



Farm Management

GOOD MANAGERS CREATE, NOT CONSUME, WORKPLACE ENERGY

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Remember the four "classic" functions of management — plan, organize, lead, and control — that you learned in school? Although these basic functions are fine for taking care of most of your day-to-day management duties, they fail to reflect the new reality of the workplace and the new partnership of managers and workers.

Today's managers need a new set of management functions based on forging a strong employee/employer relationship:

- Energize. Today's managers need to be masters of making things happen. You can be the best analyst in the world or the most highly organized executive on the planet, but if the level of

excitement you generate can be likened more to a dish rag than to a spark plug, then you may never have what it takes to create a truly great environment. Great managers create far more energy than they consume. Instead of taking energy from the organization, the best managers channel and amplify energy to the organization.

- Empower. Great managers allow their employees to do great work, they empower them to excel. This is a vital function of management because even the greatest managers in the world cannot succeed all by themselves. To achieve the goals of the organization, managers depend on the skills that their employees offer. Effective management is the leveraging of the efforts of every member of a work group to-

ward a common purpose. If you are constantly doing your employees' work for them, not only have you lost the advantage of leverage that your employees can provide, but you are also putting yourself on the path to stress.

- Support. In an open environment, employees can bring up questions and concerns. In fact, they are encouraged to do so. When employees see their managers are open to new ideas, they are more likely to offer suggestions and new ideas.

- Communicate. Information is power, and as the speed of business continues to accelerate, information must be communicated to employees faster than ever before. Constant change and increasing turbulence in the business environment necessitates more communication, not less.

Dairy Management Inc. Goes Back To School To Increase Dairy Consumption

ROSEMONT, IL — As kids head off to school with new outfits, school supplies and textbooks, Dairy Management Inc. is arming local school food service officials with new incentives to encourage students to drink more milk.

Local farmer-funded programs provide important tools to help school food service workers keep milk cold. These programs also help teachers demonstrate dairy's nutritional value in the classroom, according to Bill Haines, vice president, business to business marketing of Dairy Management Inc.

"Schools provide a great setting to reach kids with milk messages. Nationally, school food service programs account for more than six percent of total milk consumption," says Haines. During the average school year, more than 100 pounds of milk per student moves through school breakfast programs alone, adds Haines.

Despite this significant opportunity to increase kids' milk consumption, Dairy Management Inc. and health professionals

alike express concern that some students complain about how milk is served in schools.

"Market research indicates students who are regularly served warm milk in leaky cartons and with limited flavor options may turn away from milk — and its health benefits — for a lifetime," says Haines.

To help bring more students back to milk, Dairy Management Inc. developed materials to train school food service workers regarding proper handling and cooling guidelines for milk.

"Partnering with the National Dairy Council, the 'Cold is Cool!' school food service program reaches roughly 35,000 schools nationally (30 percent of all school districts)," says Haines. "We're training school food service personnel at local schools to serve milk the way students want it — fresh, cold and good-tasting."

The program includes a training video (available in English and Spanish) that Dairy Management Inc. uses when conducting workshops with school food service professionals. The training video and related materials

were reviewed by the American School Food Service Association and the National Restaurant Association.

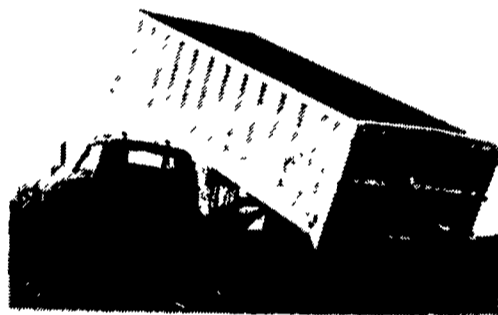
The American Dairy Association/Dairy Council Middle Atlantic (ADA/DC Middle Atlantic) and Pennsylvania Dairy Promotion Program (PDPP), which contracts with the American Dairy Association and Dairy Council Mid East (ADADC Mid East) are the local planning and management organizations responsible for increasing demand for U.S.-produced dairy products on behalf of America's dairy farmers. ADADC Mid East and ADA/DC Middle Atlantic work closely with Dairy Management Inc., the national dairy promotion organization, to implement dairy promotion, education and research programs nationwide. The dairy farmer checkoff program funds both organizations.

Since the program began in 1984, dairy promotion organizations have helped sell more than 225 billion pounds of total milk above the amount projected by the U.S. Department of Agriculture.

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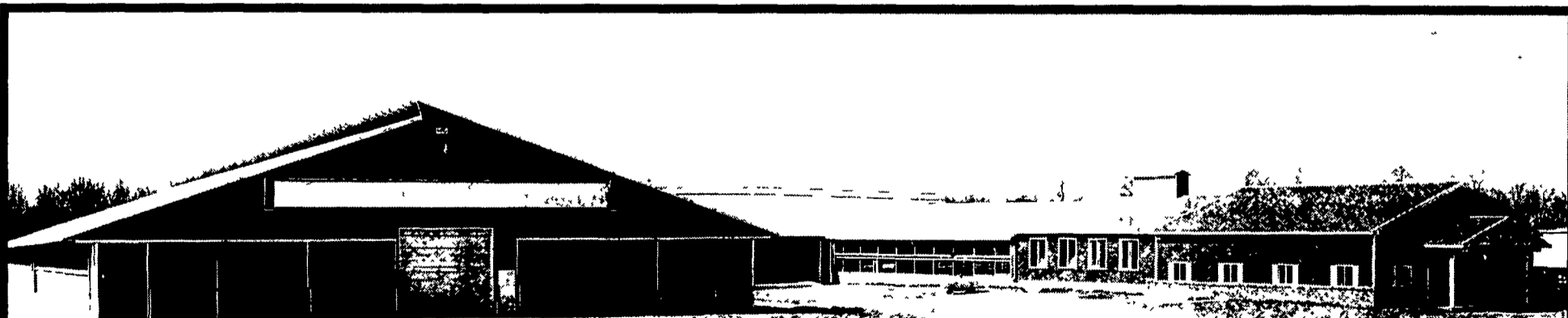


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