

People challenges and what can be done to overcome them

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Abstract

A targeted and practical overview of the tactics that can be employed to resolve common interpersonal challenges found in the livestock production industry is presented. A call to action for those seeking to help their clients improve their businesses.

Key words: livestock, personnel, leadership

Résumé

On présente ici un aperçu pratique et ciblé des tactiques qui peuvent être utilisées pour résoudre les problèmes interpersonnels courants dans l'industrie de la production du bétail. C'est un appel à l'action pour ceux qui cherchent à aider leurs clients à améliorer leurs entreprises.

Background

I want to start by giving you a little bit of background as to how I got to be here with you today. When I was originally asked to speak to this group, I was given the following guidance as to what my topic should be about:

- The leadership of this association thinks that veterinarians are not approaching the animal welfare topic as aggressively as they should be.
- This holds especially true on the dairy side.
- There are a lot of people watching abuse videos and hoping that one is never filmed on one of their dairies.
- It is known that the animal rights groups are staging some of these videos.
- The public is becoming wary, but is not in full belief yet.
- We would like to stir up the thought process that we can be more involved as veterinarians.
- We looked back at when Beef Quality Assurance (BQA) started and veterinarians were initially opposed to it.
- In that instance, it actually took the producers to influence the veterinarians to act differently.
- Change is hard.
- You can change it yourself or have it changed for you (examples exist in poultry and hogs).

I asked more specifically what I was supposed to do about this situation and I received the following guidance:

- We do not want to tell you what to talk about.
 - We think that developing the leadership skills of veterinarians is good.
 - Your topic does not have to be tied to animal welfare.
 - Topics including accountability, "science vs the consumer vs public perception," and being proactive to make change as opposed to being told what to change would all be good to cover.
 - There will be about 300 people in the group so it will be more like a lecture than anything.
 - It is okay for you to use some guinea pigs.
- Here is what I took away from all of this:
- Do whatever you want.

So this worked out perfectly for me since my style is to do and say whatever I want anyway. Let this be disclaimer number 1. These are my thoughts and opinions only and not those of my employer.

Disclaimer 2 is this: I will consider it a victory if any of you leave this presentation angry, upset, mad, or with hurt feelings. It's not personal, that's just the effect I oftentimes have on others and I have found that if I can get people emotional, I can get them to take action.

My third disclaimer is that my approach to problem solving is pretty simple: 1) identify the problem, 2) identify possible solutions, 3) implement solutions, 4) measure results, 5) repeat as necessary. Why is this a disclaimer? Because in 90 minutes, the best I can do is work on items 1 and 2. Someone else will have to work on 3 through 5. Sorry.

My final disclaimer revolves around my qualifications to be here speaking in front of you today. The truth is that only my experience and my perspective qualify me. That's about all that I bring to the table. I'm not an academic nor am I an author, so if you feel the need to argue with me from an academic perspective, the odds are that either I will agree with your argument or I will disagree with it, thus making the argument pointless, so let's just forego the arguments altogether, shall we?

Now that we have all of that out of the way, here's the approach I took in getting started.

Method

I wanted to make my topic as relevant as I could, so I started by getting some feedback from a small sample of the membership. Twenty-two people completed a survey. They were asked the following questions:

1. What are the most significant people challenges or issues that you and/or your clients face today?
2. Considering your answers to question 1, tell me whether or not you think these challenges or issues will improve or worsen during the next 5 years. Why do you think what you think?
3. What are your most important PERSONAL leadership challenges?
4. What impact (if any) do these people challenges or issues and/or your PERSONAL leadership challenges have on your ability to ensure that the animals entrusted to your care are treated humanely?
5. In what year were you born?
6. If you were born in 1955 or earlier, answer this question: Do you have a succession plan? If so, have you or are you acting on it? What key steps must you take in the next 12 months?
7. What are your personal expectations for newly minted DVMs and technical work staff entering the workforce?

My hope was that the answers to these questions would lead me to developing relevant content for my remarks today. I discovered that items 3, 5, 6, and 7 were either not very relevant or not distinct, so I won't spend any time on those items. As for items 1, 2, and 4, item 1 generated the most interest and items 2 and 4 gave us a bit more insight into item 1. So as I present to you today, we will look at items 2 and 4 first and then we will dive into item 1 in greater depth. Look for any proposed solutions to be presented as "Helpful Tips" throughout the presentation today. I call these "Helpful Tips" for a reason. You are not obligated to follow any of them. They are meant to be helpful, but if you choose not to follow them, they will offer you no help.

