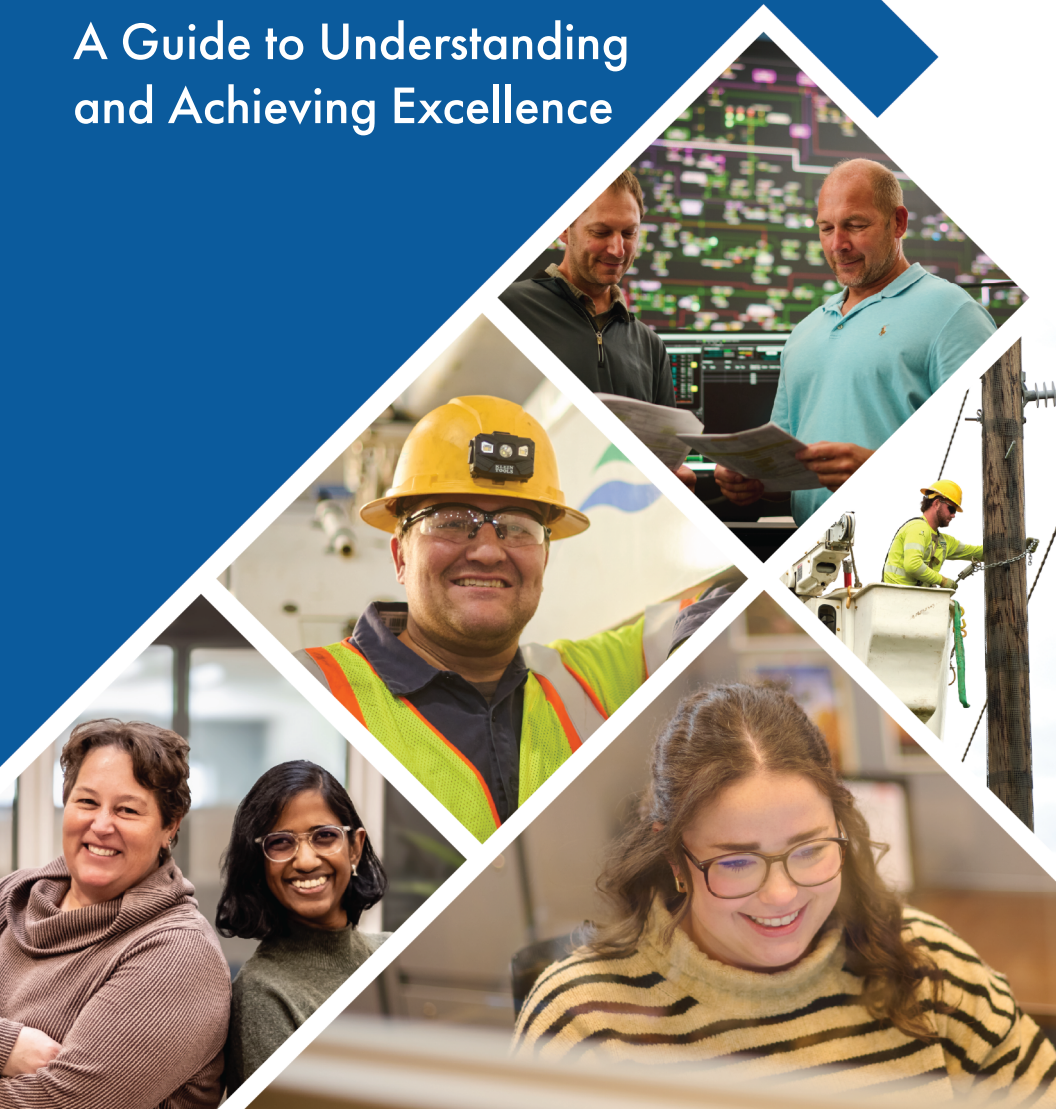
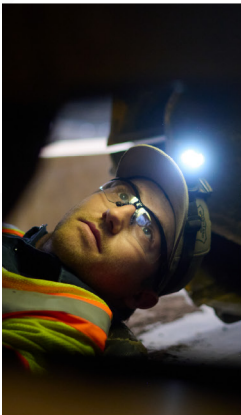


# Dairyland Excellence Model 3.0

A Guide to Understanding  
and Achieving Excellence





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*Dairyland Power Cooperative is an equal opportunity provider & employer.*

# Chapter 1- Excellence Model

## Welcome to the Excellence Model

This Excellence Model Guide defines what excellence means at Dairyland Power Cooperative and how each of us is expected to deliver it, every day. The Excellence Model is a clear, consistent framework that aligns our people, priorities and processes with our Mission and Vision.

In doing so, we keep our focus on what matters most: Fulfilling our commitment as a critical-service provider to ensure safe, reliable, cost-competitive and sustainable power for our cooperative membership and power supply customers. Safety is the foundation on which that promise is built.

Achieving excellence requires discipline, 200% accountability and a continuous learning mindset. The Excellence Model brings together Dairyland's Shared Values, programs, tools and performance measures to ensure every employee understands expectations and has the support needed to perform with purpose. From Human Performance Tools to People Powers to Crucial Conversations, the Excellence Model aligns how we work and how we lead.

Thank you for applying the Excellence Model to your daily work. We appreciate your dedication to safe performance, a growth mindset, and a strong and inclusive workforce culture.

To continued success,

**– The Dairyland Executive Team**



A Touchstone Energy® Cooperative 



**BRENT RIDGE**  
President & CEO

## Division Leadership



**GROVER HETTEL**  
EVP & Chief Nuclear Officer



**AMANDA HOEFLING**  
EVP & Chief Administrative Officer



**GARY MAZO**  
EVP & Chief Strategy  
and Risk Officer



**JOYCE PEPPIN**  
EVP & General Counsel



**BEN PORATH**  
EVP & Chief Operating Officer



**APRIL WEHLING**  
EVP & Chief Financial Officer

# Powering Progress Through Sustainability



**Sustainability** = Creating long-term value by seizing opportunities and managing risks related to environmental and social impacts.



