



Next Level Leadership:

Futuring, Anticipation,
and Action

Bob Treadway



Leader as strategist...

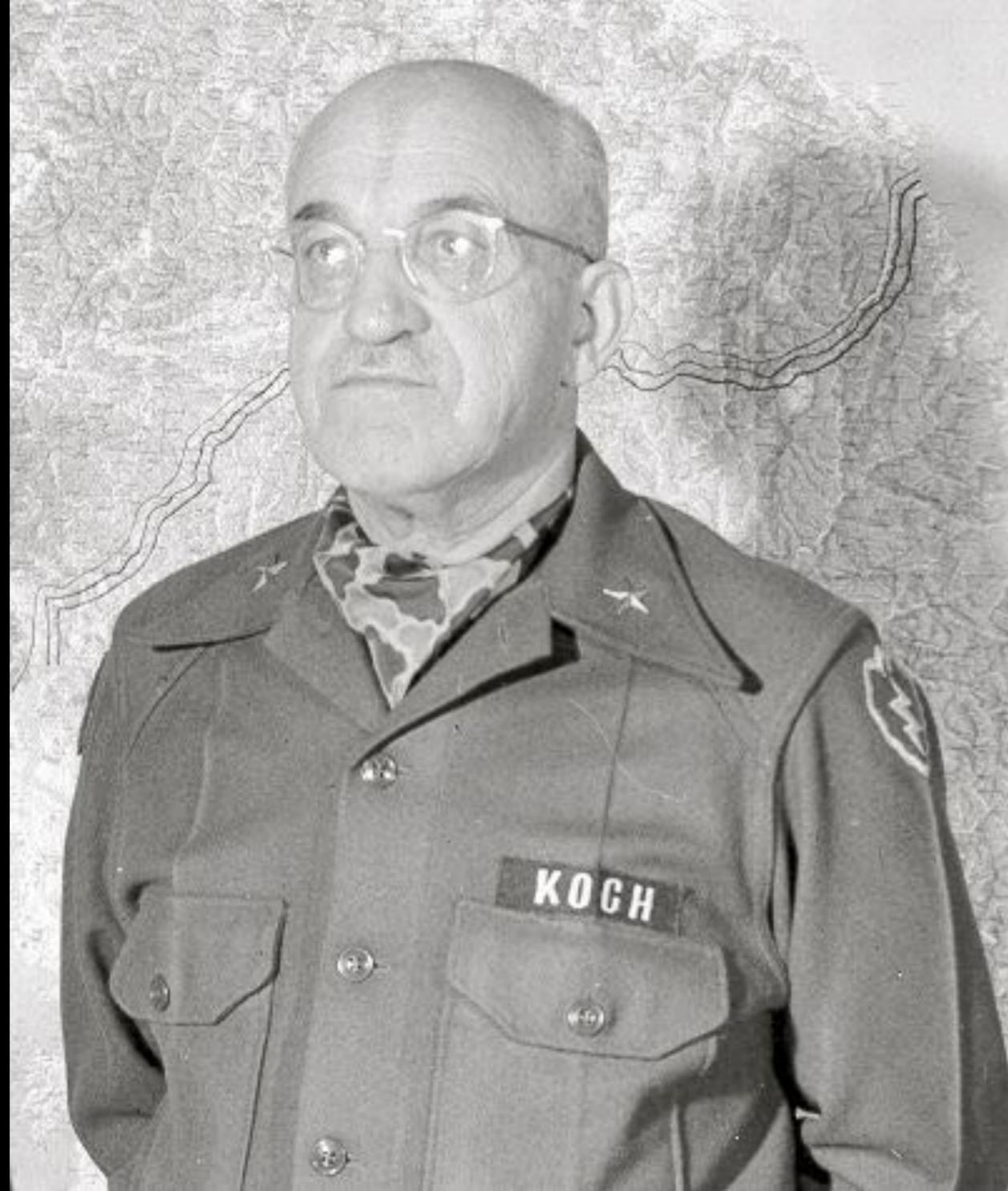
A silhouette of a hand reaching upwards against a vibrant sunset sky. The sky transitions from a deep blue at the top to a bright orange and yellow near the horizon, where a sun is partially visible. The hand is positioned in the lower-left quadrant, with fingers spread towards the upper-right. The text "and even 'futurist'" is overlaid in white, centered horizontally and partially overlapping the hand's silhouette.

and even "futurist"





Not this guy...



This guy was - the real hero of the Battle of the
Oscar Koch G2 (Intelligence)
Bulge

“foresight”

“big picture thinking”

Who did
Koch
want
on his
team?

“sees around corners”

“strategic initiative”

“envisions/attains”

The crutch



“Too quiet to the north...

Why?”

**The difference about Koch
and his team?**

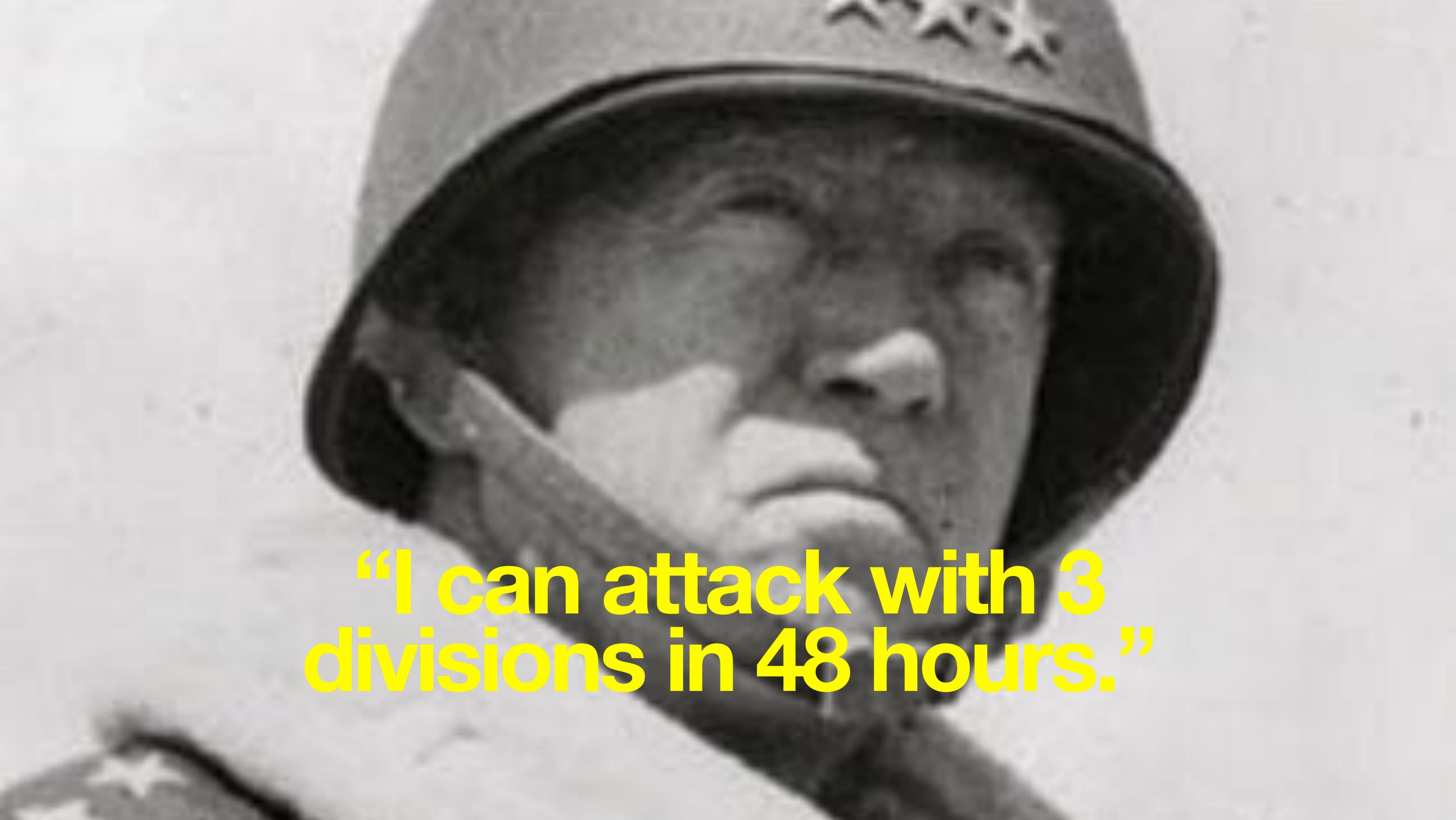
“Other intelligence officers
focused on enemy capabilities.
Koch focused on intentions.”