Survey Item 2: The Forecast For The Future

- Fifteen respondents indicated that the problems and challenges identified (though not yet discussed) will either stay the same or get worse
- There were 7 hopeful people in the group who said things would improve and here is why they thought that (in summary):
 - As dairies realize the importance of employee training and as dairy size continues to grow, then the dairy will hire an employee that is in charge of employee training. This way the training will be completed. HR person – in charge of hiring employees and employee training and workmen's comp. This is becoming a full-time position and the dairy owner realizes this. Not everyone, but I see a trend in dairies having a full-time employee with this job description.
 - I believe they will improve as the industry and profession improve their training efforts and reduce the number of bad actors, which can be portrayed to the public.

- I think they will improve because we are working to diagnose our human resource problems and make an effort to resolve them.
- The primary reason I think they will improve is because I am being allowed to have more authority on hiring decisions and I have found that good people attract more good people - and I believe that since I have been able to have more impact on finding good people, there has been a steady attitude improvement.

Let me provide you with my interpretation of all of this in the form of a mission statement:

"Our ability to solve our people problems rests entirely on the shoulders of the human resources department."

Now, I have never personally seen this mission statement hanging on a wall anywhere, nor would I ever hope to. As a longtime corporate guy and former human resources professional, let me be clear when I tell you that if you are waiting on HR to fix something, you're backing up.

Helpful Tip #1: Leaders create culture and culture creates results

Find a great organization and you are likely to find a great human resources function, but you will also find great leaders. Do not confuse who created what. Great leaders run great organizations and they align the systems and processes within the organization to create great results. HR is part of this machine, but it is not the engine. The leader is the engine.

Helpful Tip #2: People are more likely to follow leaders than they are to follow policies

Do not abdicate leadership and don't let your clients do it either. Depend on HR for help, but not for leadership. Improvement will come from leadership. I promise.

Survey Item 4: The Impact People Have on Animal Care

When asked about the impact that the people challenges will have on animal care, survey respondents indicated as follows:

- Five respondents indicated that people challenges are neutral (no linkage to animal care)
- Nine respondents indicated that people challenges are somewhat negative from the standpoint that the challenges prevent them from making improvements in animal care
- Only 2 respondents indicated that the impact is negative
- One respondent indicated "not my job"
- The balance did not respond
- Here are some select comments to give you more insight into the issue:
 - If management is only focused on profit and the time clock, animal welfare will always come

second...when that is the mindset of the farm you can't change the culture of care...if the management isn't actually working with animals day to day, they don't see what can go wrong or right, nor do they remember the frustrations that came with working with 1,800 pound animals who never learned how to read a clock.

- Where do you draw the line between bad management decisions and mistreatment, and then when does mistreatment become abuse?
- It is more difficult on smaller farms to deal with animal welfare issues because the owner is the person who is often responsible for the welfare problem. If one sees a welfare issue from an employee the manager/owner can be approached. If I see an issue on a small farm I need to confront the person committing the problem (example - poor animal handling, lameness problems, etc.). It is sometimes difficult to convince an owner of the problem therefore fixing it can be difficult. Unfortunately, the worse the situation is, the harder it is to approach the owner and convince them to fix the problem.

How can one interpret this? People will do what is modeled over what is expected. They will choose to do what is expected or demanded only when there is legitimate accountability or enforcement involved. It is indeed possible to expect proper care for animals from people if and when the leadership of the organization models care. In some way, this is about inspecting what you expect.

Helpful Tip #3: Remember the phrase "Tone At The Top"