Deliver safe, reliable & predictable electricity



Lower our carbon output without sacrificing safety & reliability



Be cost competitive: lower costs, increase load and grow outside revenue



Focus on being a "people business" and work together to achieve our Mission

# Dairyland Excellence Model



The [Dairyland Excellence Model](#) is a framework to help align our daily work with Dairyland's Mission, Vision, Shared Values and systems to deliver safe, reliable and cost-effective energy.

At the center of the Excellence Model are our **Mission & Vision**: They are our purpose and guide the outcomes we strive to deliver.

Surrounding that are our **Core Principles** (Relationships, Accountability, Integrity, Safety, Excellence), which shape how we think, make decisions and lead.

The next ring represents our **Core Competencies** - our People Powers - which are the day-to-day behaviors we expect and reinforce.

These elements are designed to work together, providing employees with a consistent and repeatable set of resources that support raising the bar in all we do.

# Chapter 2 - Principles of Excellence

To achieve excellence, it's important to understand our Cooperative Business Model and the [Seven Cooperative Principles](#) as they outline the structural advantages and guardrails of our cooperative.

## Cooperative Business Model

### MEMBERS

- Dairyland Power Cooperative is a wholesale generation and transmission (G&T) cooperative.
- A cooperative is a business that is owned and democratically controlled by its members.
- Dairyland provides power to 24 Class A member cooperatives, 2 Class B member cooperatives and 27 municipal utilities, plus power supply customers.

### BOARD OF DIRECTORS

- Dairyland has 24 directors; one from each Class A member co-op.
- Dairyland's Board of Directors establishes our Mission, Vision, Shared Values and Strategic Priorities.

### CEO

- The CEO is the Board's only employee.
- The CEO establishes the Strategic Plan to support the Mission, Vision, Shared Values and Strategic Priorities for Dairyland.

### PEOPLE LEADERS

- People Leaders establish strategic initiatives, goals and work plans to align with Dairyland's Mission, Vision, Shared Values and Strategic Priorities.

### ALL EMPLOYEES

- Employees execute work plans that are safe, reliable and cost-effective.

## Seven Cooperative Principles

One of the ways cooperatives differ from other business structures is their adherence to the [Seven Cooperative Principles](#) and values that reflect social, political and business concerns.

Cooperatives are based on the shared values of self-help, self-responsibility, democracy, equality, equity and solidarity. Cooperative members believe in the ethical values of honesty, openness, social responsibility and caring for others.



## MISSION

To safely power our communities and empower cooperative members to improve the quality of their lives.

## VISION

To grow, innovate and deliver value as a premier, member-driven energy cooperative through safe, reliable, cost-competitive and sustainable solutions.

## SHARED VALUES

We have an unwavering **commitment** to **safe behaviors** & outcomes

We are **dedicated** to our **members** & to exceeding expectations

We take initiative, **continuously improve** & achieve results

We seize **opportunities** & embrace **new prospects**

We are **hands-on** & **value-driven**, acting with an entrepreneurial mindset

We are **productive** & **innovative**, seeking better ways to achieve goals



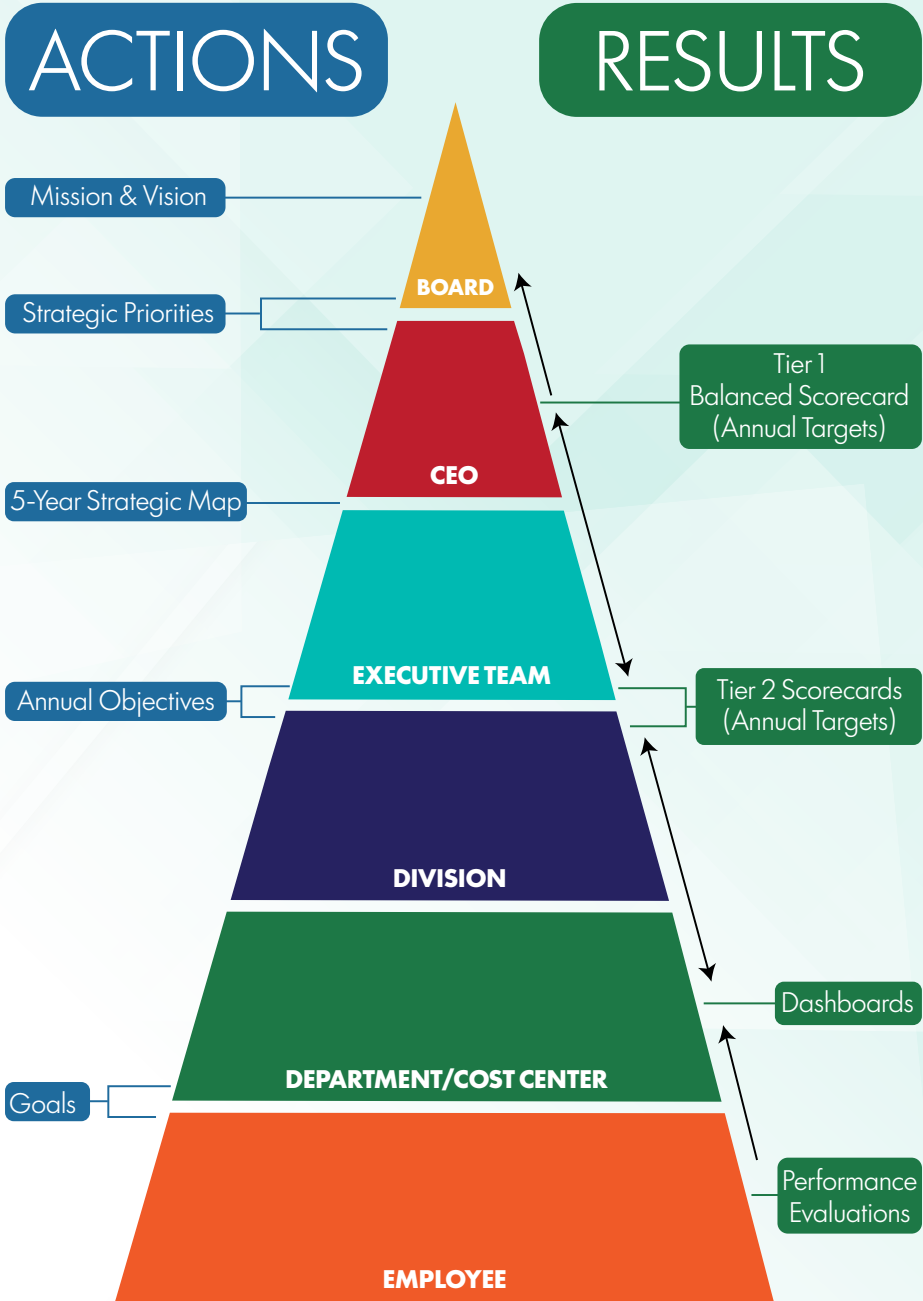
Created by Dairyland's Board of Directors to guide leadership decisions, our [Mission](#) defines our present purpose while our [Vision](#) charts our future. Together, they align what we do today with what we aspire to become tomorrow, ensuring we consistently create value for those we serve.



