



**- Dare to Succeed -
“Leaders Will Build the Future”**





Our GPS Team

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Larry Laughren – CO, WI
Erin Mosley - MN
Chad Mullins – MO, IA, KS, Aust



Our GPS Clients

9 States, Australia

~ 100 dairies

100K+ cows

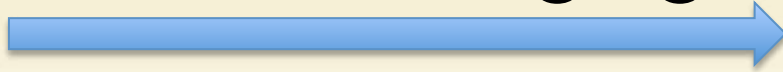
majority > 600 cows

excellent production, growth oriented

Dairy Challenges:

- * labor & future leaders
- regulation & manure
- activists, social media & messaging
- water & weather
- risk management
- global dairy economics

A Changing Dairy Industry



- Cow Comfort
- Preg Rate
- Expansion
- Parlor Efficiency
- Heifer Inventory
- Culling/Marginal Output
- Feeding Audits
- Feed Center Design
- Feed Efficiency
- Money Corrected Milk
- Labor pool, skills & wages
- Teamwork
- CEO/CFO
- Technology & Robotics
- Metrics/Monitors
- Systems
- People – Growth
- Culture
- Communication is key
- Managing vs Leadership

Building Successful Teams

inspired leadership and a shared vision

- Developing & Growing Leaders

- Leaders Forum
- Herd Manager Retreat
- Feeder schools
- Performance coaching
- LIFT Series

- Connect the vision

- Help Build the Team





Our GPS Activities

Leaders Forum

Herd Manager Retreat

Farm Manager Leaders Series – LIFT

Western Dairy Conference

Feed Center Design Meetings

Technical Update Webinars

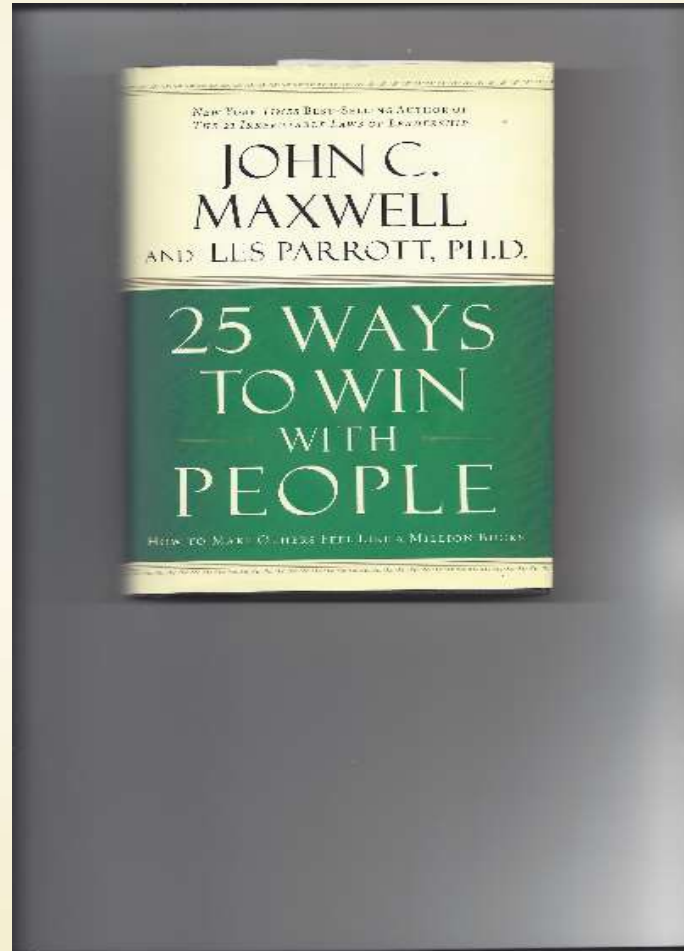
Field Technical Meetings

GPS Team Retreat

GPS Internship

GPS Work Experience

Living in the Margin - 2007



Coaching dairy leaders: What is the ROI of coaching?

Mark Uhlenberg for *Progressive Dairyman*

Editor's note: This article is the second in a series about coaching dairy leaders. The first article appeared in the April 1, 2014 Progressive Dairyman.

Coaching can generate results quickly for dairy leaders, yet there is much of coaching that is leveraged over time as skills are acquired and new perspectives are gained. It can be difficult to define return on investment (ROI) for coaching because of this very aspect. Behavior change is difficult in the best of circumstances, and value rests with the client based on the economic or personal risk involved. Coaching offers a process of accountability to make "it" happen, and every leader has a different "it."

In the first article, I defined coaching as experiential and process-oriented. It helps to stay connected to and focused on your priorities. It also is influenced by the skill set and mindset of the coach. Lastly, that a coaching relationship is pivotal because it impacts the value of coaching. Coaching is highly leveraged on "relationship." The relationship of the coach and client is core to gaining clear agreement on goals and defining each other's role in achieving them. You should use the following as examples of criteria in selecting a coach.

◆ *Trust with confidential and personal information* – The nature of coaching insists that you can trust and be vulnerable in sharing deep personal challenges. These are where the

is human and brings that humanity to the coaching. Boundaries are not to limit conversation but help define and focus it more efficiently on your specific goals and align the coach's expertise more clearly.