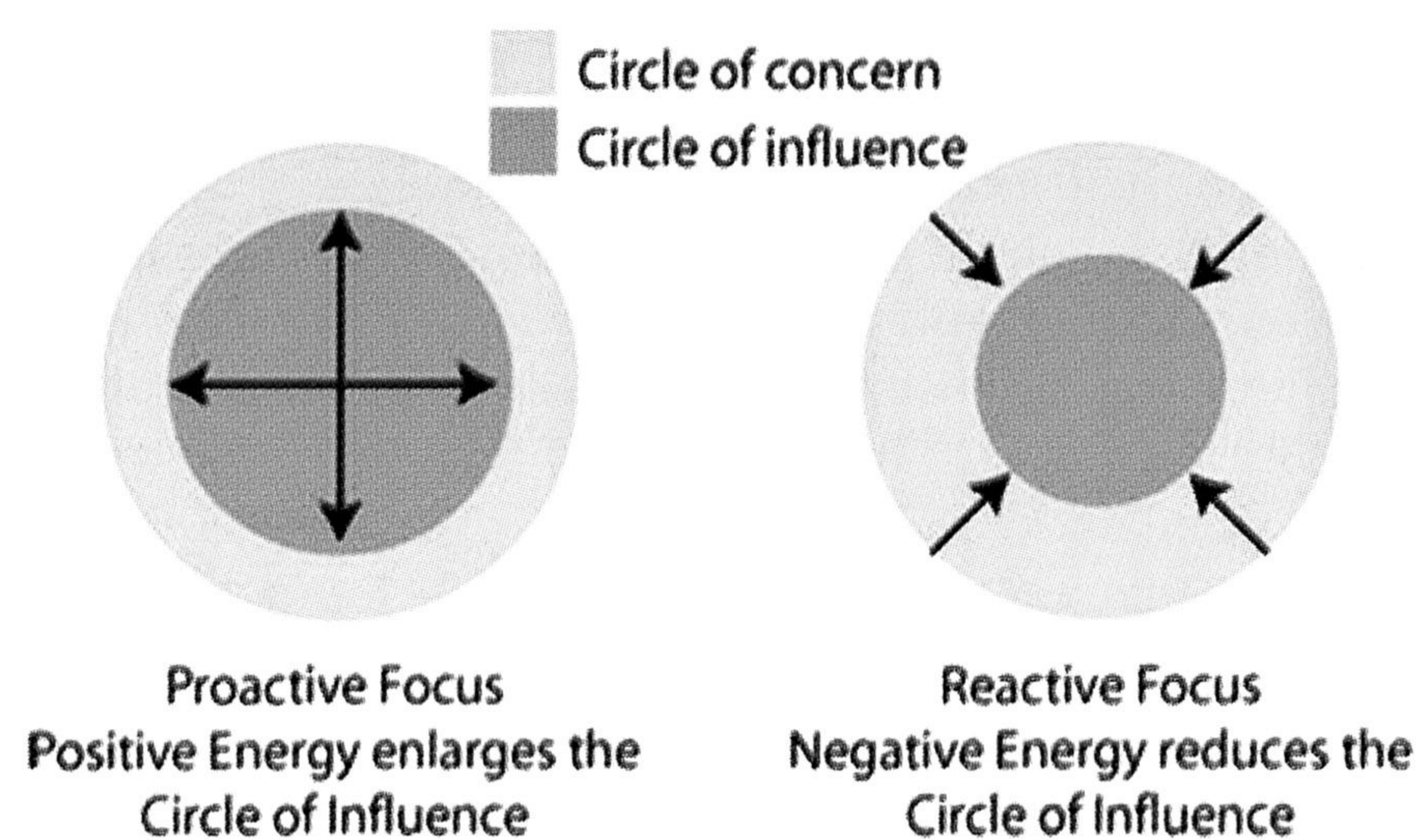
The top leader in the organization sets the tone by his or her actions. This is what I referred to as modeling. Very simply, this looks like, "let me show you." If you encounter an animal welfare issue, certainly talk to the offender, but be sure you are having the conversation to properly set the tone at the top as well.

Survey Item 1: The most significant people challenges or issues that we face today

There were several themes present in the responses. Here are the ones we are not going to discuss today:

- Price fluctuations
- Cash flow
- Immigration reform

Why am I ignoring these? Mostly because...



Source: Stephen R. Covey, *The 7 Habits of Highly Effective People*

We are going to spend our time talking about problems we can solve. I know for certain that we can't reform US immigration policy and I am reasonably confident that if we start talking about prices and cash flow, we will end up talking about economics and risk management and we just don't have time for that right now.

So, the key themes that we can do something about included:

- Finding and retaining quality people with some level of knowledge
- A topic that I now lovingly refer to as: "communication and language/cultural diversity" (I inserted the word "diversity" but the word I think was most frequently used in the responses was "barriers")
- Change
- Leadership, management, and accountability
- Maintaining touch with a society that is far removed from agriculture

So we are going to take these items 1 by 1 and see what we can do about them.

Finding and retaining quality people with some level of knowledge

Let's start by developing a baseline understanding of the underlying process involved in talent acquisition and retention. There are a few key items that are relevant to the process. We need to:

1. Have a clear understanding of the position we are trying to fill
2. Have a clear picture of the person we want to hire, which must include the required skills and abilities as well as the desired behavioral traits
3. Create a compelling reason why someone would choose to come work at our operation
4. Have a process by which we are going to onboard someone into our organization
5. Have a means to define, measure, and reward success
6. Have a mechanism for delivering and receiving routine and frequent feedback

These are just the guts of the process, but they are sufficient for our purposes today.

The position. In my days as a recruiter, it was quite common to get phone calls from an employer needing to find someone. Upon further investigation, I could quickly learn that there was no position description, no understanding of what it would take to have a person fit within the organization, and no understanding of what success would look like for the employee. I refer to this as the, “I’ll know ‘em when I see ‘em” approach to hiring. For the record, the results are routinely disastrous.