Robert Hays in
Patton's Oracle: Gen. Oscar Koch As I Knew Him



December 16



A black and white portrait of a man in a military uniform. He is wearing a peaked cap with three stars on the front. He has a serious expression and is looking slightly to the right. The background is a plain, light color.

“I can attack with 3 divisions in 48 hours.”

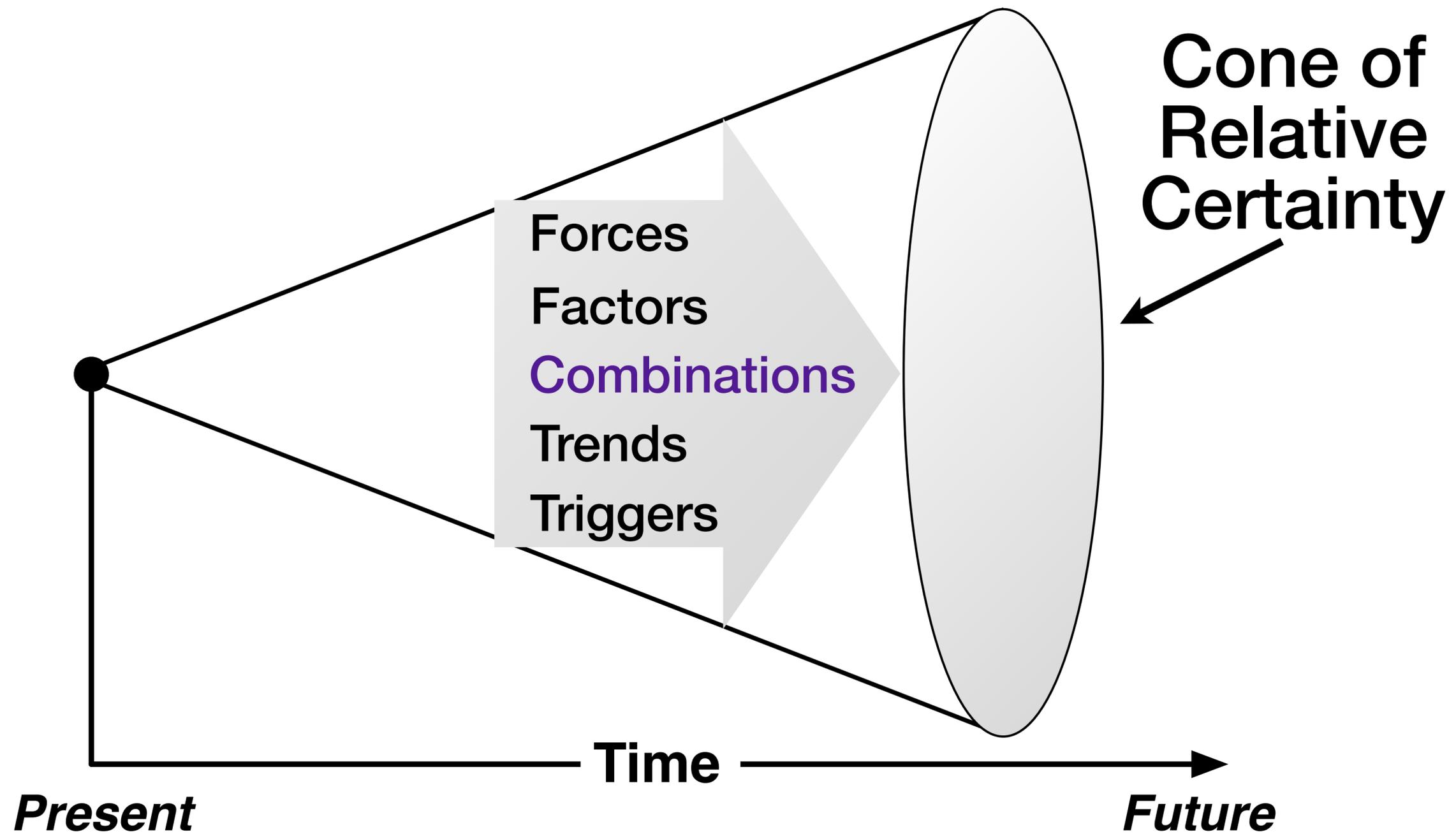


Seeing the Big Picture

Forecast

foresight that accounts for
uncertainty and adjusts
with time and new
information.

So you take anticipatory action



Principles

1. Preparation. Habit. Recognition.
Exposure. What affects the future?
2. Teams! Always better at forecasting & recognition than individuals.
3. An open mind. Flexible. Testing.
Changes with new facts.
4. Uses foresight to develop strategy that acts on what will happen.

A close-up photograph of a human eye wearing a blue contact lens. The eye is looking slightly to the right. The background is dark and out of focus.

Leader Scanning

On page 7 of the
handout. A daily habit.



qz.com



Why Washington would have hated DC

Boston's bombs

INSIDE: A 14-PAGE SPECIAL REPORT ON BRITAIN'S TURBULENT FUTURE

INSIDE: A 12-PAGE SPECIAL REPORT ON COLOMBIA

The Economist

- 007 and the spectre of Britain's past
- Turkey votes to the sound of bombs
- Those ever-creative accountants
- America takes the fight to IS
- Coywolves: the new superpredator

The trust machine

How the technology behind bitcoin could change the world



OCTOBER 21ST-NOVEMBER 4TH 2013
Economist.com

wars
Washington's lawyer surplus

Madness on the Hill

THE ECONOMIST
MARCH 2 2014 - 26TH 2014

The



The Economist

NOVEMBER 14TH-20TH 2013
Economist.com

The truth about airport security
SoftBank: a rare risk-taker in Japan
Rice, the world's most distorted staple
Putting the laugh into the Laffer curve
Homoerotic fiction in China

The Chronicles of Debt

A saga that haunts the world economy





COVER STORIES

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EXPLORE



FUTURE OF AGRICULTURE

Articles and items that signal or bear on the future of agriculture.

Follow

<http://flip.it/fSqyb>



By Bob Treadway

Sources, content, browsing

Mexico No Longer #1 Buyer of US Corn After Trade Tension

U.S. corn shipments to Mexico are faltering and the country is no longer the biggest buyer of other suppliers.

Trump FY2018 Budget: Not Good for Farmers?

In total, it recommends that Congress spend just under \$4.1 trillion for the next fiscal year, with cuts almost everywhere.

The Great Nutrient Collapse

In the outside world, the problem isn't that plants are suddenly getting more light: It's that for years, they've been getting more carbon dioxide. Plants rely on both light and carbon dioxide to grow. If shining more light results in faster-growing, less nutritious algae—junk-food algae whose ratio of sugar to nutrients was out of whack—then it seemed logical to assume that ramping up carbon dioxide might do the same. And it could also be true all over the world.

Bill Gates and Richard Branson are Investing in This Clean Meat Startup

Alternative or "clean" meat startup Memphis Meats announced

Farmland Market Defies Trend

The trend in today's land market is hard to discern as some sales bring a better than anticipated price, while others may show a decline in value from previous sales," says Randy Dickhut, senior vice president of real estate operations at ENCI.

This Tiny Country Feeds the World

The Netherlands has become an agricultural giant by showing what the future of agriculture could look like.

In a potato field near the Netherlands' border with Belgium, Dutch farmer Jacob van den Borne is seated in the cabin of an immense harvester before an instrument panel worthy of the starship Enterprise. From his perch 10 feet above the ground, he's monitoring two drones—a driverless tractor roaming the

Commodity agriculture's dark 'green' future

A generation ago, GMO sounded like the name of an American muscle car, a text was what the preacher based his Sunday sermon on, and Facebook was two words that meant face and book.