[Strategic Priorities](#) keep Dairyland focused on what matters most as we balance reliability, affordability and long-term investment. They provide a clear framework for decision-making, ensuring our resources are used where they deliver the greatest value for our members and to position Dairyland for a strong future.

More details are available on:  
[Breaker > Our Culture > Strategic Planning > Strategic Priorities](#)

# Strategic & Business Planning Process



This process provides for a continuous feedback loop where actions cascade down to align with results, and information flows up to guide leadership decisions, ensuring the entire organization takes the right steps and measures what matters most.



2026

|                                                                                                      |                                                                                  |                                                                                          |
|------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <div>Total Recordable Incident Rate (TRIR)</div> <div>0.00</div> <div>Rolling 12-month average</div> | <div>Good Catches</div> <div>220</div> <div>Monthly Count</div>                  | <div>Environmental Reportable Incidents</div> <div>0.00</div> <div>Monthly Count</div>   |
| <div>T-SAIFI</div> <div>0.28</div> <div>Rolling 12-month average<br/>Monthly Calculation</div>       | <div>Employee Retention Score</div> <div>82</div> <div>Monthly Calculation</div> | <div>Fixed Charge Coverage</div> <div>1.50</div> <div>Updated Annually</div>             |
| <div>Competitive Rate Comparison</div> <div>Top 3</div> <div>Updated Annually</div>                  | <div>S&amp;P Credit Rating</div> <div>A+</div> <div>Goal: AA</div>               | <div>Organizational Health Index</div> <div>37</div> <div>eNPS - Updated Quarterly</div> |

All listed metrics are 5-year targets.

*\*Scorecard is illustrative with additional metrics not shown. Reporting and style subject to change. \**

The Balanced Scorecard is a strategic tool that aligns our daily activities with our organization's broader vision. It ensures that we make well-rounded decisions by evaluating our performance across multiple areas of the business using Key Performance Indicators (KPIs) - the specific, measurable targets that track progress toward our goals.

Updated results & information can be found at:  
[Breaker > Our Culture > Strategic Planning > Balanced Scorecard](#)

[\(Table of Contents\)](#)

## Chapter 3 - Employee Excellence



### PEOPLE POWERS

People Powers are the essential skills, habits, qualities and behaviors each employee is expected to demonstrate every day. They define how we work, lead, communicate and support one another across Dairyland Power Cooperative. These competencies represent the everyday actions that strengthen our culture, support operational excellence, and help us safely and reliably serve our members.

People Powers also create a shared understanding of what excellence looks like in practice. The expectations connected to each People Power outline the minimum standards for proficient behavior and performance for employees and leaders across the organization. They serve as the foundation for performance evaluations, rewards and recognition programs, and ongoing development conversations.



### Safety First

Create a safe work environment; use Human Performance Tools; everyone home safe every day



### Own It

Have personal accountability; demonstrate gumption



### Raise the Bar

Hold yourself and others to a high standard



### Teamwork

Together, we achieve Dairyland's Mission; use 200% accountability



### Grow and Learn

Contribute to a continuous learning environment



### Lead by Example

Inspire others and deliver excellent results



### Change Champion

Embrace, support and commit to Dairyland initiatives



### Cooperative Purpose

Advance Dairyland's Vision, Mission and Shared Values



### **Safety First**

Create a safe work environment; use Human Performance Tools; everyone home safe every day

## **ALL EMPLOYEE EXPECTATIONS**

- Create a safe work environment
- Use Human Performance (HP) Tools
- Zero By Choice
- Follow safety policies, programs, rules and guidelines
- Use tools and equipment safely and as intended
- Be aware of surroundings, conscious of limitations; don't be overconfident
- Have 200% accountability
- Speak Up, Listen Up
- Report Safety Concerns, Good Catches, Near Misses and Events

## **PEOPLE LEADER EXPECTATIONS**

- Be present, be involved, be engaged
- Provide tools, training and resources
- Set clear expectations
- Enforce safety rules
- Proactively focus on the road ahead to avoid potentially dangerous situations
- Encourage reporting of Safety Concerns, Good Catches, Near Misses and Events



### Own It

Have personal accountability; demonstrate gumption

## ALL EMPLOYEE EXPECTATIONS

- Have personal accountability
- Demonstrate gumption
- Perform work to meet and exceed expectations
- See it, own it, solve it, do it
- Follow through, meet deadlines, earn trust
- Ask for help when needed

## PEOPLE LEADER EXPECTATIONS

- Take and share responsibility
- Follow up and deliver on commitments
- Use Situational Leadership II® Model
- Benchmark performance to achieve excellence, set Key Performance Indicators (KPIs) based on the Balanced Scorecard
- Learn from mistakes for continuous improvement



## Raise the Bar

Hold yourself and others to a high standard

### ALL EMPLOYEE EXPECTATIONS

- Hold yourself and others to a high standard
- Identify solutions when problems occur
- Find opportunities to reduce/contain costs
- Practice continuous improvement
- Perform work with precision and quality
- Align your work to Dairyland's Shared Values and Mission

