## **Bradford Dairy Days**

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"When you have a free screening, farmers will do it," said Evan. "Another issue we deal with is changing the behavior of the person."

Dermatologists recommend using a sun screen with UVA and UVB protection with an SPF of 15 or higher. Evans noted that you must read the label on the sun screen bottle to ensure you're getting both. After that, she said, you buy the least expensive one.

Other tips offered at Dairy Day included wearing a wide brimmed hat and considering the benefit of enclosed cabs or sun shades when purchasing equipment. Also people can learn to do a self exam and should see a doctor if he notices a change in size, shape and color of a mole, a sore that doesn't heal, or any new growth on the skin.

"When we're done with the screening, we connect the person with a dermatologist for treatment is we find any cancerous or precancerous lesions. Then we actually telephone the people to make sure they get the treatment," Evans said. "In six months we send out a questionnaire on behavior changes. We ask, 'Are you imple-

menting the changes that were recommended?"

In another program that centered on behavior, Thomas R. Maloney of the Department of Agricultural Economics, Cornell University, asked participants, "What's your leadership style?

"There are six main types of leadership styles," Maloney said. "Although you will recognize different styles in your own management, there is one style that will be your default style."

After asking farmers to fill out a questionnaire to determine their personal leadership style, Maloney explained that a default leadership style is the one that you most generally fall back on. He also commented on the strengths and weaknesses of each style.

The leadership styles include coercive, authoritative, affiliative, democratic, coaching or pace setting.

The coercive style is characterized by the "do it or else" attitude, Maloney stated. In the short term it is an efficient style, but generally, people don't like it and it may lead to a high turnover.

An authoritative leader is generally "firm but fair," noted Malo-

ney. Although this too is an efficient leadership style where is it clear who is in charge, it may inhibit growth and development.

An affiliative leader likes to keep people happy with a "good buddy attitude," explained Malo-ney. These leaders help people to feel like they belong. However, productivity may be low and the decisions made may not be in the best interest of the organization.

"Let's vote," is the description of the democratic leader, according to Maloney. Under this leadership style, people own what they create and you get a lot of benefits from group input. However, it's time consuming and majority decisions aren't always in the best interest of the organization.

The coaching leader encourages growth and development and contributes to long-term productivity, however it is time consuming and the costs can be high if there is a great deal of turnover. Coaching leaders generally have assumed the "developer, delegator" role, according to Maloney.

The final leadership style is the pace setter. These people generally say, "Follow me," said Maloney. Although pace setting can be productive in the short term, especially if you have committed followers, it is a problem if people are unwilling to follow or if the pace setter is absent.

Stressing that there is no right leadership style all the time, Maloney explained that a mix of styles, depending on the people and the situation, is usually the best.

The Dairy Day program shifted gears for the afternoon program as Dr. Lawrence Muller, professor with Penn State's Department of Dairy and Animal Science, addressed the crowd on improving

efficiency and the "bottom line." "Unfortunately, lowering feed costs may be impossible in 1996," said Muller. "I try to remain upbeat

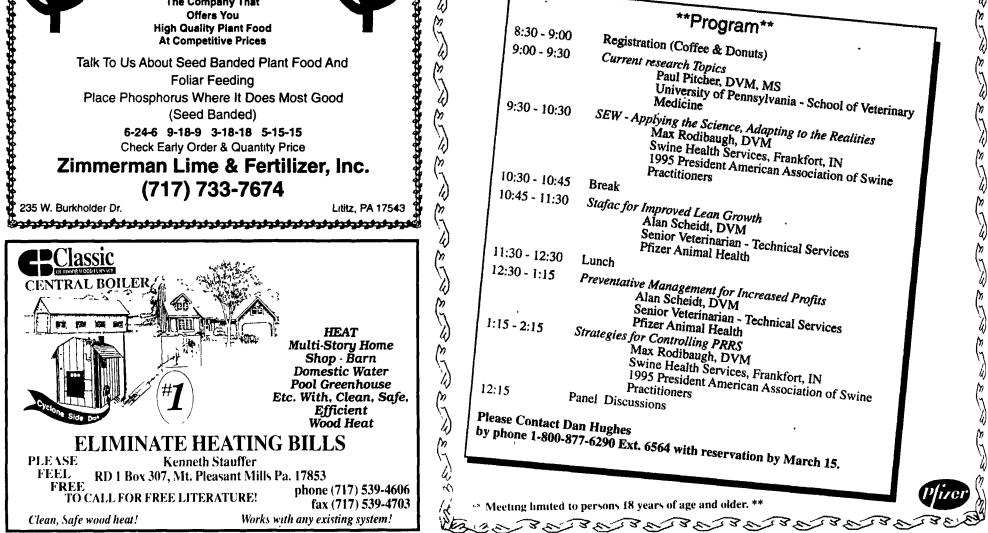
and keep a good attitude. We have to do that if we're going to get through the rough times and hope-(Turn to Page A25)



Thomas R. Maloney, left, of the Department of Agricultural Economics, Cornell Cooperative Extension, answers Russell Gunton's questions about a leadership questionnaire during the morning workshop at Bradford County Dairy Day.



## You Are Invited to Attend Pfizer Animal Health's 6th Annual Swine Seminar Wednesday, March 20, 1996





Patrick Franck, physician's assistant with Bassett Health Care, Cooperstown, N.Y., examines Lehan Power's arm for signs of skin cancer. The screenings, sponsored by the New York Center for Ag Medicine and Health, were free for all Bradford County Dairy Day Participants.