Now, 25 years later, modified agriculture based on Face two

China's pork demand peaks for changing diet

For pig farmers in China and abroad, it is a difficult trend to stomach. The producers and other had

7 Things I Learned at the Future of Farming Dialog

1. Wet science vs. dry science. Ever heard that one before? Me neither. It's a real thing, though, says Adrian Percy, global head of research and development for Bayer Crop Science. Increasing in importance, though, is dry science – that dealing with data. As we have developed R and D (research and development) capabilities, we have moved to dry science.

A photograph showing the silhouettes of two people standing on a rocky cliff. The person on the left has their right arm raised, pointing towards the horizon. The person on the right stands with their arm around the first person's shoulder. The background features a bright sunset with a large, glowing sun partially obscured by clouds, casting a warm orange and yellow light across the sky. The landscape below is dark, with some water visible in the distance. The overall mood is one of achievement and looking forward.

Let's look ahead...

Long term (5 years+)
view/scan/goals for
food/ag education or
agriculture in general?

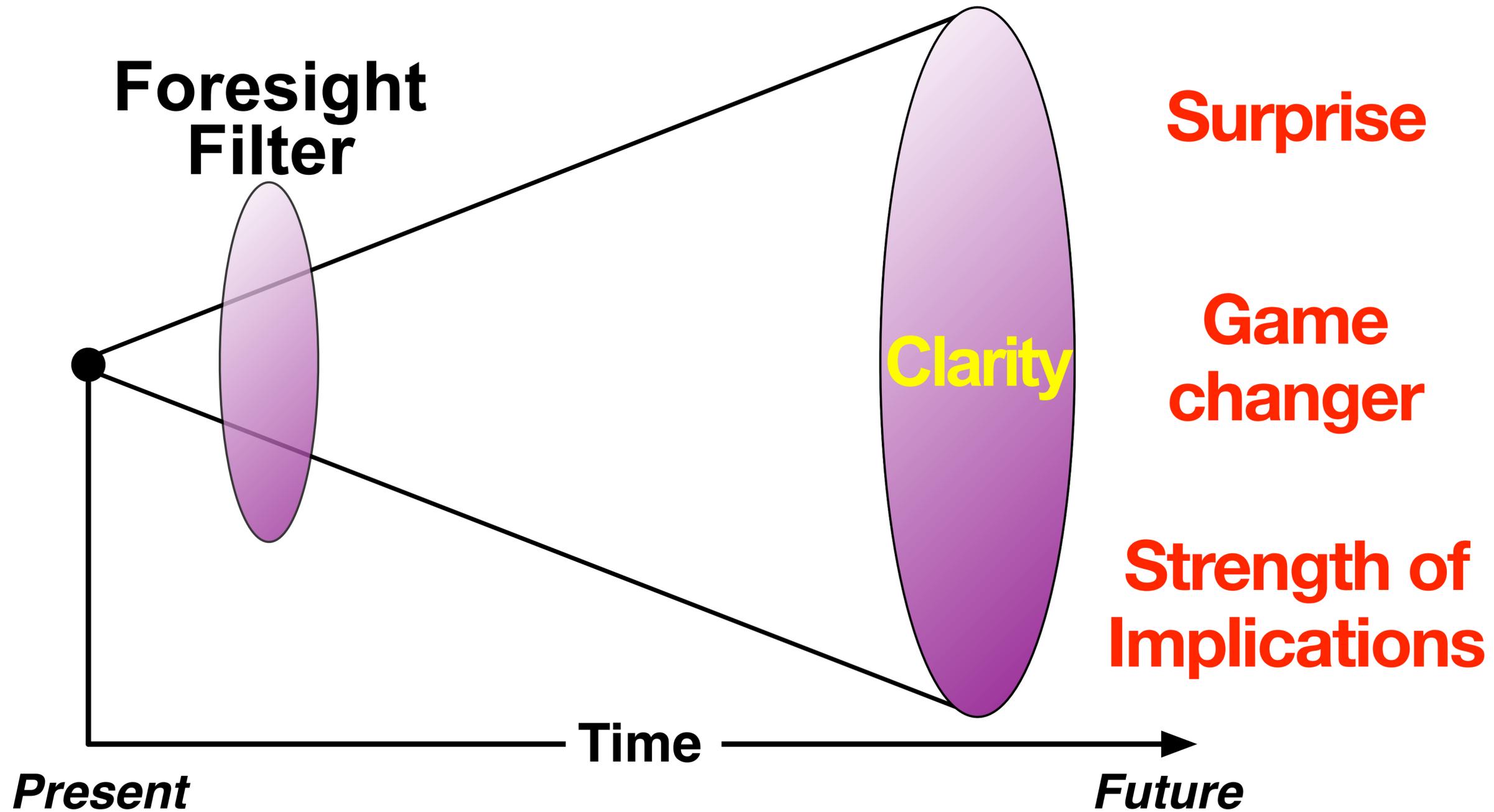
High impact events,
situations, trends,
emerging issues
we'll face in the
next 3-7 years?

“What’s going to affect us or
emerge that we’re not thinking or
talking about enough
right now?”

A large, stylized green question mark is positioned on the left side of the image, set against a light blue background. The question mark is rendered with a slight 3D effect and a dark green shadow. The text is centered to the right of the question mark.

Have a quick consensus
conversation at your table
and choose up to 4 for our
forward view.

Seeing what's most important?



What came up in our
“scan” that falls into those
buckets?

**How to
understand the
impact, outcome?**

**Examine the
implications**

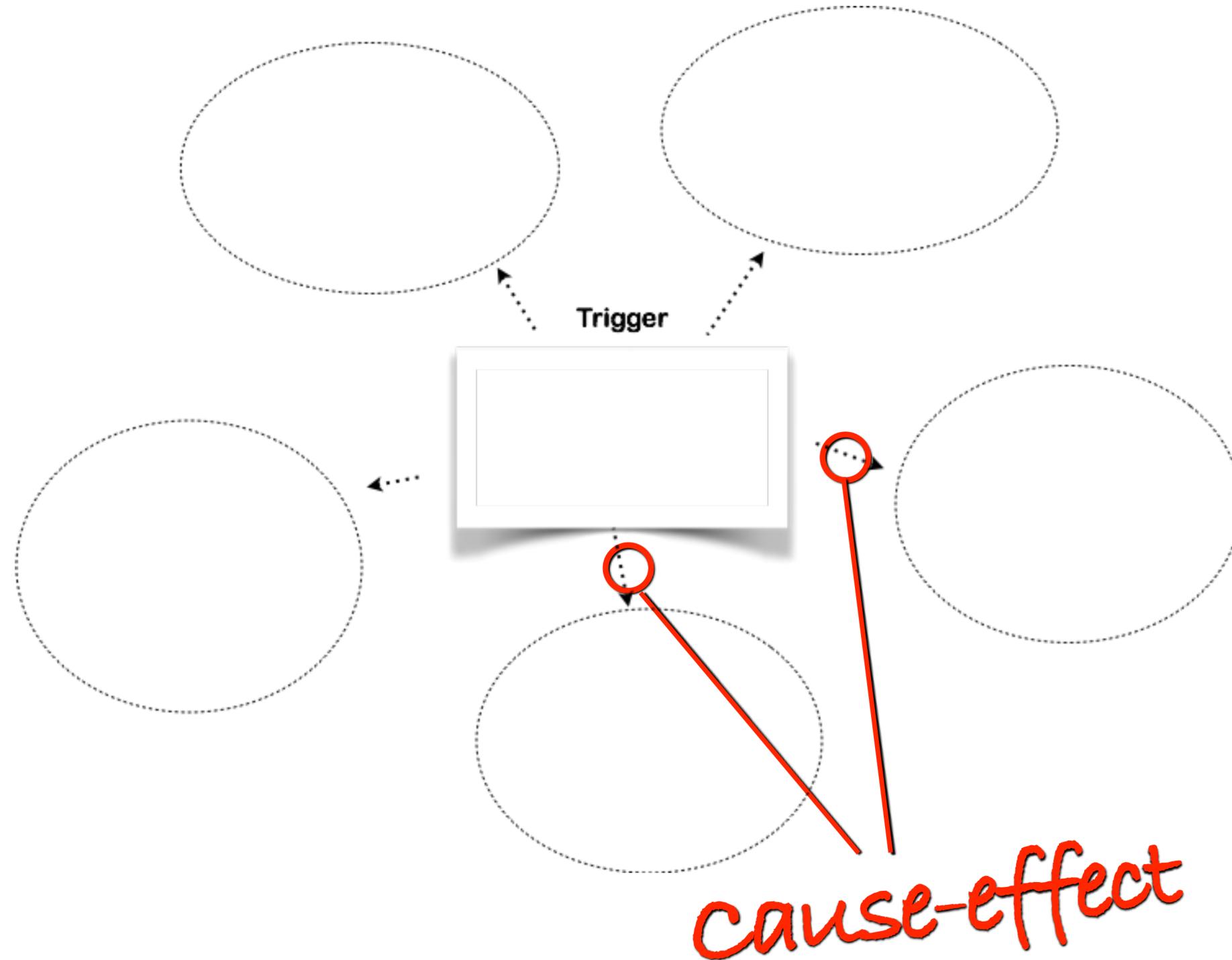
Implication

consequence; result; after-effect; impact; upshot.

