

82 or 83 years old. Extremely sharp lady. Someone asked her one day, "How do you manage people?" She said, "You don't. You manage things and you lead people." And that's what it's all about—you manage things and you lead people.

I was pleased to hear Bob Henry talk about negative things. That's not the way we get things done. That's not the way we motivate people. We talk about the positive things. I like to be constantly on the look out for things done almost right. You know, everyone of us is different and to get that job done right in your estimation may be a little different from that person out there on that farm. Look for things done almost right and then compliment them. You did a good job. When corrections must be made, criticize the act, not the person and in private, if at all possible. No insult hurts more than that of implied inferiority. No cut or wound can penetrate so deeply. Enjoy and encourage competition among the people you work with. It's human nature. We all like to compete. We all like the action and to compete against each other.

I am reminded of the story that Dale Carnegie related in his book *How to Win Friends and Influence People* about a steel mill that Charles Swab had charge of. As I understand it, Mr. Swab was talking to one of his supervisors. Wondering why they couldn't get more done the supervisor said, "I don't know, maybe it's sorry people. Don't know what it is." As I understand it Charles Swab took a piece of chalk and walked into the entrance of that factory and in

chalk on the floor wrote (after talking to the supervisor and discovering that last night they had completed six firings in this plant) the number six on the floor. The next shift came in. "What's this?" "Well, the shift just before you got six batches run through." At the end of the next shift, somebody had scrubbed the six out and written a seven. This continued from one shift to the next until the number 10 was written. So what did he do? Just simply through competition increased the output by 40 percent. Same people, same effort. In the final analysis, the art of people leadership amounts to being kind.

Like the true Southern Baptist that I am also, any good sermon needs three points and a poem, right? So here's mine:

So many Gods, so many creeds,
So many paths that wind and wind
What all this weary, sad world needs
Is just the art of being kind.

Any fool can make another person unhappy, it's the rare person who has developed the talent, as we have heard this morning, of making people happy. I see people every day who are starving for a word from someone they respect and admire, "I'm proud of you. You're doing fine. I need you." Simple words, but sometimes so hard to say.

Transcribed from a tape recording of Dr. J. A. Jarrett's presentation.

How I Motivate and Communicate with Clients in My Practice

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It all started last year at the national mastitis council meeting. Dr. Dave McClary approached me and proceeded with the most peculiar conversation. He said over the years he'd gotten to know a lot of veterinarians, some as students and some as practitioners. And he said...it went something like this: "I've seen students and practitioners who have worlds of knowledge, great skills, who never become successful practitioners." He said, "On the other hand, I've met veterinarians who know hardly anything at all and have become great successes." He said, "I think the key difference is communication skills." I nodded my head and he said, "We're organizing a seminar at Phoenix. We're trying to assemble a group of practitioners out of the latter group." Then he said, "Ken, I've always admired your ability to talk." I ignored him and then...but the program shows up and here we are in the program. Anyway ladies and gentlemen, I'm pleased and honored to be here on a blue ribbon panel of practitioners who know next to nothing at all and are willing to stand up and be recognized!

We're talking about communication, motivation, in essence we're talking about change. We're talking about giving life to ideas, making them so clear and compelling that they can not be ignored. As it's been said this morning, it requires—I think it's launched with—enthusiasm and optimism. I think all of us are familiar with optimists and pessimists defined in terms of that half glass of water. The optimist sees the glass as half full and the pessimist says it's half empty. I think it may be more telling in terms of optimism and pessimism: An optimist is a person who believes that right now is a great opportunity—this moment is the best of times. The pessimist fears that this is true.

I think we need to begin programs or ideas with great confidence and part of that comes from how we see ourselves. I am personally involved in dairy production programs. I have a friend, the county agent, who sees me once in a while and comes up to me. County agents like to feel that they have their fingers, their thumb, on the pulse—the agricultural pulse—of their county. He'll come up to me

and we'll talk for a minute and then he'll say "Doc, is there anything going around?" I treat cattle for pink eye for example, but I don't define myself as a treater of pink eye. So I say, "Yea George, in fact there's an outbreak." His eyes brighten, his ears come up, and I'll say, "There's been an outbreak of 20,000 pound herd averages in the southwest part of the county."

I think how we see ourselves is critical. Yet frequently, this deep down confidence is hard to find. We're talking about change. We're talking about new directions and, therefore, new processes. That implies that we are going to be doing new things for our clients, and we are going to be doing new things by ourselves. Frequently, I may be doing a milk machine check for the first time, something like that, and my client looks at me. He has seen me doing something that he has never seen me do before, and the line always comes up: "You do a lot of this kind of work, Doc?" I could get defensive if I needed to, but there's a line that works much better. I say, "Nope, first time. I saw my uncle do this once." Its a great confidence builder in your client. It works because he thinks you are joking.

I think it is important that we know something. Maybe the best bit of information I ever received in college came from a practitioner in Minnesota, who is a small animal practitioner now. He had served my family's farm when I was a child and then he'd moved away to a more lucrative area. I met him at the state veterinary convention my senior year. Dr. Carl Osborne told me that he had made a practice of establishing a topic a year for continuing education programs. He'd pick a topic like canine ophthalmology, and that topic would begin by a call to the university and talk to a

professor of ophthalmology who'd recommend the basic textbook, some basic diagnostic equipment and such. Then Dr. Osborne would look closely at every eye of every animal that came through his door, and somewhere in the middle of the year he'd find a conference on canine ophthalmology and he'd attend it. By the end of a year he would have accumulated some very uncommon skills. What it did for Dr. Osborne was it gave his continuing education efforts some focus and some direction. No longer would he choose a meeting at random and hope to pick something up. He was in charge of what he was searching for. So my first year in practice, I set a topic. The topic was to head out to the country every day and be able to find my way back to town. Next year was some microbiology labs, some milk machine analysis third year, fourth year nutrition—that took a couple of years, embryo transfer and so on. This past year the topic has been to learn how to say "No"—the power of positive thinking.

The last thing I want to say is that in terms of communicating with clients, I believe strongly in ceremony and ritual. Little ceremonies, like certificates or sheets that we are beginning a program and here are our goals. I believe strongly in ritual, little frequent dots on a piece of paper, little notes to establish a ritual that we are looking and moving toward a goal. I think that without ceremony our client is unsure that we've begun a program. Without ritual, we never know when he quit. So without ritual, I end my portion of the program.

Transcribed from a tape recording of Dr. Nordlund's presentation.

Communication with and Motivation of Producers

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The most important thing in working with the producers we serve is understanding that all producers are not alike and that all "canned formulas" for working with those producers work only to the extent that they connect our personalities with those of the producers. What works with one producer may not work well with another and what works for one veterinarian may not work well for another. We all have clients that we have a tremendous rapport with and other clients that we have just never been able to connect with.

I would refer you to a paper given at last year's AABP entitled "Connecting With People" in which an evaluation of people and their personalities was discussed. A basic review could be in order. There are basically four personality types:

- Those that are very responsive to the people they work with and in the environment they work in and those that

are not;

- There are people that are very assertive with the people they work with and their environment and those that are not.

We defined those last year. For example, those people who were very assertive in their environment, yet were not very responsive.

- Expressive people are not only assertive but are also very responsive.
- We have people who are neither responsive nor assertive that we called "analyticals" and those people were not particularly assertive yet were very responsive and we called "amiables."

These four basic personality types were reviewed last year.

In working with people, communicating and motivating, we must recognize first the personality type that we possess.