### PEOPLE LEADER EXPECTATIONS

- Set the bar high for team performance
- Define how excellence is measured
- Coach and inspire for excellence
- Conduct crucial conversations
- Lead to improve Key Performance Indicators (KPIs)
- Articulate the "why" and connection to Strategic Priorities



### **Teamwork**

Together, we achieve Dairyland's Mission;  
use 200% accountability

## **ALL EMPLOYEE EXPECTATIONS**

- Together, we achieve Dairyland's Mission
- Use 200% accountability
- Take time to build relationships with others on your team and across the organization
- Communicate and collaborate with colleagues and stakeholders
- Share responsibility to find solutions that work toward a common goal
- Contribute to the team

## **PEOPLE LEADER EXPECTATIONS**

- Communicate clear expectations
- Align work toward a common goal
- Partner across divisions and departments to foster cross-training, collaboration and problem solving
- Give credit where credit is due
- Reward and recognize excellence



## Grow and Learn

Contribute to a continuous learning environment

### ALL EMPLOYEE EXPECTATIONS

- Contribute to a continuous learning environment
- Use active listening; seek and validate information
- Be curious; learn from mistakes, problems, interactions and people
- Seek feedback
- Have crucial conversations
- Challenge one another

### PEOPLE LEADER EXPECTATIONS

- Create and support opportunities for learning and employee development
- Dedicate time to reflect on professional growth opportunities
- Foster and create a safe learning environment
- Provide cross-training and career development opportunities
- Coach for excellence with kindness and grace
- Document, share and store lessons learned



## Lead by Example

Inspire others and deliver excellent results

### ALL EMPLOYEE EXPECTATIONS

- Inspire others
- Deliver excellent results
- Display integrity and character
- Be predictable
- Trust, respect and treat others with kindness and grace
- Utilize the tools and programs in the Excellence Model
- Get the job done safely, do it right the first time and learn from mistakes

### PEOPLE LEADER EXPECTATIONS

- Lead with integrity and character
- See it, own it, solve it, do it
- Set and communicate clear and actionable expectations
- Be available and responsive to your team
- Demonstrate and encourage 200% accountability
- Manage and communicate risk
- Share knowledge, information and corporate messages
- Deliver results
- Recognize and reward excellence



### Change Champion

Embrace, support and commit to Dairyland initiatives

## **ALL EMPLOYEE EXPECTATIONS**

- Embrace, support and commit to Dairyland initiatives
- Visibly support Dairyland's Mission and direction
- Demonstrate gumption, tenacity and conviction
- Educate self and use effective organizational change management practices
- Be flexible, adapt to change, be a change advocate
- Commit to the way forward (i.e., new work methods, updated systems, programs, etc.)

## **PEOPLE LEADER EXPECTATIONS**

- Demonstrate best practices in sponsoring and leading change
- Be strategic; consider the broad and long-term impacts of ideas and decisions
- Lead mission-critical work; build a plan, execute it
- Recognize change is an individual process; empathize with those adapting to change
- Champion difficult decisions when they are right and in Dairyland's best interest



## Cooperative Purpose

Advance Dairyland's Mission, Vision and Shared Values

### ALL EMPLOYEE EXPECTATIONS

- Advance Dairyland's Mission, Vision and Shared Values
- Build relationships internally, externally and with members
- Have a competitive mindset
- Identify opportunities to reduce or contain costs
- Be member- and customer-focused
- Connect work to the Strategic Plan
- Deliver safe, reliable, cost-effective results

### PEOPLE LEADER EXPECTATIONS

- Foster relationships
- Make cost-effective and informed decisions, focus on impacts to member rates
- Make decisions based on what's best for Dairyland
- Follow a process to set, manage and achieve goals aligned to the Strategic Plan

# Chapter 4 - Safety

## Safety at Dairyland

Safety at Dairyland is supported through shared expectations, critical risk controls and continuous learning.

Employees are expected to recognize hazards, adhere to safety processes and utilize 200% accountability in support of one another to execute work safely. People Leaders are responsible for setting clear expectations, enforcing safety rules and encouraging reporting of Good Catches, Near Misses and Events.

Tools such as Rules to Live By, Risk Management practices and the Good Catch Program provide a consistent framework for identifying hazards, reducing exposure and learning from experience.

Together, these practices support our commitment to Zero By Choice: Everyone Home Safe, Every Day.



### 200% Accountability

Employees are 100% responsible for their own safety and job performance, and are 100% accountable to ensure the safety and success of the Dairyland team.

**Everyone Home Safe, Every Day** is the guiding principle that supports our highest priority and moral obligation: safety. No job is so important, and no task is so urgent, that we cannot take the time to do it safely.

A safety culture is built by the decisions we make, the actions we take and the expectations we reinforce every day. A strong safety culture exists when employees consistently identify hazards, manage risk and support one another in doing work safely, even when priorities compete.



### Employees strengthen our safety culture by:

- Recognizing hazards before work begins
- Applying procedures and critical risk controls
- Speaking up and stopping work when conditions change
- Providing peer-to-peer coaching to reinforce safe work practices
- Supporting one another through 200% accountability

### People Leaders strengthen our safety culture by:

- Reinforcing that safe work remains the expectation when priorities compete
- Supporting employees who pause work to reassess risk
- Encouraging peer-to-peer coaching across teams
- Ensuring planning, resources and controls are in place before work begins

Safety culture is built through consistent behaviors that demonstrate our shared commitment to Everyone Home Safe, Every Day. A strong safety culture also depends on maintaining a [Safety Conscious Work Environment](#), where employees feel empowered to ask questions, raise concerns and stop work without fear of retaliation.

# Safety Conscious Work Environment

Dairyland is committed to maintaining a [Safety Conscious Work Environment \(SCWE\)](#) where employees, contractors, visitors and stakeholders feel empowered to raise safety concerns, ask questions and stop work without fear of retaliation.

SCWE supports our safety culture by reinforcing open communication, respectful dialogue, timely resolution of concerns and accountability.