Description, not a solution or action to be taken.

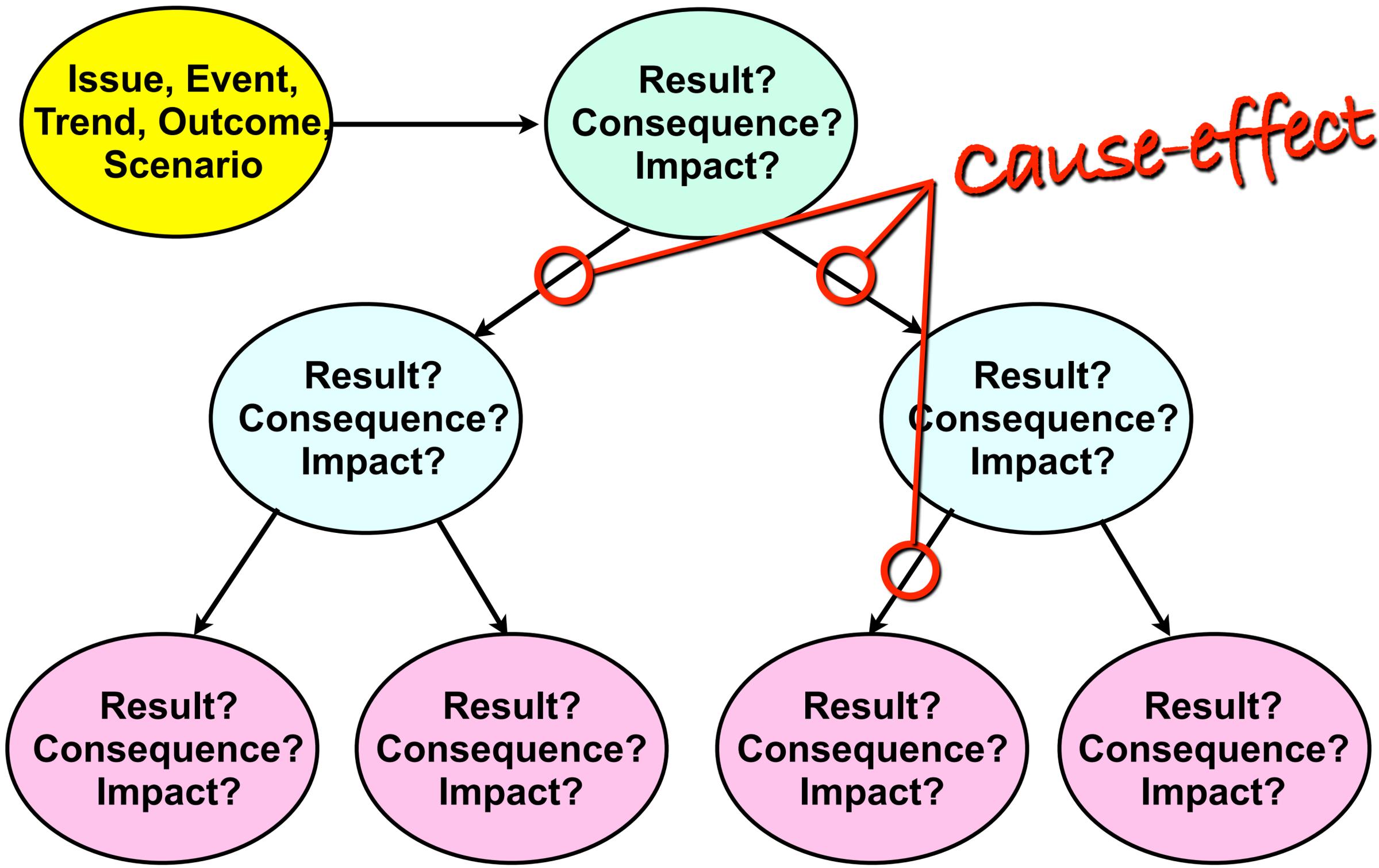


Page 3 of your handout

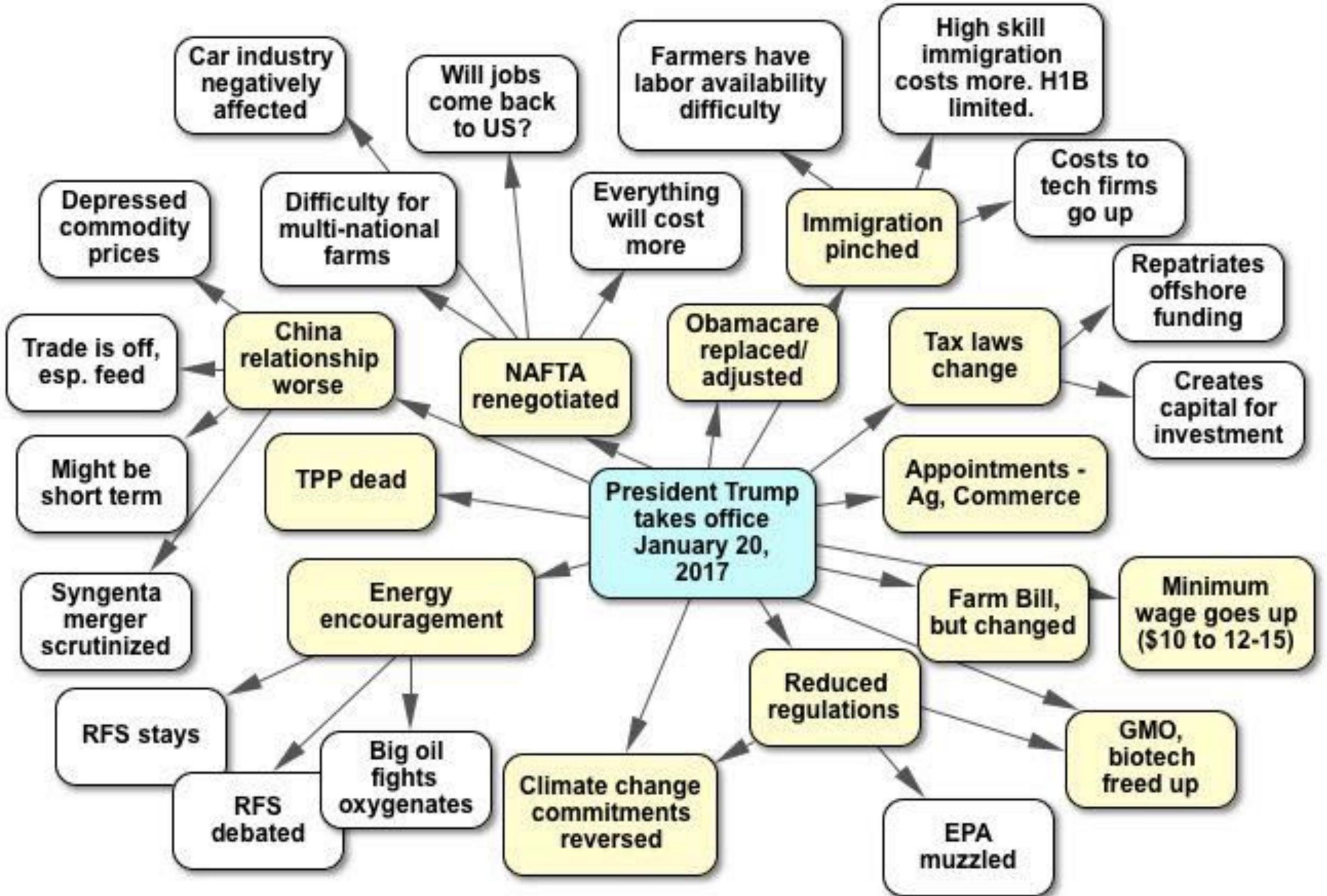


Don't stop there...