At a minimum, we need to be able to clearly and concisely describe the position to a potential employee. They need to know what they can expect when they come to work at our operation. This would encompass everything from tasks, required training, work schedules, pay dates, benefits, and so on. We are trying to not only communicate what is expected, but we are also establishing the means by which we can measure their success once we get them hired. If you or your client do not have this type of a comprehensive written document, then failure is occurring.

Who are we looking for? This is a great question that needs an answer before you begin the search. When we go to hire someone, we often look for a direct replacement. Someone with the same experience and knowledge as the person we may be replacing. But let’s keep it real for a moment. Are we looking for someone that actually exists or do we need to dial back our requirements? In other words, is the desired skillset even available in the workforce? How much training are we willing to give? Is it better to hire values and train competence or hire experience and hope that the employee does not stir up too much crap after they get onboard? These are a few of the questions we can ask to help ourselves or our clients get on the right track.

Many of you responded that it is a challenge to find knowledgeable and hardworking people to work with livestock. Are we looking for unicorns? Leprechauns? Fairies? I don’t think so. We already know these people and we work with them on a daily basis. So they do exist, but are we doing what we must in order to attract them into our industry?

Helpful Tip #4: Develop Your POOLE

1. Purpose. If yours is to make money, that is great and as a capitalist myself, I applaud you. It’s just not different and not compelling to me or to a lot of people. Figure out why you do what you do and communicate it. People care about this more than you think.
2. Organization. The company culture, the team, your processes, your approach, all the things that set you apart from your competitors. Define them and communicate them.

3. Opportunity. This is about the candidate. What do you have to offer them right now and into the future in terms of opportunity? Many people have an inherent desire to grow and develop. How can you communicate to a candidate that this opportunity exists for them?
4. Leader. This is your opportunity as the leader to talk about what you like, how you approach things, what makes you happy, mad, and so on. They need to know. Better to find out if there is a fit up front than to learn it later.
5. Everything else. This includes compensation, benefits, work schedule, and about everything else that can be of benefit for the candidate to know in order to choose you as an employer over another employer.

Most employers spend way too much time on item 5 and not nearly enough time on the other items. It is my view that if a leader will spend sufficient time understanding and explaining these areas, they will first learn where their shortcomings are and then they will learn how to create a compelling message that will attract top talent into their organization. If that is indeed the goal, then the good news is that we can do something about it using a very simple methodology, but just in case you are not convinced that this is necessary, let me show you some data that may help you change your mind:

http://www.google.com/publicdata/explore?ds=z1ebjpgk2654c1_&ctype=l&strail=false&bcs=d&nselm=h&met_y=unemployment_rate&fdim_y=seasonality:U&scale_y=lin&ind_y=false&rdim=country&idim=country:US&idim=country:CN0812300000000:CN2006700000000:CN1604700000000:CN4820500000000&ifdim=country&tstart=1362034800000&tend=1427608800000&ind=false

These are unemployment statistics for some cattle (beef and dairy) producing counties scattered throughout the Plains states. It’s just a sample and no county was included or excluded for discriminatory purposes. I use this only as a means to illustrate why employers may need to differentiate themselves from their competition.

Just look at the unemployment rate in Hartley County, Texas. If you are trying to hire someone to work for you in that county, you can bet that the applicant pool will be quite thin. If by some miracle you are able to get a good applicant to walk through your door and you offer them the same everything as the guy next door, why will that applicant choose you over your neighbor? If he or she does, my bet is that they are a felon. More importantly, what must you do in order to attract that fantastic employee who is doing a great job at your competitor’s place of business to come to work for you? Be different in order to be better.

In short, to hire the best employees, one must think about where they are first and what it would take to get them to work for you over someone else. A few things to think about:

- I'll say it again and maybe for the last time. **KNOW YOUR PURPOSE.**
- The leader matters. A lot. Think about it like this... what kind of person enjoys working for an a--hole? An a--hole does!
- Compensation, benefits, and work schedules matter. Remember, with low unemployment, people have choices. Figure out what you need to do to make them choose you or your client.
- There is a cost to having a poor performing person on the team. There is also a cost to having a vacancy on the team. Figure out the costs and use them to justify change in your organization or in your client's.

Here is a little story for you. I was working with a feedlot operator who was looking for a cattle manager for their 80,000 head feedyard. The position had been vacant for 12 months. When I asked them what they wanted to pay to fill the spot, they told me, "No more than \$65,000." I asked them a simple question, "If I could bring you an absolute superstar, would you consider paying them \$85,000." Their response was predictable, "Absolutely not!"

