

Strategic and Tactical Planning for 2022

Modified from John Conway – PRO-DAIRY

by Aaron Gabriel

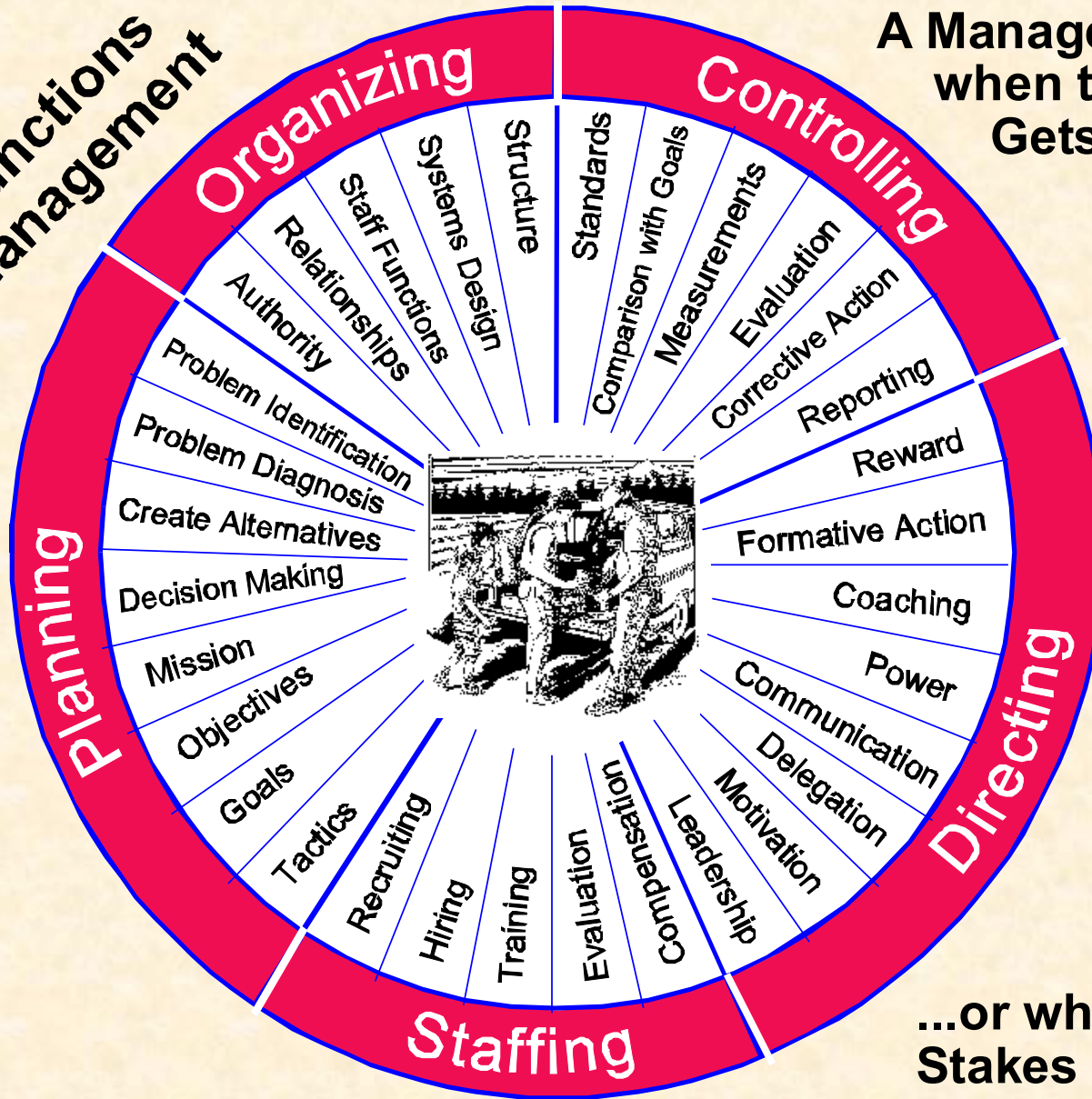


Cornell University
Cooperative Extension



Review of ProDairy Management Principles

The Functions of Management



A Manager's Guide -
when the Going
Gets Rough...