## Employees support SCWE by:

- Raising safety concerns or questions without hesitation
- Stopping work when conditions are unsafe, unclear or inconsistent with expectations
- Using available reporting channels, including leaders, Safety, Human Resources, the Safety Management System or EthicsPoint Hotline
- Treating coworkers and leaders respectfully when discussing safety concerns
- Demonstrating 200% accountability for personal safety and the safety of coworkers

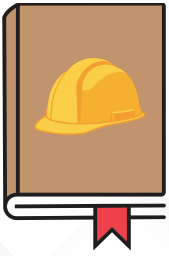
## People Leaders strengthen our SCWE by:

- Modeling SCWE principles through actions, communication and decision-making
- Creating an environment where employees feel safe to speak up and ask questions
- Responding to safety concerns promptly and thoroughly
- Supporting employees who stop work, seek guidance or raise concerns
- Reinforcing Human Performance Tools and expectations in work planning

More information can be found at:

[Breaker > Our Culture > Employee Policies > E706 Safety Conscious Work Environment](#)

## Safety Resources



**Safety Rules Manual:** A comprehensive guide designed to uphold the highest standards of safety within Dairyland. This manual outlines essential safety protocols and practices every employee shall follow to ensure a secure and compliant workplace.



**Safety Programs:** Our comprehensive safety programs outline the rules, policies, procedures, guidelines and practices designed to prevent workplace accidents, injuries and illnesses. It emphasizes hazard identification, the implementation of safety measures and the promotion of a safety culture through continuous training and improvement.



**Safety Alerts:** Communications issued whenever a safety incident occurs at Dairyland or within the industry. The primary purpose of these alerts is to learn from and spread awareness about the incident and to enhance our safety practices, thereby preventing similar events from occurring in the future.



**Safety Bulletins:** Safety Bulletins are communications designed to enhance the safety and well-being of all employees. These notices are shared in response to specific safety scenarios and to promote continuous learning. These documents aim to keep everyone informed and proactive about potential hazards and best practices.



**Safety Tailgate Toolkits:** Safety Tailgate Toolkits reinforce our commitment to a safe and secure work environment. These weekly discussions focus on safety topics that are relevant both to our professional duties and our personal lives. Participation in these meetings is required for all employees, underscoring our collective responsibility to prioritize safety in every aspect of our operations.

## Rules to Live By

Rules to Live By represent Dairyland's life-critical safety standards and apply to activities with the potential for serious injury. These expectations are non-negotiable and apply to all employees and contractors.

Rules to Live By are to be used before the job begins. No work begins until protections are understood and in place.



### Lockout/Tagout (LOTO)

**Why It Matters:** Unexpected energization is one of the most severe and unforgiving hazards we face. Proper LOTO protects workers from sudden releases of electrical, mechanical, hydraulic or stored energy during servicing and maintenance.



### Personal Protective Equipment (PPE)

**Why It Matters:** PPE is the final barrier when hazards cannot be fully eliminated or engineered out. Wearing task-appropriate PPE reduces the severity of injury when exposure occurs.



### Confined Space Entry

**Why It Matters:** Conditions within confined spaces can change rapidly and without warning. Permits, monitoring and rescue planning are critical to preventing asphyxiation, toxic exposure or entrapment.



### Hot Work

**Why It Matters:** Hot work introduces ignition sources into environments that may contain flammable or combustible materials. Permits ensure hazards are identified, controlled and continuously monitored before a fire starts.



### Housekeeping

**Why It Matters:** Poor housekeeping creates unnecessary hazards and increases the likelihood of slips, trips, falls and secondary incidents. Orderly work areas support safer, more efficient operations.



### Crane Operations and Rigging

**Why It Matters:** Lifting operations concentrate significant energy in suspended loads. Proper rigging, communication and qualified operators prevent dropped loads, struck-by incidents and equipment failures.



## **Grounding and Equipotential Zone (EPZ)**

**Why It Matters:** Grounding and EPZs control step-and-touch potential during electrical work. Establishing equal potential protects workers from stray voltage, induction and unintended energization.



## **Traffic Control Safety**

**Why It Matters:** Work near roadways exposes employees and the public to moving traffic. Proper traffic control reduces the risk of struck-by incidents and ensures predictable traffic behavior through work zones.



## **Clearance and Live-Line Permits**

**Why It Matters:** Clear, verified system status prevents unintentional energization and exposure. Permits ensure coordination, accountability and shared understanding before work begins.



## **Fall Protection**

**Why It Matters:** Falls remain one of the leading causes of serious injury and fatality. Proper fall protection prevents a loss of balance from becoming a life-altering event.

Following Rules to Live By reduces exposure to serious hazards and supports consistent, safe work practices across the organization.

People Leaders must ensure these expectations are clearly understood and consistently reinforced.

More information can be found at:

Breaker > Safety > [Rules to Live By](#)

# **KNOW BEFORE YOU GO**



**Confirm Hazards**



**Confirm Energy Sources**



**Confirm required PPE**



# Risk Management

Risk management supports safe, informed decision-making before and during work activities.

Risk is evaluated by considering both probability and consequence, and adjusting actions as conditions change.



## Employees are expected to:

- Recognize that nothing is routine
- Identify risks before starting work
- Understand the worst possible outcome and how it could occur
- Apply procedures, operating experience and lessons learned
- Communicate concerns early using clear, concise information
- Speak up and stop work when risk becomes unclear

## People Leaders are expected to:

- Model conservative decision-making and risk awareness
- Ensure high-risk work is planned and communicated
- Confirm controls and barriers are in place
- Reinforce procedure use and adherence
- Maintain visibility into risk-significant work
- Help teams understand acceptable vs. unacceptable risk



**RISK = Probability x Consequence**

Consistent risk management strengthens reliability, improves decision-making and supports a culture of accountability.

More information can be found at:

Breaker > Safety > Programs > [SAF-106 Industrial Safety Risk Identification and Assessment Program](#)

# Good Catch Program

The Good Catch Program supports proactive identification and correction of conditions that could lead to injury, reliability events or unnecessary cost.