*“...and then what
happens?”*



*Here's an industry
example*



**Groups of 3-4 pick an item from
our “scan” and complete the
page 3 diagram**

Follow our example

**Develop 5 independent
implications**

Then go deeper,
“implications of
implications” to at least
2nd level in some

Uses?

- **Strategy generator - group work surfaces better actions**
- **Decision aid - got a choice? Use “if this happens...” twice. Compare.**
- **Persuader - pencil, paper, and someone you want to convince.**
- **Gives alternatives - Plans B, C, D.**

A silhouette of a hand reaching upwards against a sunset sky. The sky transitions from a bright yellow-orange near the horizon to a deep blue at the top. The text "How do we reach a challenging future?" is overlaid in white, bold, sans-serif font, centered over the hand and sky.

How do we reach
a challenging
future?

Ag/Food examples...

**GMO's accepted
in all markets
worldwide**

**Development of
"NBT's" in ag/food
sectors**

**Prepare Students
for the Ag/Food
System of 2025**

**Produce a great-
tasting NY Steak
without a cow**

**Double canola
output with half the
water and nitrogen**

Long term (5 years+)
goals for the food system
or ag education?

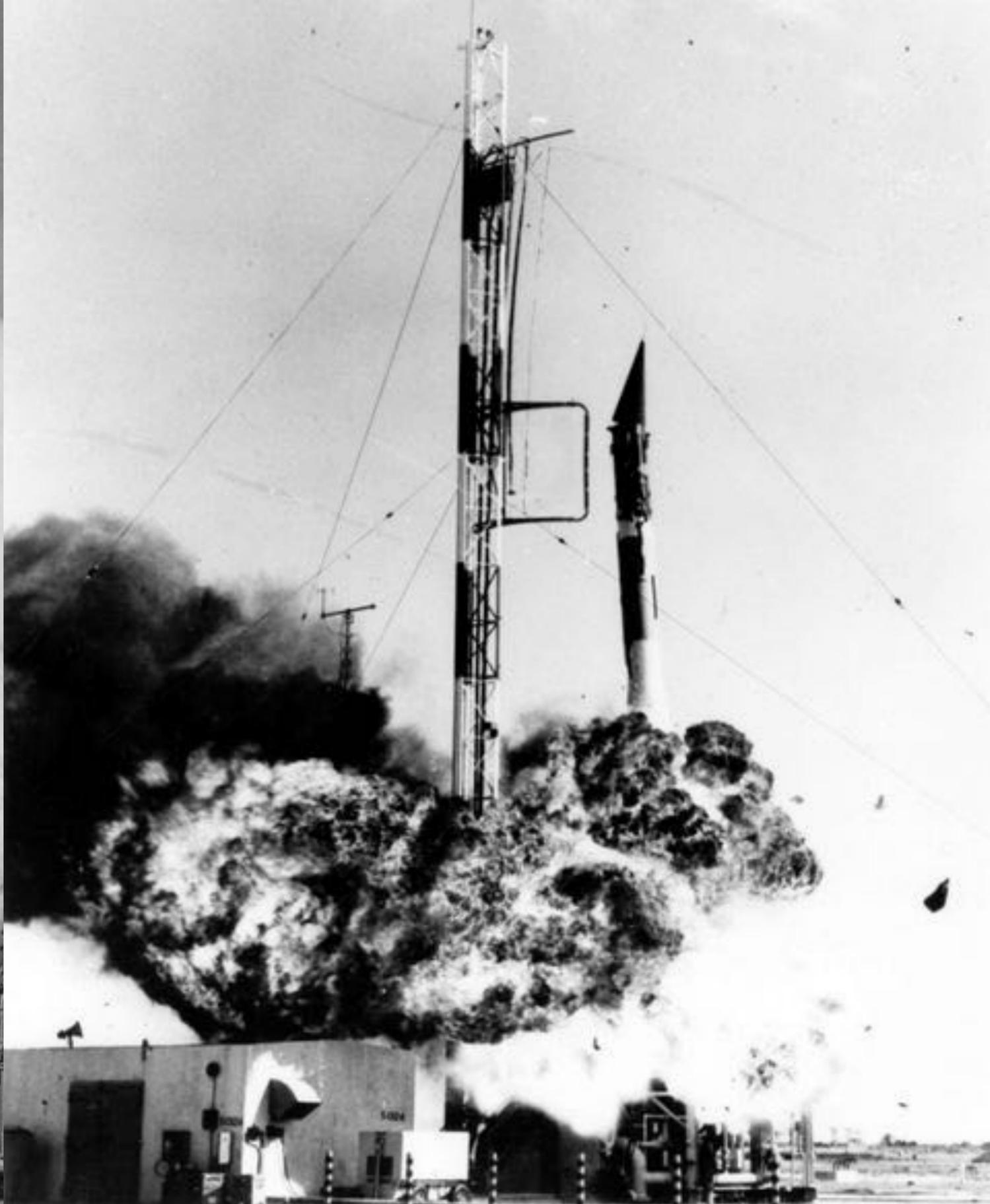
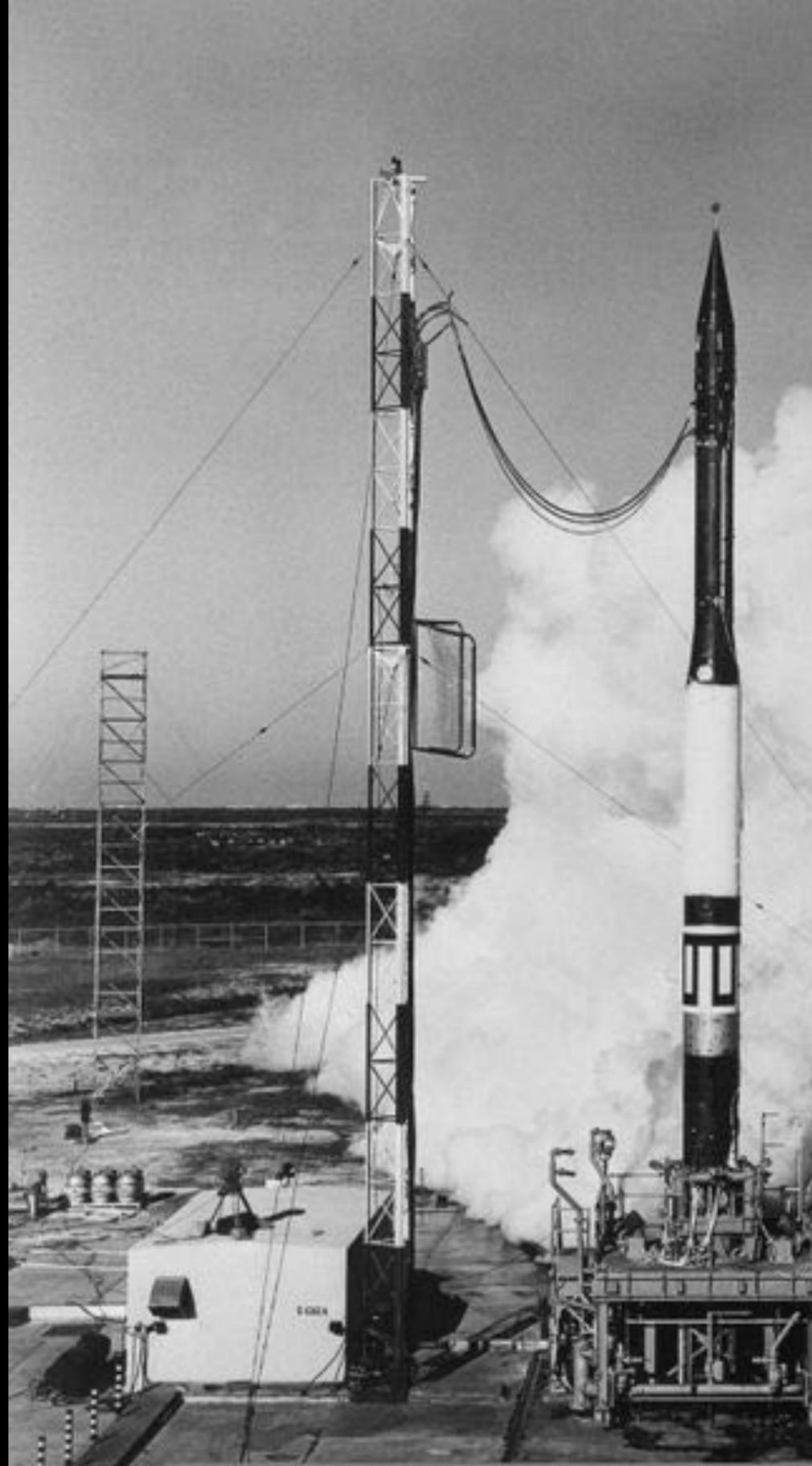
ckwards he Plan