...or when the
Stakes are High

Management

A business is an extension of your personality.

Management = Behavior

To have a successful business you have to

- **believe you can reach your goals (attitude)**
- **behave successfully**
- **make successful decisions**
- **have successful habits.**



“Attitude is the first ingredient to success”

- **If you do not believe you will be successful, you won't be**
- **If you think there is no solution, you will never find it**
- **If you have a fatalistic attitude about weather, or that success will not come, then you will never prepare and opportunities will be lost.**

You can have a profitable and enjoyable farm operation, but you may have to change direction and tactics

– Business is always evolving. Look for new opportunities.

Mission Statement – Strategic Planning

- Get one and write it down
- Its all about YOU – why you are in business based on your values
- Also describes the products/services of the business and their purpose.



Problem Diagnosis

Determine the root cause of a problem

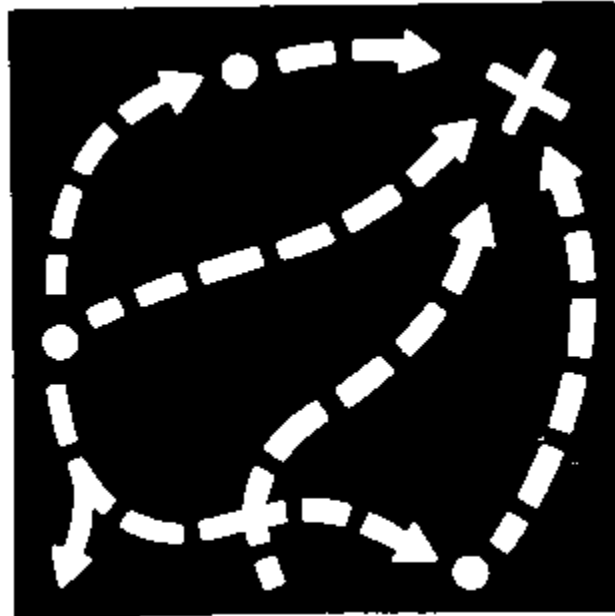
- **Technical reasons**
- **Management reasons**

The root cause of a problem can always be traced to what a person did or did not do.



Tactical Planning

- **Precise, individually itemized action plan.**
- **Who, What, Where, When, and How activity will take place to reach a goal**



"Improving" infers "Change", and change has its tough side...

$$C = D \times V \times F > R$$

Change occurs when **D**issatisfaction with the status quo *times* **V**ision of something better *times* the energy to take the **F**irst step *is greater than* the **R**esistance.

Problem Solving Cycle

Define

*Compelling Vision of Business
Translated through Goals and
into Systems of Interest*

define

*Determine interactions among
systems and "where to look"*

Control

*Determine measures and
performance standards -
"Is it working"?*

DMAIC* Approach
to Problem Solving
and Continuous
Improvement
*adapted from Six Sigma