**Employees are expected to report:**

- Unsafe conditions
- Equipment concerns
- Process improvement opportunities
- Reliability and financial risks

**People Leaders reinforce the Good Catch Program by:**

- Encouraging reporting across teams
- Recognizing proactive hazard identification
- Reviewing trends and lessons learned
- Taking action
- Supporting corrective actions

Learning from Good Catches improves planning, strengthens communication and supports continuous improvement across the organization.



## Chapter 5 – Programs and Tools for Achieving Excellence



### **To achieve excellence, Dairyland employees should:**

- Understand the programs and tools available, and participate in training programs
- Utilize the programs and tools in your daily work
- Share best practices, knowledge and insights on using programs and tools
- Monitor the effectiveness of tools and provide feedback for continuous improvement



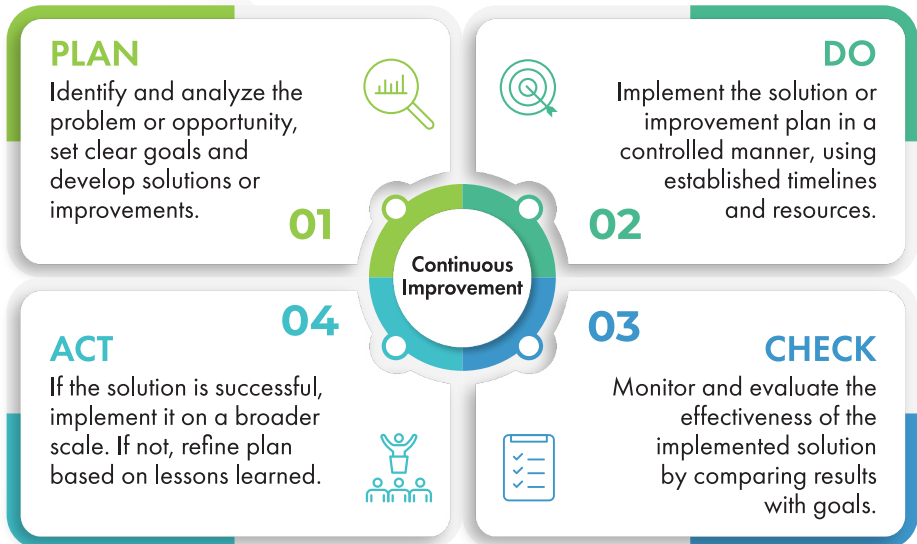
## Learning & Development

The [Learning & Development \(L&D\)](#) department supports employees by providing leadership development courses, organizational change management and technical training programs. The goal of the team is to help every employee grow and learn, ensuring each person has the skills and support needed to succeed and adapt for today and the future.



## Plan - Do - Check - Act Cycle (PDCA)

[PDCA](#) is an iterative, data-driven framework that should be used when we need to systematically solve a problem, trial a process change or work toward performance improvement. Areas to use this model include, but are not limited to, safety programs, processes and procedures, operational waste reduction and continuous improvement efforts.



# Organizational Change Management (OCM)

OCM isn't just about implementing new systems, processes or fresh ideas, it's about people. That's where the ADKAR® framework comes in. Designed for workplaces, the framework gives change leaders the strategies and tools to help individuals move through transitions with confidence and clarity for lasting change. When change management tools are utilized, change is easier to implement and more likely to stick.

## Is the ADKAR® Framework Necessary for Your Change?

- Does success depend on people learning new tools, systems, processes or ways of working?
- Will more than one team or group be affected?
- Are you anticipating pushback or uncertainty along the way?

If you answered "yes" to any of these questions, complete the Change Risk Assessment to pinpoint which common resources will be most helpful. With the right tools, everyone can navigate change with less confusion, fewer bumps and a much better chance of lasting results.

More information, including the Change Risk Assessment, can be found at: *Breaker > Employee Services > Learning & Development > Organizational Change Management*

### ADKAR®

#### Five Building Blocks for Successful Change



A Awareness

D Desire

K Knowledge

A Ability

R Reinforcement

# Organizational Change Management

## ADKAR®

Common Tools by Complexity and Phase

### BEFORE CHANGE

#### Awareness

Employees know what the change is and why its needed

- Ws of Change 
- FAQ 
- Communication Plan 
- Stakeholder and Impact Table 

#### Desire

Employees genuinely want to support and participate

- Engagement Plan 
- Feedback Survey 
- Change Agent Network 
- Sponsorship Plan 

### DURING CHANGE

#### Knowledge

Employees have the information and training to implement the change

- QRG Creation 
- Pilot Group 
- Training Plan 
- User Acceptance Testing 

#### Ability

Employees perform in new way and skills are in action

- Observation 
- Skills Assessment 
- Learning Library 

### AFTER CHANGE

#### Reinforcement

Change is part of the culture and new habits are demonstrated

- Recognition Log 
- Lessons Learned 
- Refresher Training 
- Update Onboarding Materials 



Change Complexity Assessment Level  Low  Medium  High

\*Adapted from Prosci®

The tools and resources for this model can be found at: [Breaker > Employee Services > Learning & Development > Organizational Change Management](#)

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# Total Rewards

Dairyland's [Total Rewards](#) program reflects our full investment in employees. Total Rewards include compensation, benefits, rewards and recognition.

Employees are the recipient of Total Rewards through monetary and non-monetary incentives. People Leaders use Total Rewards to recognize and reward employees for excellence, and above-and-beyond job performance.