I followed up by asking them what their fat cattle were worth. They didn't want to part with the exact figure, but for the sake of our discussion, we agreed to a value of a dead animal as \$2,000. I asked the manager if he thought that a superstar cattle manager could save him 4 head of cattle per month just by being on top of things. He told me, "Well, he better." So with this in mind, we did some quick math... This person could save 48 cattle per year at an agreed-to cost of \$2,000 per head, which works out to about \$96,000 per year in savings, but we would not be willing to pay an additional \$20,000 to get this value?

Helpful Tip #5: Do the math. Make the case. Pay the money.

Onboarding. There is probably not anything more critical during the beginning of an employee's employment than how they come on board. This is like a first date. You've had good ones and you've had bad ones. Most of you only needed 1 bad first date to get the picture... RUN! Each organization is going to have a different onboarding process. Of key importance are:

- Establishing the working relationship between employee, leader, and team
- Outlining expectations and means for giving and receiving performance feedback (more on this in a minute)
- Training to ensure that the way the employee will begin performing tasks is aligned with the way the company and leaders want to see tasks performed

All too often these items are taken for granted and this is a critical error. Assume nothing. Ensure everything.

Defining, measuring, and rewarding success. This one is fairly simple. If you have no expectations, they will most

certainly be met. One of my favorite Stephen Covey quotes goes something like this, "Every organization is perfectly aligned to achieve the results it gets."

In order to be successful, one must first define what success will look like. In about a month from now, I will be competing in Iron Man 70.3 in Tempe, AZ. That's a 1.2 mile swim, a 56 mile bike ride, and a 13.1 mile run. I have been training for this race since April. My definition for success in this event is a 30-minute swim, 3 hours on the bike, 2 hours on the run, and 5 minutes in transitions. This adds up to a total time of 5 hours 35 minutes. I know what I want to achieve and I have a daily plan that I work from to achieve success. If I stick to my plan, success is predictable, though not necessarily easy.

On my refrigerator door is the training schedule laid out by day. I highlight sessions completed, make notes, track my activity using an assortment of apps on my iPhone, and so on. I am measuring my activity to ensure achievement of the goal. The point is this: the more I focus on executing my daily plan, the more likely I am to achieve my long-term goal. It should be no different in the work place. Success comes by:

Helpful Tip #6: Set goals, act on them, measure results, be accountable

- Knowing and taking measurement of the most important things that an employee or team needs to achieve within a given timeframe. This must be focused, so never more than 3 goals at a time and remember, these are the things that we must achieve in order to win. These are improvement-oriented and time-bound. Think of these goals as "improving from x to y by this date."
- Taking daily action on those things that will have the greatest impact on successful achievement of the goal. Frankly, these are bets you are going to take. You are trying to determine those 80/20 activities that you are going to work on that will help you achieve those top priorities. Completing these activities or tasks should have the greatest impact on achieving your important goals. That is the bet.
- Measuring achievement of both the actions and the larger goals so that a person knows if they are winning or losing at a glance. This is a scoreboard that is regularly and continuously updated.
- Establishing some mechanism to ensure accountability – very simply, did the employee do what they needed to do today? This must be done with routine frequency. Weekly is a minimum. If something is important, we study it and discuss it. If it's not, we ignore it. Do not ignore the need to achieve top priorities.

Feedback. As I outlined the necessary steps, I indicated that feedback goes both ways: from boss to employee and from employee to boss. This is critical. Why? Because it looks

a heckuva lot like a relationship, which is what is required for retention. Successful employees feel a part of the organization. They need to know where they stand and the environment needs to be safe, comfortable, and open.

Communication and Language/Cultural Diversity

Merriam-Webster defines barriers as follows: “A law, rule, or problem, etc. that makes something difficult or impossible.”

Let me just point out that I think I understand this problem already. The problem is that we view this as a problem. A barrier. Cultural diversity and language differences are FACTS. They just are.

Helpful Tip #7: I don’t care if you learn Spanish or if you teach your employees to read and write English or if you do both. I can promise you that leaving this type of a barrier in place is just ignorant.

My 2 best friends in this world are a 30-something South African and a 20-something Asian-Hawaiian. How much do you think we had in common in our first meeting? You know how I got to learn more about these 2 people? From talking to them and listening to them. The thing we did have in common was our language. We could communicate with one another. I will put it to you this way. If you can communicate with someone, you can learn about them. If you can learn about them, you can ask them questions and understand their background, biases, perspectives, and more. If you can do those things, the cultural barriers will vanish. ‘Nuff said.

Change

As I went through the survey responses, I recognized that a number of you have been personality profiled. Although the profile was not named, it looked like maybe Insights or DISC had been something many of you may have been exposed to in the past. Why is this relevant? Because this next part is going to potentially upset some of you.