Measure

*Determine appropriate
measures, apply and
compare with benchmarks*

Improve

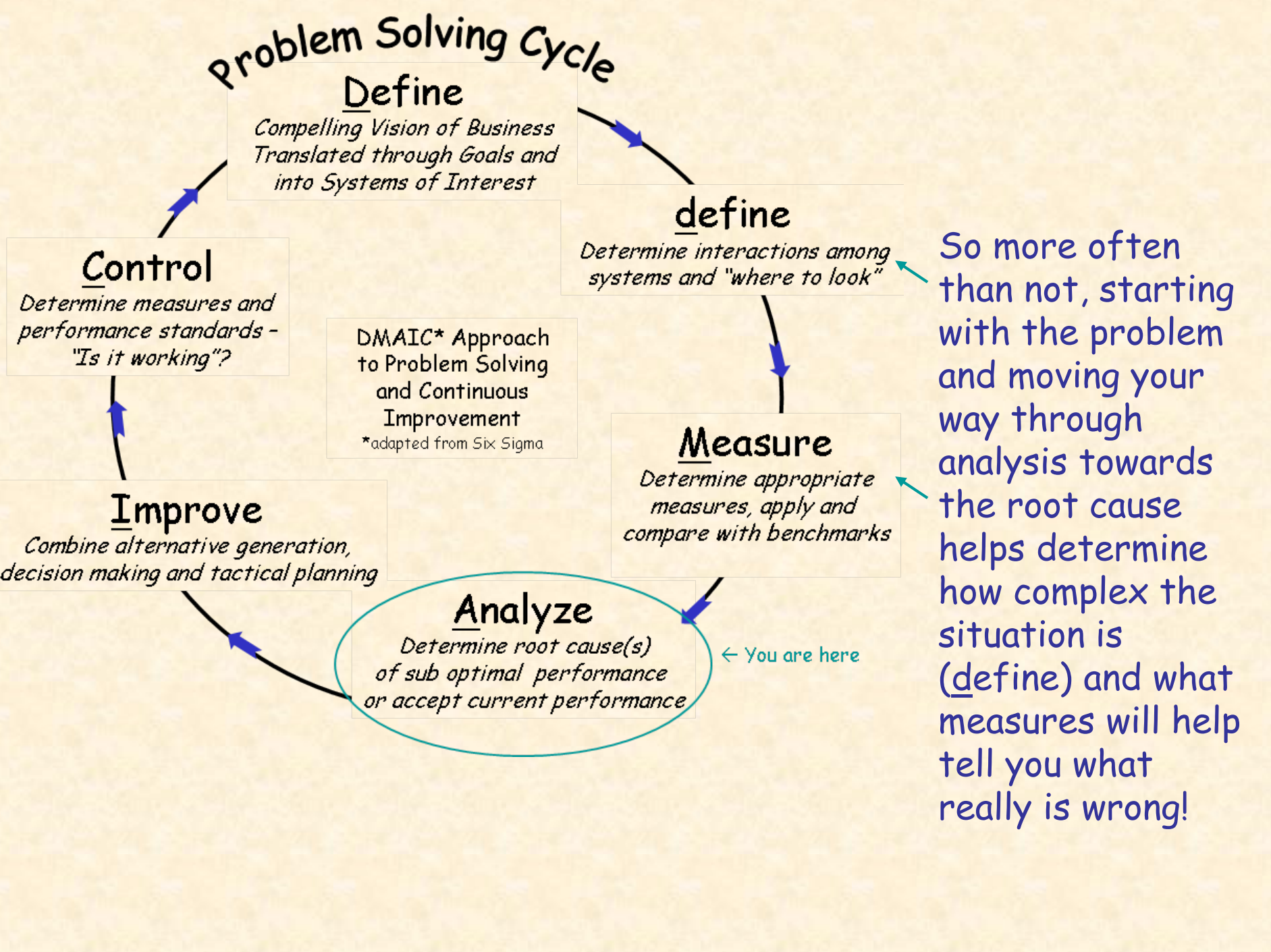
*Combine alternative generation,
decision making and tactical planning*

Analyze

*Determine root cause(s)
of sub optimal performance
or accept current performance*

← You are here

So more often than not, starting with the problem and moving your way through analysis towards the root cause helps determine how complex the situation is (define) and what measures will help tell you what really is wrong!



The last word in problem diagnosis:

Why?

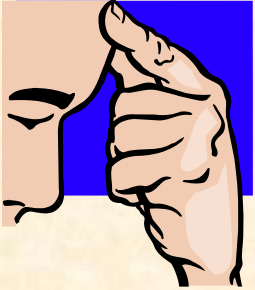
(and sometimes "so")

One more wrinkle... the root Cause may be only the first of the 3 C's of thoroughly analyzing a problem.