## Programs and Tools



[Base Wage/  
Salary](#)



[Pay for  
Performance](#)



[Medical  
Insurance](#)



[Dental  
Insurance](#)



[Vision  
Insurance](#)



[Disability  
Insurance](#)



[Life  
Insurance](#)



[401\(k\) &  
Pension Benefits](#)



[Dependent  
Life Insurance](#)



[Identity Theft  
Insurance](#)



[Parental  
Paid Leave](#)



[Paid Time Off  
\(PTO\)](#)



[Volunteer Time  
Off \(VTO\)](#)



[Flexible Work  
Arrangements](#)



['You First'  
Wellness](#)



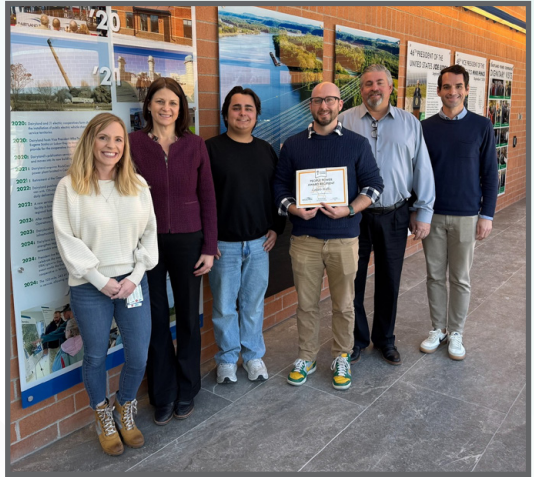
[Educational  
Assistance](#)

**...and many more!**

More information can be found at:  
[Breaker > Employee Services > Total Rewards](#)

## Rewards & Recognition

Rewards & Recognition is a cornerstone of Dairyland's People First culture. It helps employees feel valued for the work they do every day, from supporting safe operations and serving our members to improving processes, helping teammates and living our cooperative values. Recognition can be formal or informal, individual or team-based, monetary or non-monetary. Together, these efforts strengthen connection, reinforce the behaviors that matter and celebrate the people who power Dairyland's Mission.



### Rewards & Recognition offerings include:

- **Circle of Excellence:** Publicly recognizes employees or teams selected by the Dairyland Board of Directors for transformational contributions made in the prior year.
- **People Powers Award:** Celebrates employees who demonstrate Dairyland's People Powers and make a positive impact on others.
- **Employee Spotlight:** Shares employee stories, accomplishments and contributions across the organization.
- **Safety Spotlight:** Highlights employees or teams who model safe work practices and support Dairyland's safety culture.
- **WorkTango:** Provides an easy way for employees and leaders to recognize coworkers in the moment.
- **Everyday Recognition:** Includes thank you notes, team meeting shout-outs, leader appreciation and peer-to-peer recognition.
- **Growth and Development Opportunities:** Gives employees opportunities to lead projects, mentor others or support cross-functional work.
- **Team-Based Recognition:** Celebrates shared accomplishments, such as safe outage completion, project milestones or strong support during high-demand operating periods.

# Performance Management

Performance management is a process that involves setting goals and objectives for employees, assessing progress, and providing feedback and support for improvement.

For employees, performance management is a tool to understand job expectations, receive feedback and improve work habits. A People Leader's role is to set clear expectations and objectives, assess progress, provide constructive feedback and support employees to achieve goals.

## Programs and Tools



Performance Management Policies



Performance Management Calendar



Balanced Scorecard



Crucial Conversations



Rewards & Recognition



Situational Leadership II®



Performance Evaluations

## ABCD Feedback Model

A structured framework for providing constructive feedback that encourages self-reflection, promotes a positive dialogue and fosters professional development.

### A - ASK THEM WHAT WENT WELL

Start the feedback session by asking the individual to share their own thoughts on what went well. This encourages self-assessment and positive reflection.

Encourages Self-Assessment



### B - BUILD UPON THEIR RESPONSE

Once they've shared their thoughts, build upon their response by acknowledging their successes and adding your own observations.

Acknowledge & Add Observations



### C - COACH FOR SELF-DISCOVERY

Encourage self-discovery by asking questions that prompt the individual to think about what could be improved. Provide insights and observations to guide them.

Prompt Thinking & Guide



### D - DEVELOP IDEAS FOR IMPROVEMENT

Work together to develop ideas for how they will improve or what they will differently next time. They can involve setting specific goals or identifying resources that can help.

Set Goals & Identify Resources

By following the [ABCD model](#), feedback becomes a collaborative process that drives continuous improvement and professional growth.

# Crucial Conversations

Crucial Conversations are high-stakes discussions where opinions differ and emotions run high. Handling them skillfully helps us address tough issues, build trust and strengthen relationships to make real progress.

## How to Have a Crucial Conversation



### BEFORE THE CONVERSATION

- **Start with Heart:** Know what you want—for yourself, the other person and your relationship.
- **Prepare to STATE Your Path:** Gather the facts, share how you see things, invite their perspective, speak with care, encourage honest feedback.
- **Find Mutual Purpose:** Clarify the goals and outcomes you both want. If unclear, ask about their needs.
- **Practice:** Rehearse your key points in advance.



### AT THE START

- **Get Buy-In:** Ask if it's a good time to talk. If not, schedule another.
- **Clarify and Agree:** Make sure you both see there's an issue and define what success looks like.



### DURING THE CONVERSATION

- **Make It Safe:** Show respect and care about their interests and perspective. When people feel safe, they listen and engage.
- **Invite Dialogue & Listen:** Encourage different opinions. Listen to understand, not to win.



### ENDING THE MEETING

- **Move to Action:** Summarize who will do what by when. Plan how and when to follow up for accountability.

Adapted From:  
**VitalSmarts®**

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# Situational Leadership II® Model

Situational Leadership II® is a leadership model where leaders adjust their style to fit the development level of the person they're leading, based on both the individual and the specific task at hand. Using it helps leaders give people the level of support they need, so employees can grow and learn.