In more than 1 response, I read this, “Due to my innate hard-wiring, I am unable to conduct myself in such a way that will make things better with my clients.” Okay, those may not have been the exact words that were used, but that was the message.

You know how you are hard-wired and you are using that hard-wiring as an excuse to not do the things that you need to be doing. Guess what? I am an introvert and yet I am right here in front of you all. Yes, this is sucking the energy from my body and in less than an hour I will be completely exhausted, but I am here. My hard-wiring never prevents me from doing what needs to be done. That is a choice that I can make any day and anytime.

Similarly, we want people we work with to change their behavior or hard-wiring even though we refuse to change the same things in ourselves? I don’t get it.

Helpful Tip #8: If you recognize your own shortcomings, make corrections. If you recognize shortcomings in others, help them make corrections.

Resisting Change. For God’s sake, who doesn’t resist change? I suspect that everyone in this room resists change when it is being done to us. What makes your clients any different? If you want people to embrace change, there has to be a compelling reason to make the change. There are countless examples I could use that would demonstrate how this model works... the smoker who chooses to smoke every day up until they receive their lung cancer diagnosis, the obese person who does not eat right or exercise right up until they have a quadruple bypass, the dairy who mishandles cattle every day until someone shows up with a video camera and exposes their practices. This list could be exhaustive.

Helpful Tip #9: Think about change in this context and think about how you can create that “burning platform” for change with your clients. What are their emotional triggers and how can you trip them? What are yours and how can they be tripped?

We do what we do as people because we’ve always done it that way, right? Everything from our work schedules, to our pay practices, to our training regimens, and so on. We do what we do because we’ve always done it that way. But is it effective? Are we getting the results we are capable of getting? Note that I did not say, “Are we getting the results that we desire?” I think we are quite capable of lowering our expectations with little help, but what about raising the standard to excellence? What would that look like and what would we be willing to do in order to achieve it?

Leadership, Management, and Accountability

So what do you need to know about leadership, management, and accountability that can help you in your practices?

Let’s start with the basics. At its essence, leadership is influence. That’s pretty much it. How can I get someone to do what needs to be done but have it be his or her idea? Let’s put this in the context of people. In an organization, either people matter or they don’t. Really. You can’t fake it. If your people don’t matter to you, they probably already know. If your client’s people don’t matter to them, their people already know. In either of these situations, you are left with a couple of options:

1. Recognize the fact that people don’t matter and adapt, (in other words, suck it up) OR
2. Change your own thinking (if you are the problem) or influence your client to think differently

If you are an analytical type who needs to see, touch, and feel the facts before making a decision, DO NOT assume that your client works the same way. Since many of you know how you are wired are you equally as aware of how your people or

clients are wired? Are you making the connections between what they need to know and what they actually know? This is influence in its simplest form.

I need to understand the motivation of the person I am trying to lead or influence. What makes them tick? What do I need to do in order to get them to see things differently? I know that many people don't see this as easy, but it is. The problem is that it requires us to learn. To converse, to ask questions, to understand. Most of the time our lips will not be moving when we do this and this is also hard.