The 3 C's of problem analysis:

- Causes of the problem?
 - Competency to deal with it?
 - Climate exists to promote changes?
-
- ✧ Causes demand quality information.
 - ✧ Competency promotes the analysis team approach
 - ✧ Climate gets back to the change equation, business' vision and involvement of all stakeholders

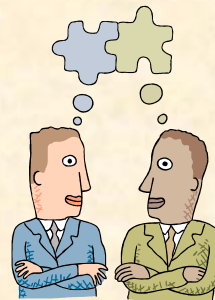
What to do and how to decide... Brainstorming and evaluating best possible solutions



Do you know what time of day you are most alert? That's the time to work on these tough questions...



working ideas out on paper will save time if you mull this over a long period...



discuss ideas with someone you trust and respect to make sure you didn't miss something!

The Decision Making Grid...

Crops and Soils – Planning for 2022

- High prices for inputs and everything
- Some inputs not available
- Late delivery on parts and supplies
- Wild weather
- Labor shortage & issues
- Changing markets

Crops and Soils – Planning for 2022

What is the recipe for success???

The details count – be anal
(in a sensible way and be tolerable)!

The Problem -
Never enough time or labor to do things well

Decide What Not To Do!!!
(then do not fret about it not getting done)

Take Time To Analyze Your Business

COMPARISON - Cost per ton of TDN (total digestible nutrients)

estimated costs - fill in your own values

Comparative Costs

Forage	% TDN	Yield	Crop	\$/ton TDN	seed tillage planting fertility weed control pest control harvest storage
		DM /ac (tn)	Cost/ac		
corn silage (proc.)	72.5	7	\$500	\$98.52	
corn silage (unproc.)	71.7	7	\$500	\$99.62	
Sorghum silage	69.1	6.3	\$375	\$86.14	
Sorg/Sudan silage	68.1	5	\$305	\$89.57	
Legume silage	61.4	4	\$345	\$140.47	
Grass silage	61.7	4	\$345	\$139.79	
Ryelage	61.8	2.5	\$230	\$148.87	
Oatlage	60.4	2	\$230	\$190.40	
Legume hay	60.9	3	\$150	\$82.10	
Grass hay	58.3	3	\$160	\$91.48	

Planning for 2002 – Thoughts

- Negotiate Prices (and have a plan to go somewhere else
- Breakdowns are expensive – slow down
- Machinery Maintenance
- Labor – is the labor force working together with the same vision & mission? Or is there conflict and disagreement?
- Store extra feed for insurance (dry hay, not balage)
- Protect stored feed from wildlife and rodents
- Adverse weather will happen – plan for it

Crop Management

- Crop intensively (but sensibly) on the best ground.
 - Be willing to give up or fallow less productive ground
 - Go low risk on less productive ground
- Corn – 2 hybrids to spread out pollination in grain corn,
- Avoid corn if you are not getting excellent yields
 - Oats/peas > sorghum > winter grain

Crop Management continued:

- What reduces your yield other than inputs? Reduce Yield Limiting Factors (*This is where being anal pays!*)
 - Planting depth, uniformity, furrow closing, side-wall compaction
 - What are your specific issues, evaluate and pay attention to details
 - Planter adjustment
 - Proper seedbed preparation
- Extend grazing into the winter, graze grains in early spring
- Calibrate sprayers and seed drills

Fertility

- Biosolids, chicken manure, horse manure, compost, egg shells
- Right rate, source, placement, time
- Prioritize lime and fertilizer
- Calibrate spreaders (including manure spreaders)
- Use manure wisely

Weed control

- Early season weed control is important
- Watch weather B4 applying soil active herbicides (residual herbicides)
- Use half rates when possible
- Apply during appropriate weather (sunny, warm for post herbicides)
- Stale-seedbed, tillage
- Cultivation,
- Plant grains & forages only in early spring (before April 20th)

Grazing Systems

- Extend the grazing season with winter grains, cover crops, stockpiled grass
- Improve feed efficiency with a little grain/corn silage on pasture
- Plan your stocking rates and rotations thoughtfully and flexibly
- Inter-seeding only works when there are areas of bare soil

Plan For Success