◆ *Expert coaches will hold their clients in positive regard* – No matter if they do not share common values on certain areas of life or business. Regardless of what a client may reveal, a professional coach will hold that in context of the client's values and not their own bias. A key practice for professional coaches.

◆ *Your coach is able to respectfully and deeply challenge you when necessary* – This only happens with the first three points above in place. As a client receiving or participating in coaching, you must feel connected and aligned with your coach.

What is the ROI of coaching?

The ROI in coaching is influenced by the size of the business and value being created over time. There is a wide range in fees and ways that coaches contract with clients to do work. That's not the purpose of this article. Instead, I would like to outline the key things you should consider to get the most value from a coaching relationship.

“ A coach needs to establish rapport and encourage openness quickly to help the client get value and increase speed of transformation. ”

Ultimately, you will determine if you are getting the value you want and need from your investment.

Engaging a coach involves more than just budgeting money for fees. Return on coaching (ROC) includes the additional investment of time with your coach, personal time focused on learning new skills, reading or personal research. Clients rarely leave a coaching conversation without "homework" or some action to be taken to integrate learning into day-to-day life and work.

Here are some key factors to consider to maximize your ROC:

◆ You should come prepared to make changes and be challenged. Not unlike any investment, success relies much on the implementation plan of the customer. Unless the coach is lacking in many professional coaching skills or models, it's hard not to get some value from working with a coach.

◆ Maximizing your ROC really starts with the leader, the one who is engaged coaching. If your coach and you aren't connecting and can't gain the necessary rapport needed to work together ... you discontinue the relationship. A professional coach will bring this up in the initial stages. In fact, as a coach I have discontinued

the quicker you create value. Letting one's "guard" down and being fully open with another person may be a difficult part for someone new to coaching. A coach needs to establish rapport and encourage openness quickly to help the client get value and increase speed of transformation. Your willingness to take risks, be open and honest with a coach is core to ensuring ROC. Vulnerability should deepen as trust and rapport builds in any coaching relationship.

I've misunderstood that a client was only looking for advice or consultation. They wanted to be "told" what to do. Telling is just not a part of any coaching relationship and can be a sign that a coach may lack training or coaching skills. Coaching is strategic, deep personal work that, if done well, will respectfully challenge your identity, make you uncomfortable and inspect the status quo diligently. There are no easy answers in this space.

In a recent on-site visit to a client's business,

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GPS Dairy Consulting, LLC with The Heartwood Group, LLC

LIFT Purpose and Goals



Purpose:

- To empower farm managers to influence the performance of their employees, operations, and personal lives.

Goals:

- Go beyond just seminar or workshop experience to create an environment where real change and growth can take place in individuals that enhances their personal and career success.
- Have fun learning with other like-minded leaders who want to be more effective.
- Create long lasting partnerships and relationships for learning and development with participants that goes beyond the sessions.



2015 Farm Managers Leadership Series

Dates:

Feb 11-12

April 7-8

July 29-30

Locations:

Diamond V Hdqtrs, Cedar Rapids IA

New Sweden Dairy, Nicollet, MN

Pagel's Ponderosa Dairy, Kewaunee, WI



LIFT Leadership Development



- about change within the leader that then contributes to change in your dairy and their work – life - balance
- about “leadership” development and experiencing that growth
- interacting with great leaders, exposure to successful people
- gaining unique personal perspective
- they will be challenged in an interactive work group environment
- lots of time to interact with other farm managers and experienced managers/leaders to share ideas
- having fun while growing, networking, and learning is a key value
- memorable and something they can be proud of completing

LIFT Skills and Competencies



- **Strategic Thinking** – Defining problems and maximizing engagement in implementing solutions
- **Systems Thinking and Leading Change** – How to make change a natural part of the culture
- **Leadership Development** – Coaching and managing for top performance
- **Personal Planning and Organization** – Foundations of success for leaders and managers
- **Meeting Facilitation and Building Agendas**– Building blocks for executing plans and building the team
- **Personal Awareness** – Leadership style, personal preferences, and managing daily challenges
- **Personalized Coaching Sessions** – Conversations with a coach during the program to accelerate learning and experience coaching process.
- **Networking** : Building relationship and sharing ideas with other great farm managers



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Here's How We'll Roll



- Thank You to site hosts & Heartwood Group !!
- Sign-up limited to 2 managers/owner per dairy
- 2015 group max limited to 35 people – FCFS sign-up
- Sign-up available here @ Leaders Forum or online
- Deadline for sign-up January 16th
- One over-night at each session required & covered by dairy
- Hotel room block will be arranged by GPS Consulting
- Travel arrangements to the session site on own

Here's How We'll Roll



Registration includes all sessions, meals on-site, materials

LIFT Series fee \$1850.00/person

Invoiced upon registration, no refund based on missed sessions, same dairy alternate as needed

Here's How We'll Roll



ROI of LIFT Series (appreciation vs depreciation schedule?)

- Paid time 6 days @ 18/hr = \$972.00
- Hotel cost 3 nights = \$300
- Gas & mileage = \$660
- LIFT Series fee = \$1850
- Total Investment = \$3782

1000 cows @ 90 lb/cow - 328,500 cwt/yr

\$0.011/cwt investment for 1 yr for an appreciating asset



GPS Dairy Consulting, LLC with The Heartwood Group, LLC