



**CLEAR COMMUNICATION,
SAFER OPERATIONS:
WHY MULTILINGUAL MANURE
MANAGEMENT TRAINING MATTERS**

**Beyond Language Barriers: Building Safety Cultures
Through Cultural Understanding**

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WHO ARE the FARM Workers?

- **1/3 U.S. dairy farms employ foreign-born workers.** These farms produce nearly 80% of the nation's milk
- **Farms with more than 200 cows** usually hire one worker every 50-150 cows
- **The dairy work force relies on Latinos / Hispanics**
- **Country's second-largest ethnic group,** behind white non-Hispanics, are 18.3% of the U.S. population (U.S. Census Bureau, 2019)



25 different culture groups

COLOMBIA

"Person of (fill-in-name of country) origin"

Hispanic / Latino

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MIX of CULTURES Values & Beliefs

ORIGIN

- European descendants
- Indigenous descendants
- Central, S. America & Hispanic Caribbean



VALUES

- Family structure and relationships: *extended family concept*
- Art & music
- Proud of their heritage
- Food / Table

RELIGION

- African & Indigenous
- Catholicism
- Other Christian religions (Europe)
- Folklore

EDUCATION



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¿HOW ARE THEY CHARACTERIZED?

✓ Strength

Loyalty and Commitment: High dedication when they feel valued

Family Orientation: Strong sense of community and team

Work Ethic: Willingness to work hard

Respect for Authority: They value hierarchy and leadership

Adaptability: Flexible in the face of changes and new situations

⚠ Areas of Opportunities

Indirect Communication: They may avoid conflict out of respect


Difficulty Saying "No": They accept excessive tasks

Decision-Making: They prefer to consult before deciding

Present Orientation: Less long-term planning

Concept of Time: Flexibility can cause tension

Effective leadership requires understanding and leveraging cultural strengths while addressing areas of opportunity with empathy



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CHALLENGES

WORKFORCE



- Cultural and societal differences
- Isolation
- Lack of trust
- Accessible information
- Embarrassment
- FAMILIAR Structure
- Levels of education
- Head nodding


- Health coverage

80% do not have health insurance, 53% have not seen a physician in the last 3 years & 10% never have visited a physician

Reasons for not seeking medical help: from cost, lack of information, to a language barrier

- Limited language skills





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WELFARE NEEDS: ANIMALS AND PEOPLE

Animals: The Five Freedoms

- Hunger and Thirst**

Access to fresh water and a diet that maintains full health and vigor
- Discomfort**

An appropriate environment with shelter and a comfortable resting area
- Pain, Injury, and Disease**

Prevention, rapid diagnosis, and treatment of injuries or diseases
- Express Normal Behavior**

Sufficient space, proper facilities, and companionship of the same species
- Fear and Distress**

Conditions and handling that prevent mental suffering

People: Hierarchy of Needs

- Physiological Needs**

Food, water, shelter, sleep, clothing, and general health
- Safety Needs**

Security, stability, protection from harm, financial security
- Love and Belonging**

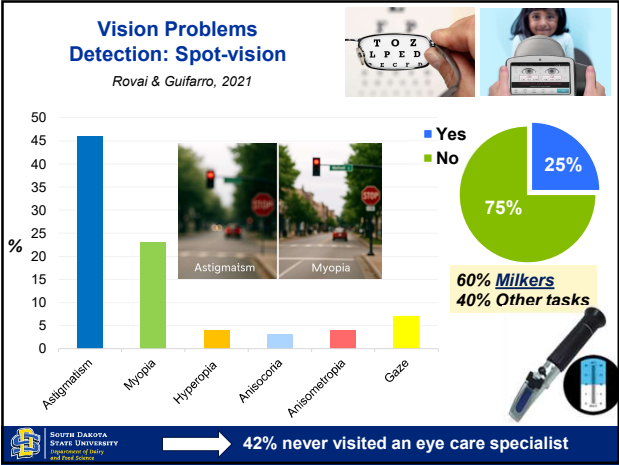
Friendships, family, intimacy, connection, sense of community
- Esteem Needs**

Self-esteem, confidence, achievement, recognition, dignity
- Self-Actualization**