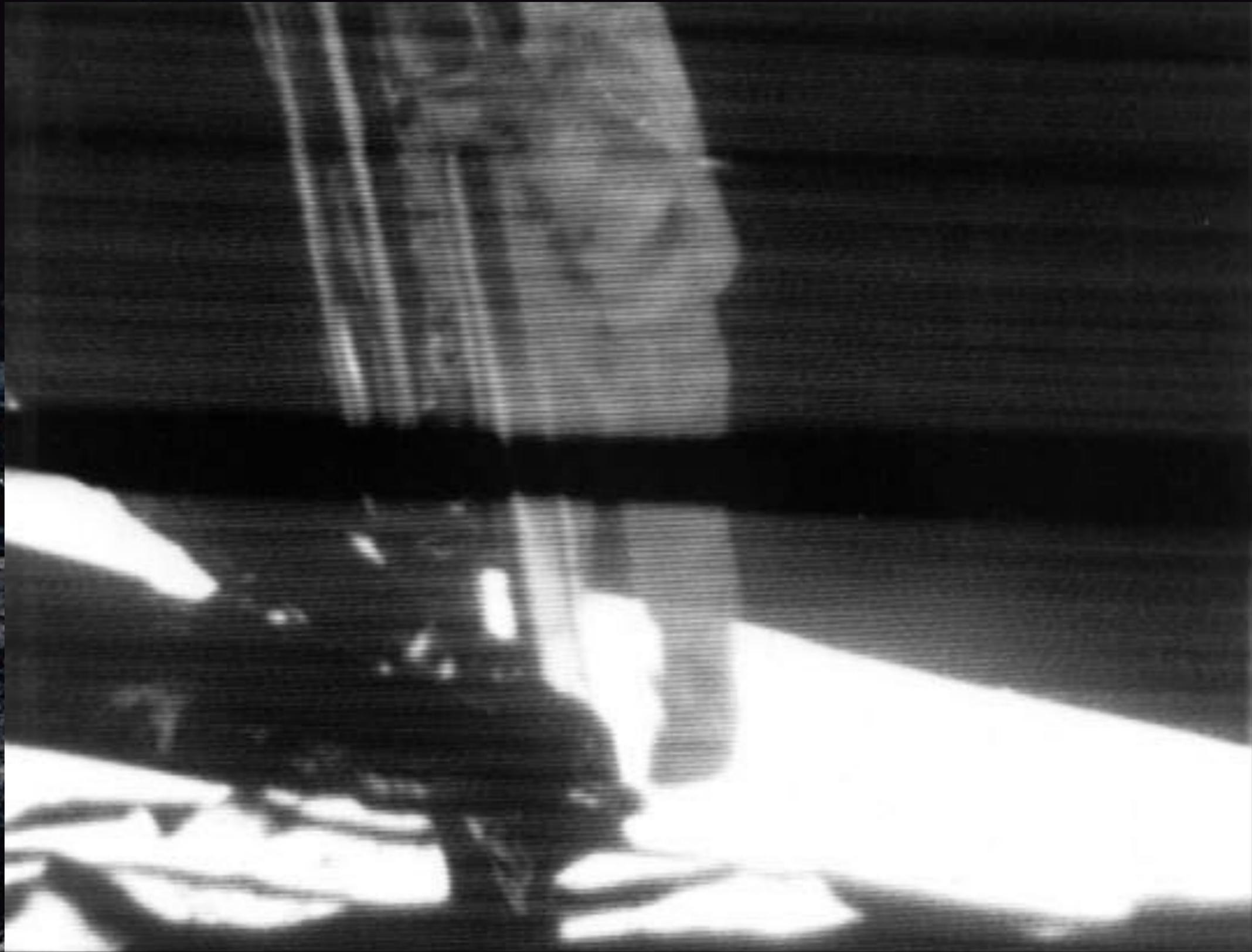


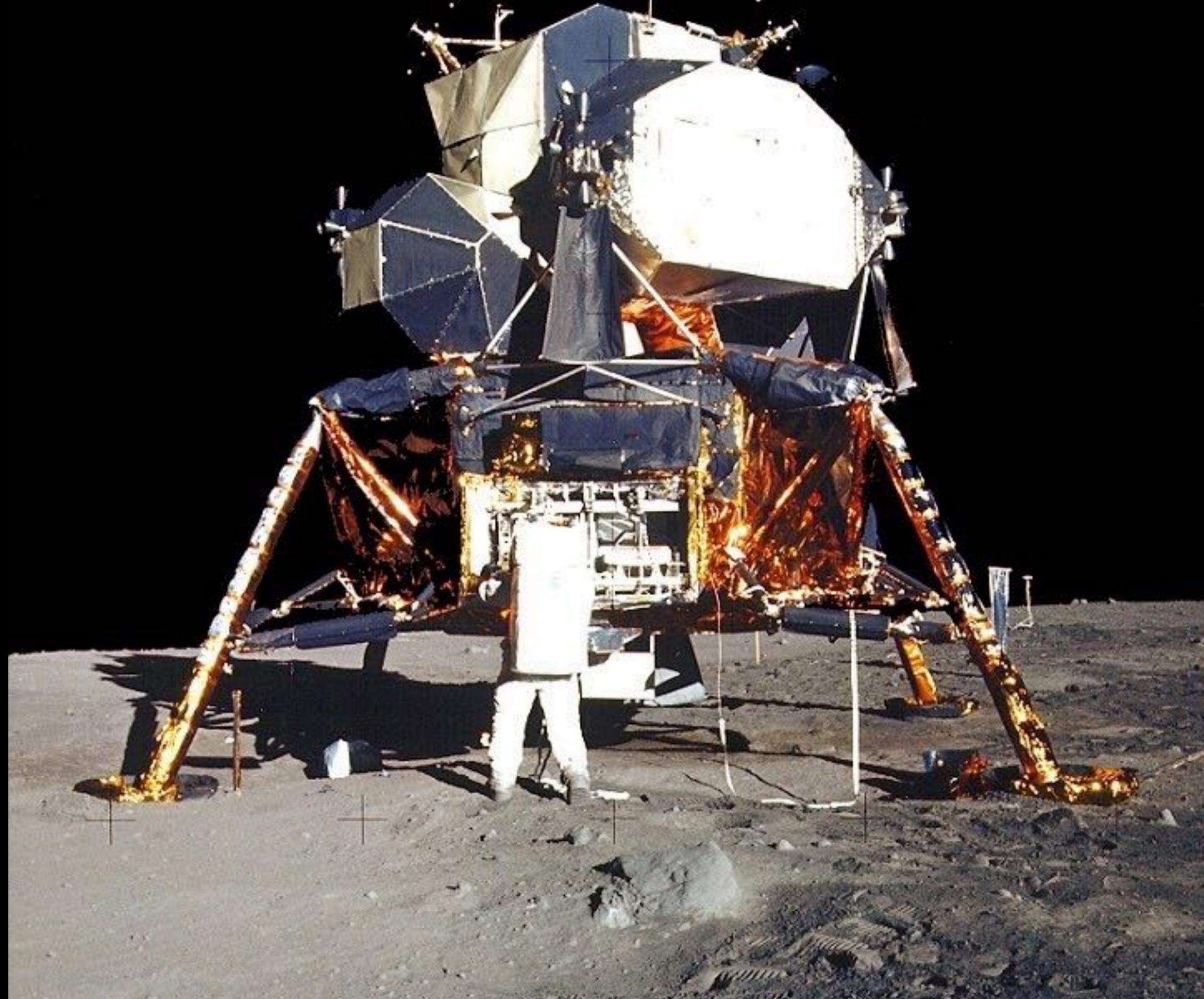
**In May, 1961 a leader
challenged his
country...
with one sentence**