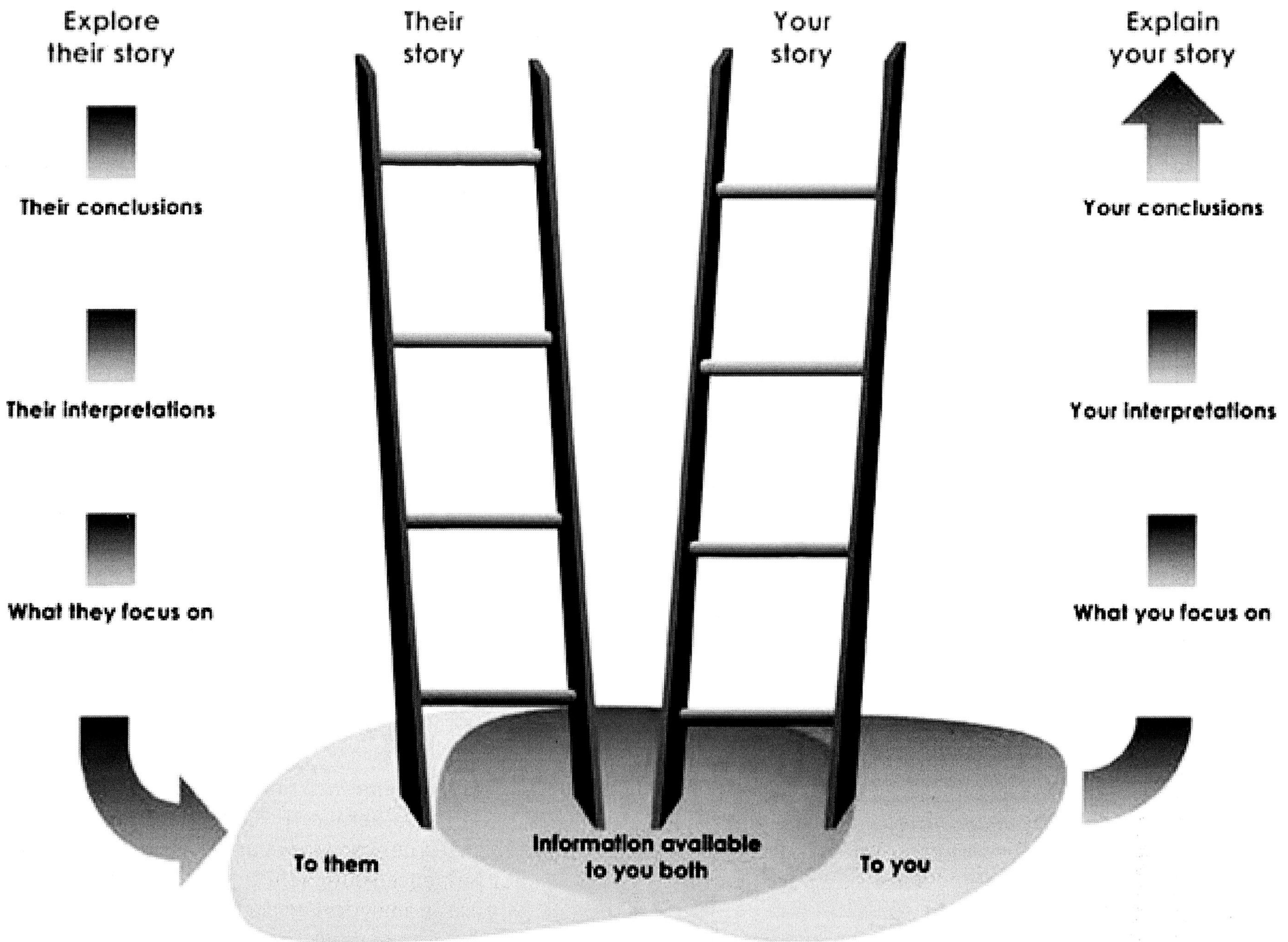
Helpful Tip #10: If you want to lead or influence, listen first.

By listening, you will collect the data you need in order to understand how to influence your follower, client, owner, etc.

Since leadership is about people, management is about things and processes. The 4-step model given earlier about

goals, actions, measurement, and accountability will get you where you want to be. I promise. I also promise that it doesn't work at all if you don't do it.

So the last aspect of this part of our discussion is accountability. This one is scary to a lot of people as was evidenced in the survey responses. "The Difficult Conversation" as it is often referred to is what people work hard to avoid. More on that in a minute, but let me first convince you as to why accountability is not scary. Because it is quite simply nothing more than asking why something did or did not get done. Nothing more. I have no plans to yell, berate, belittle, or otherwise demean the person I am helping to be accountable. I am only asking them questions to understand if any gaps in their performance exist and if they do how I can help them alleviate those gaps. I can do this with an owner, a CEO, a middle manager, and even my wife. I will be more successful if I stick to a certain playbook, which I will share right now.



Adapted from Chris Argyris and Action Design. Argyris, C., Putnam, R., and Smith, D.M., *Action Science*. San Francisco, CA: Jossey-Bass, 1985.

Helpful Tip #11: Maintaining Touch with a Society that is far Removed from Agriculture

Here is 1 of the survey responses that sums this one up pretty well: "The biggest challenge as a whole for people in our industry is keeping in touch with a society that is constantly further removed from agriculture. We live in a country that is dominated by liberal media and headlines do not have to be justified by science. We are in a popularity contest and by definition rural America is outnumbered!"

Or...

<http://fofarms.com/>

<https://www.youtube.com/watch?v=JJRy82i8e5Q>

So before we get into any kind of a debate about this outfit or before we start reading the negative comments posted on YouTube, let's just point out what they are doing: It's not nothing...

Is this for all of you or your clients? I don't know, but they are doing something, not nothing. Many of the survey responses indicated, "The consumer is demanding greater transparency." Well, Fair Oak Farms is transparent. They are not doing nothing. By the way, I went to their careers page and they don't have any vacancies in the production positions. Further, their tours are a revenue stream. People actually pay money to visit a dairy!

