

THE BUSINESS OF DAIRYING

Goals and Objectives: The Bullseyes of Managing People

Who We Are

Greg Squires manages DairyES and has consulted in business and financial planning for hundreds of dairy operations in over 30 states. Through this work and a strong background in production management consulting, Greg has cultivated significant relationships with dairy producers and other industry influencers across the U.S.

Resources for Today's Dairy Industry

If you believe in managing change and are considering steps to improve the productivity and efficiency of your business, DairyES can help you meet your goals. To learn more about how DairyES can lead your business through the process of managing change, please contact us.

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The dairy industry just keeps getting tougher. Everyone seems to feel that it is harder to make a buck milking cows. Well guess what? Your parents and their parents and even their parents have been lamenting that same concern for decades. It's a fact: it is getting tougher to make a buck milking cows.

One of the outcomes of this challenging business environment is that there are fewer surviving (thriving) farms, and the remaining farms have many more cows and workers than they used to. Operations now have 20, 40, 80, and even hundreds of employees. Many dairy farms have several levels or tiers of management. We all know what happens when a business migrates from having one employee (the owner) to having two or more employees: someone has to organize and manage the collective effort or risk the possibility of excessive activity with inadequate (unprofitable) results.

Focused efforts Performance management guru Peter Drucker labeled one of the most respected approaches to business organization management as "management by objectives," (MBO). MBO espouses a fundamentally sound precept that transcends the ebb and flow of in-vogue business management theories: encourage mid-level managers and their employees to develop and execute their plans and objectives (manager and employee plans that support organizational plans) which in turn helps the overall business reach its long-term goals. MBO is a basic

process of setting goals and breaking them down to smaller, more specific objectives.

Goals and objectives are analogous to a paper target. Give anyone a target and a rifle, bow and arrow, or even a sling shot and they automatically know what to do as well as the desired outcome – to put as many shots as possible into the bullseye. The bullseye provides a focal point, a very easily identified and specific objective.



Objectives change and should be very dynamic

Goals and objectives should evolve over time.

If they don't, more focus needs to be placed on determining and monitoring goals. As the dairy industry and your business both evolve, new needs and opportunities for growth are discovered. When employees continue work in present roles or are promoted to different roles,

new areas of performance improvement and opportunities for personal growth will be identified. New objectives need to be written, providing fresh targets to support continued employee performance improvement. Objectives should be reviewed and rewritten every three to six months (keeping them dynamic and relevant). It is also important that employees participate or better yet, lead the process of identifying their present performance gaps and develop goals and objectives toward improvement. If they do not participate in their personal development plans, they are also not likely to take ownership in them or participate in their implementation. 