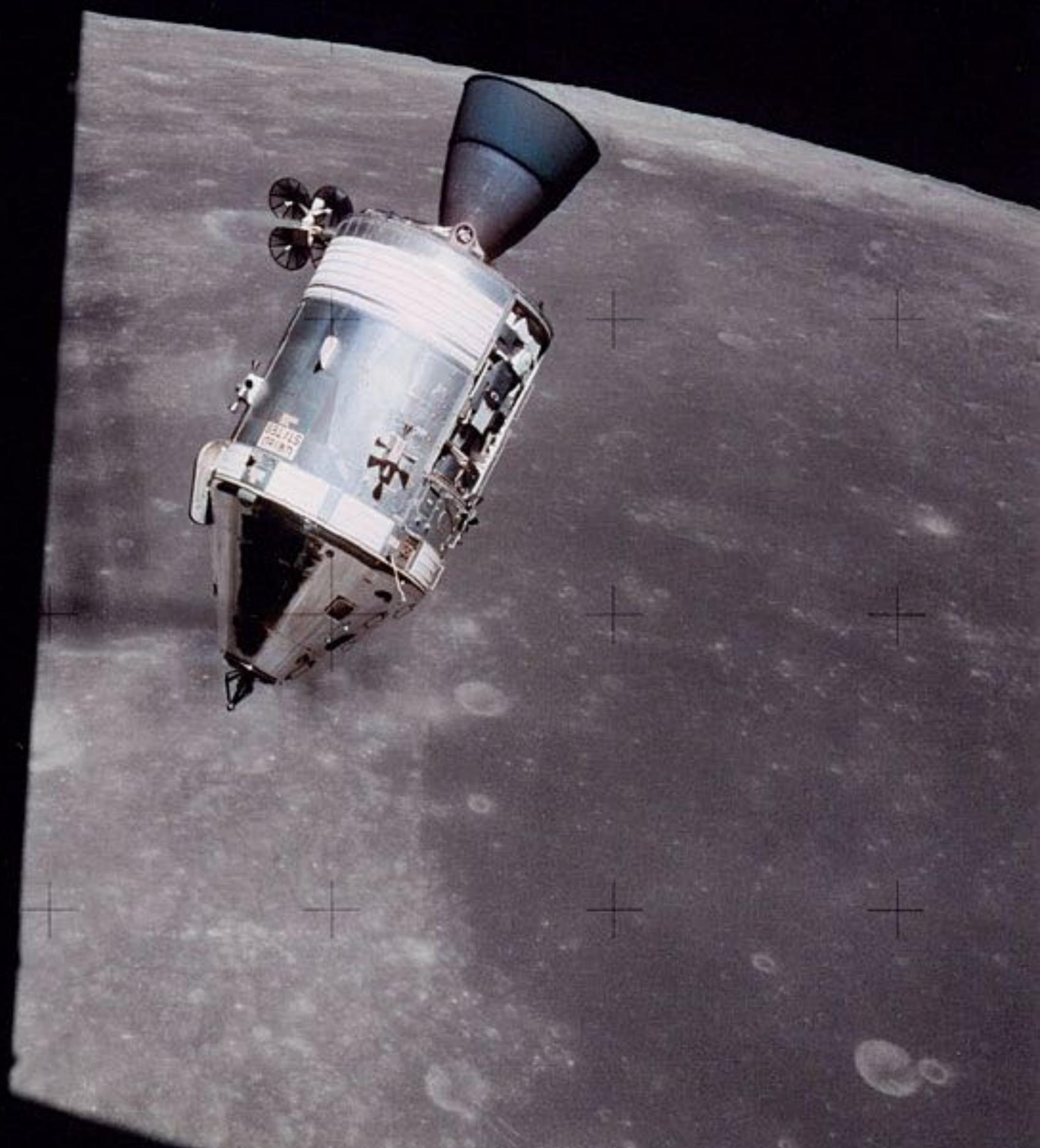




“Backcasting”