Conclusion

There are those out there who define insanity as doing the same thing over and over and expecting a different result. I am 1 of those people. I am a believer in change. As you consider the topics shared today, I would leave you with a few things to reflect upon:

- As you select your activities for continuing education each year, are they helping you to be a better veterinarian/leader/person?
- Are you engaging with the right stakeholder groups to push change?
- Are you pushing yourself to change enough?
- As an example, would something like involving yourself in the One Health Initiative be of value to you and the industry you work in?
- What about attending a workshop to further develop your leadership and influence skills?
- Maybe something that would help you learn how to apply the 4 Disciplines of Execution, or something that would help you improve your ability to hold others accountable?
- Would this make you an even more valuable resource to your clients?

As I come to a close, I am hopeful that 1 of you will leave here today with a sense of urgency to create change for your self, your clients, and within the industry. Sometimes it only takes 1.

The final thought that I would like to leave you with is this:

Helpful Tip #12: Your perception doesn't matter. Your client's perception doesn't matter. Everyone else's perception matters. That is our reality in production ag. Change or be changed. It comes whether you welcome it or not. You can wake up tomorrow and do the same things you did the day before and get the same results you've always gotten. Or you can wake up tomorrow, do differently, and achieve differently. The choice is yours.

SOMETHING GOOD JUST GOT BETTER

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- ◆ Shorter Sub-Q Withdrawal Time Than Nuflor®
- ◆ FDA-Approved for Sub-Q Use in Cattle at High-Risk of BRD
- ◆ Broad Spectrum Treatment and Control Against BRD
- ◆ Rapid Therapeutic Blood Levels
- ◆ Unique Formulation

**SHORTER
SUB-Q
WITHDRAWAL
TIME THAN
NUFLOR®**



Observe label directions and withdrawal times. Federal law restricts this drug to use by or on the order of a licensed veterinarian. For use in beef and non-lactating dairy cattle only. Not approved for use in female dairy cattle 20 months of age or older, including dry dairy cows. Animals intended for human consumption must not be slaughtered within 28 days of the last intramuscular treatment or within 33 days of subcutaneous treatment. Do not use in calves to be processed for veal. Intramuscular injection may result in local tissue reaction which may result in trim loss at slaughter. See product labeling for full product information, including adverse reactions.

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0915-591-101A **FOR VETERINARY USE ONLY**


Norbrook®

ANADA 200-591, Approved by FDA

Norfenicol[®]

(florfenicol)
Injectable Solution
300 mg/mL

For intramuscular and subcutaneous use in beef and non-lactating dairy cattle only.

BRIEF SUMMARY (For full Prescribing Information, see package insert.)

INDICATIONS: Norfenicol is indicated for treatment of bovine respiratory disease (BRD) associated with *Mannheimia haemolytica*, *Pasteurella multocida*, and *Histophilus somni*, and for the treatment of foot rot. Also, it is indicated for control of respiratory disease in cattle at high risk of developing BRD associated with *M. haemolytica*, *P. multocida*, and *H. somni*.

CONTRAINDICATIONS: Do not use in animals that have shown hypersensitivity to florfenicol.

NOT FOR HUMAN USE.

KEEP OUT OF REACH OF CHILDREN.

Can be irritating to skin and eyes. Avoid direct contact with skin, eyes, and clothing. In case of accidental eye exposure, flush with water for 15 minutes. In case of accidental skin exposure, wash with soap and water. Remove contaminated clothing. Consult physician if irritation persists. Accidental injection of this product may cause local irritation. Consult physician immediately. The risk information provided here is not comprehensive. To learn more, talk about Norfenicol with your veterinarian. For customer service, adverse effects reporting, or to obtain a copy of the MSDS or FDA-approved package insert, call 1-866-591-5777.

PRECAUTIONS: Not for use in animals intended for breeding. Effects on bovine reproductive performance, pregnancy, and lactation have not been determined. Intramuscular injection may result in local tissue reaction which persists beyond 28 days. This may result in trim loss at slaughter. Tissue reaction at injection sites other than the neck is likely to be more severe.

RESIDUE WARNINGS: Animals intended for human consumption must not be slaughtered within 28 days of the last intramuscular treatment. Animals intended for human consumption must not be slaughtered within 33 days of subcutaneous treatment.

Not approved for use in female dairy cattle 20 months of age or older, including dry dairy cows as such use may cause drug residues in milk and/or in calves born to these cows. A withdrawal period has not been established in pre-ruminating calves.

Do not use in calves to be processed for veal.

ADVERSE REACTIONS: Inappetence, decreased water consumption, or diarrhea may occur transiently.

Manufactured by:
Norbrook Laboratories Limited, Newry, BT35 6PU, Co. Down, Northern Ireland.

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