## Levels of Leadership

| S4<br>Delegating                                                                                                                        | S3<br>Supporting                                                                                                               | S2<br>Coaching                                                                                                               | S1<br>Directing                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"><li>• Empower</li><li>• Trust</li><li>• Affirm</li><li>• Provide Resources &amp; Challenges</li></ul> | <ul style="list-style-type: none"><li>• Ask Questions</li><li>• Facilitate</li><li>• Encourage</li><li>• Collaborate</li></ul> | <ul style="list-style-type: none"><li>• Explain</li><li>• Redirect</li><li>• Encourage</li><li>• Positive Feedback</li></ul> | <ul style="list-style-type: none"><li>• Tell</li><li>• Show</li><li>• Monitor</li><li>• Frequent Feedback</li></ul> |

## Development Levels



Developed ← ————— → Developing

## Strength Deployment Inventory® (SDI®)

Strength Deployment Inventory® (SDI®) is a leadership development tool and course that helps individuals understand their core Motivational Value System (MVS)—the underlying drivers that shape behavior at work. The SDI® groups motivations into three categories:

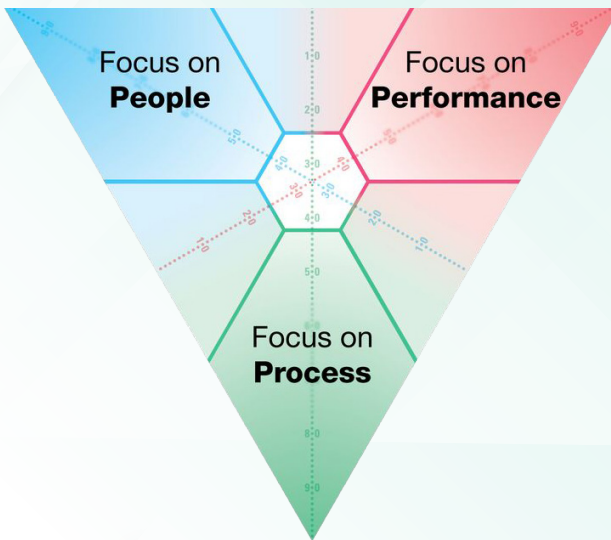
- **People (Blue):** Motivated by helping others, building relationships and maintaining harmony
- **Performance (Red):** Motivated by achieving results, taking action and getting things done
- **Process (Green):** Motivated by order, data and following procedures

SDI® results are shown as a unique point on this triangle, visually representing individual primary motivations and how they combine with others.

The SDI® Platform can be accessed by clicking [here](#).

An SDI® Platform User Guide can be found [here](#).

### The Strength Deployment Inventory® Triangle/Model



### SDI®: How to Use It and Benefits

- **For Individuals:** Use the SDI® assessment to understand your core motivations and improve how you communicate and collaborate with others
- **For Teams:** Leverage SDI® insights to build trust, resolve conflicts quickly and work together more effectively and efficiently
- **For the Organization:** Apply SDI® results to create a culture of respect and alignment, leading to higher engagement and better business outcomes



## Information Services (IS)

Dairyland's Information Services (IS) department provides the modern technology, secure systems and responsive support that help our employees work safely, efficiently and effectively.

IS partners across the organization to advance Dairyland's strategic initiatives, improve daily

operations and support the Cooperative's Mission. From help desk support and cybersecurity, to enterprise applications and artificial intelligence (AI) enabled productivity, IS helps connect people, information and technology in ways that create value for Dairyland and its members. Our work is guided by a focus on safety, respectful collaboration and excellence.

### What IS Provides:

- Cybersecurity and protection
- Infrastructure and network services
- Technical support services
- Microsoft and collaboration tools
- Geographic Information Systems (GIS)
- Applications and data services
- Telecommunications
- Operations Control Systems (OCS)
- AI-enabled productivity

## VoltWrite

### VoltWrite, Dairyland's custom AI solution

- Leverages current large language model to assist employees in their work
- Our information stays contained and safe in our environment, not training the public model or across the organization
- Specialized output through use of personas
- Custom training of the model opportunities based on need through Retrieval Augmented Generation (RAG) extensions





## **Organizational Effectiveness (OE)**

Dairyland's [Organizational Effectiveness](#) department evaluates how work is performed so the cooperative can operate safely and continue to improve over time.

### **Corrective Action Program (CAP)**

Provides a structured approach to identify, evaluate, and resolve issues and events. Ensures actions are implemented and tracked to completion, driving accountability and preventing recurrence.

### **Causal Analysis**

Uses structured methods to identify causes and contributing conditions of events and issues. Supports informed decisions and drives actions that improve reliability and prevent recurrence.

### **Human Performance (HP)**

Provides tools and behaviors that support safe, reliable and consistent work. Focuses on anticipating risk, strengthening communication and reinforcing standards to reduce errors.

### **Observations**

Provide real-time insight into work execution, identifying strengths and areas for improvement. Reinforce behaviors and create opportunities for immediate learning.

### **Operating Experience (OpEx)**

Shares insights and lessons learned from internal and external events. Strengthens decision-making, supports organizational learning and helps prevent repeat events.

## Human Performance (HP) Tool Definitions

Additional details regarding each HP Tool can be found on The Breaker [here](#).

**Questioning Attitude:** When unsure or concerned, ask specific questions that address the issue.

**Self-Checking (STAR):** STAR: Stop. Think. Act. Review. Check yourself before, during and after the task.

**Effective Communication:** If something sounds incorrect or unclear, listen, review and confirm.

**Time-Out:** Pause when conditions change or something looks off, and resolve before resuming.

**Two-Minute Rule:** Take two minutes to stop, look around, and identify hazards and error traps before starting or restarting work.

**Place Keeping:** Use a visual aid to track your spot in a procedure to avoid skipping or repeating steps.

**Peer-Checking:** A second person verifies before completing a critical action.

**Independent Verification:** An independent, qualified person verifies the completed work or result.

**Concurrent Verification:** Two qualified individuals confirm the correct component and intended action together before changing its condition or status.

**200% Accountability:** Each individual is not only responsible for their own actions but also for looking out for the actions of their coworkers.

**Hazard Recognition:** Identifying potential dangers or risks that could cause harm to employees, equipment or the environment.

**Risk Assessment:** Assess the likelihood and consequence of hazards so the right controls can be applied.

**Situational Awareness:** Stay alert to what is happening around you and be ready to respond to changing conditions.

**Procedure Use and Adherence:** Use procedures as written and follow them in the correct order.

**Personal Protective Equipment (PPE) Use:** Select, inspect and wear the right PPE for the job.

**Tool Use/Wrong Tool:** Use the right tool for the job and confirm it is in safe condition.

**Housekeeping:** Keep the work area clean, organized and clear of hazards.





**PEOPLE  
POWERS**

The  
**lowest**  
**STANDARD**  
you accept  
is your  
**STANDARD.**

-Brent Ridge, President and Chief Executive Officer

