stay because you *want* to.
- ***Continuance commitment*** - a desire to remain a member of an organization because of an awareness of the costs associated with leaving it.
  - You stay because you *need* to.
- ***Normative commitment*** - a desire to remain a member of an organization due to a feeling of obligation.
  - You stay because you *ought* to.

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# Topic Example 2: Job Satisfaction



# Topic Example 3: Motivation



# Wrapping Up

- Many thanks to all the guys and gals at Brooks County Dairy
- Note that our very general approach to process has yielded very specific changes and recommendations
- There is no replacement for engaging employees to uncover "native solutions"
- Thank you for your time and attention!
- Questions?