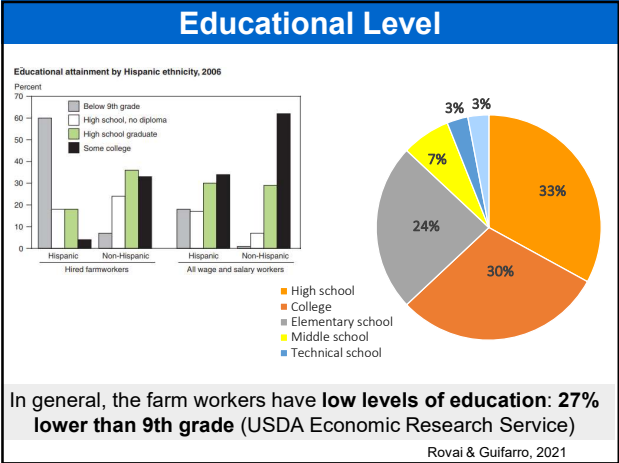
Reaching full potential, personal growth, creativity, fulfillment

Animals and humans need basic survival, safety, social connection, and mental well-being to thrive

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Generacional Differences			
Generation	Birth Years (approx.)	Current Estimated Age (Jan 2026)	Key Characteristics for Training
Baby Boomers	1946-1964 (kasasa.com)	≈ 61-79 years	Loyal, practical; prefer in-person methods and formal recognition
Generation X	1965-1980 (Mental Floss)	≈ 45-60 years	Autonomous , value utility and flexibility in training
Millennials (Y)	1981-1996 (Pew Research Center)	≈ 29-44 years	Digital natives, collaborative ; prefer interactive and purposeful learning
Generation Z	1997-2012 (beresfordresearch.com)	≈ 13-28 years	Very digital, visual ; motivated by fast challenges, gamification, mobile
Generation Alpha	2013-2025 (Your Teen Magazine)	≈ 0-12 years	Still children, but relevant for future; visual and experiential learning will be key

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The archived presentation is available at:
<https://lpelc.org/archived-webinars/clear-communication-safer-operations-why-multilingual-manure-management-and-farm-safety-training-matters/>

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TRAINING / MEETING APPROACH

- **Short sessions** (SS)
- Small groups (e.g., different shifts)
- Have at least one monthly meeting / every semester
- **Hold the meeting even if everything is OK!**
 - Train – retrain – refresh – train – retrain – refresh**
- Consider the **literacy of the group**
- **Ask questions:** encourage participation & discussion

- Show what to do or...
- Show what not to do!
- Explain “why” we do what we “do”
- Have them explain in their own words

- Follow-up
- Feedback
- Train the trainer




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DAIRY FARM TRAINING



"Hmm — I wonder if they have pizzas and ice cream."

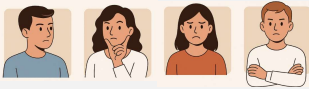



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BODY LANGUAGE






- Hands clasped or together
- Leaning forward toward the table
- Arms resting on the surface
- Body oriented toward speaker

Suggests: active listening, engagement, engagement, attentiveness, or interest in the discussion



- Crossed arms and leaning back
- Cell phone use
- Body turned away from instructor/materials
- Minimal eye contact

Suggests: defensiveness, or a closed-off attitude, or a comfortable resting position. **Need to shift approach!**



Went from engaged/thoughtful → potentially uncertain or surprised → less engaged

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Cultural Differences Examples

Employee's behavior	Your perception	What it really means
Stands close to you	Trying to make me uncomfortable	Customary to stand close to someone
Waves hand toward you, palm down	Waving hello	Please come over here
Nods head up and down	He understands me	I may not understand, but I won't interrupt because it is rude

- It is **not always a good idea to have a worker from the dairy do translations or training**, especially if he/she was not hired to do such a job
- Asking a **worker to translate/teach** for other fellow workers could create an environment of animosity in the workplace

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The Three Leadership Competencies

EQ

Emotional Competence

Ability to recognize, understand, and manage one's own and others' emotions

Social awareness

- Emotional regulation
- Empathy
- Social skills

TQ

Technical Competence

Specific knowledge and skills necessary for the job

- Professional experience
- Specialized skills
- Sector knowledge
- Continuous training

IQ

Intelligence

Ability to reason, solve problems and learn

- Critical thinking
- Analysis and synthesis
- Decision making
- Problem solving

Effective leadership requires the balance of all three competencies



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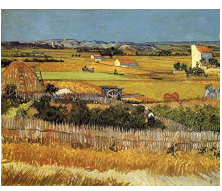
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EMOTIONAL SUSTAINABILITY

TEAMWORK and PEOPLE MANAGEMENT

- EDUCATING is an ART
- PERSONNEL MANAGEMENT is an ART

Limits, needs, individual or collective recognition are managed...



STUDIES WITH TEAMWORK:

- 50% of things that happen are seen, discussed and can be changed
- Unforeseen events are variables that don't depend on us

BASIC PRINCIPLES:

OBSERVE, ASK, and LISTEN





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IT ONLY LOOKS SAFE BECAUSE YOU DON'T UNDERSTAND WHAT YOU'RE LOOKING AT !





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