Saturn V

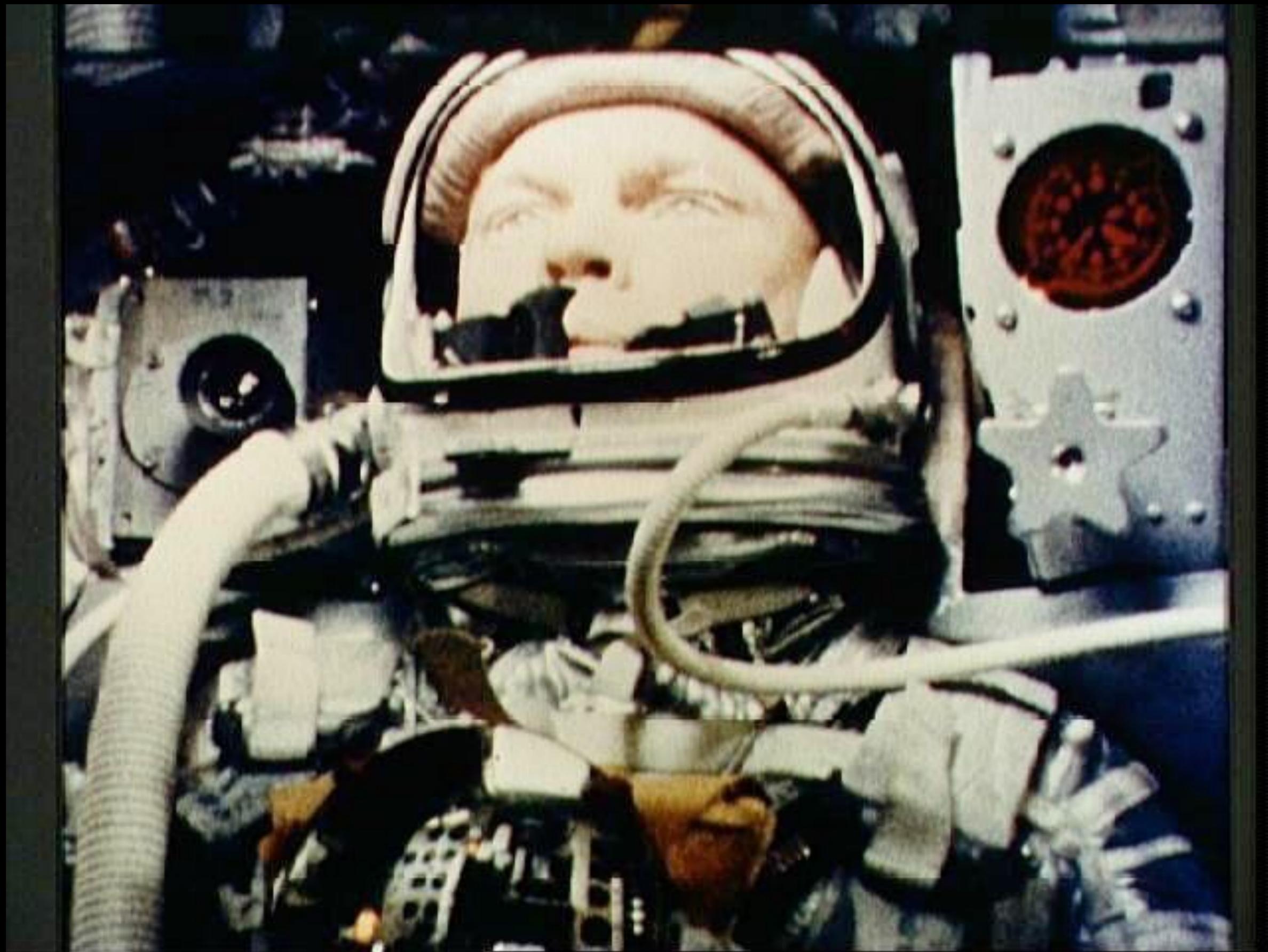






Saturn 1





Jupiter C

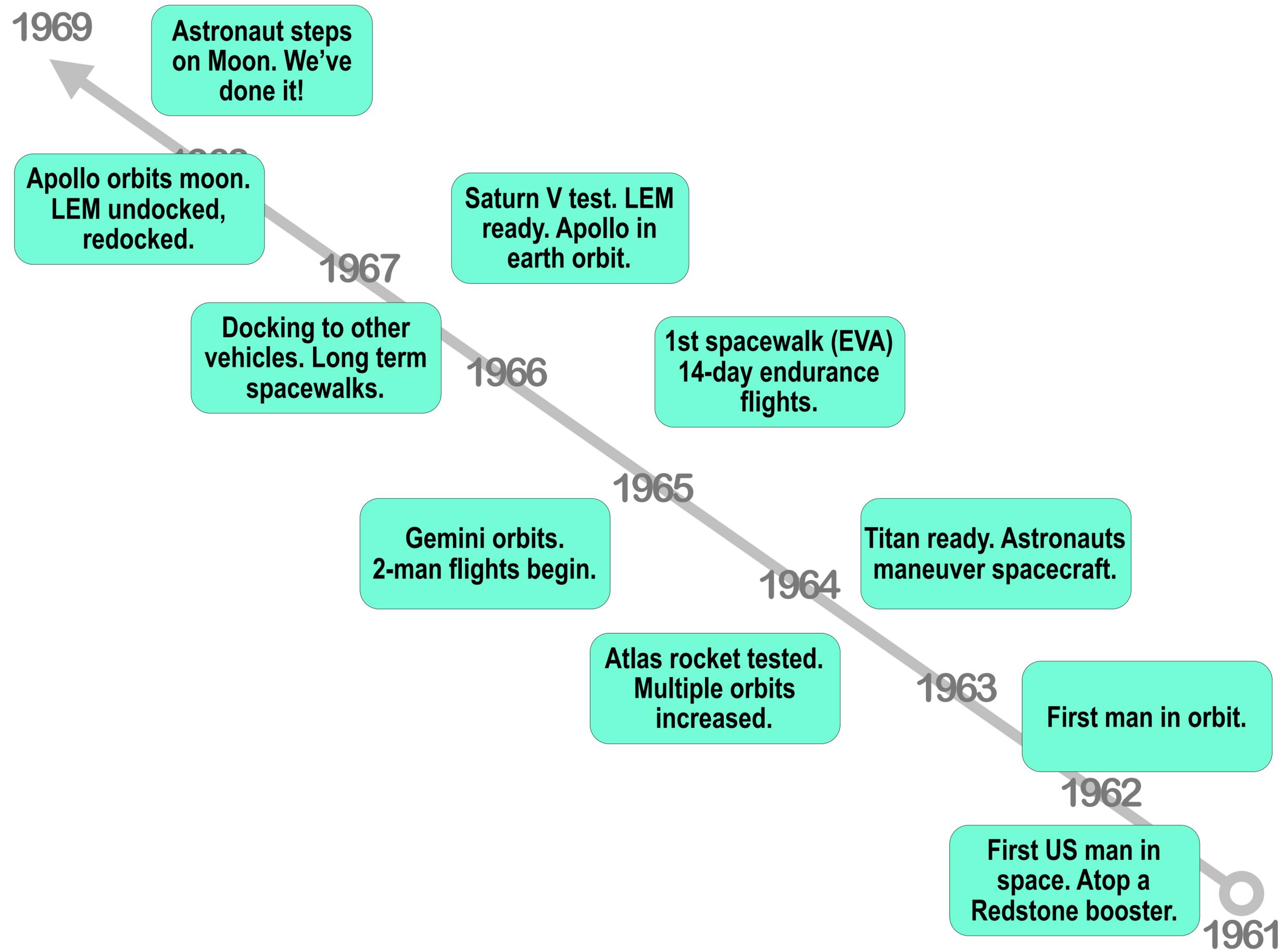


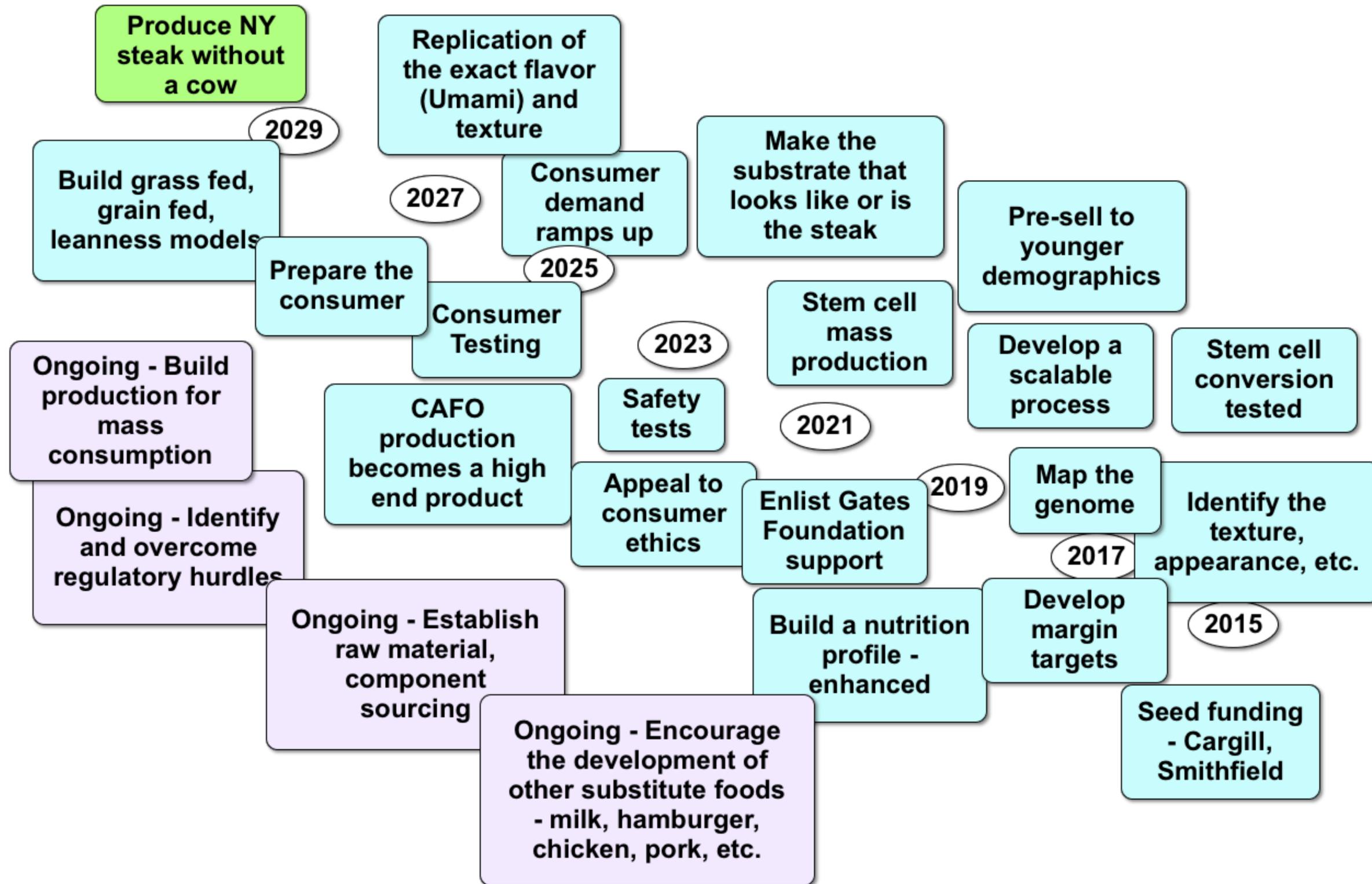
Redstone to
put Shepard in
“space”

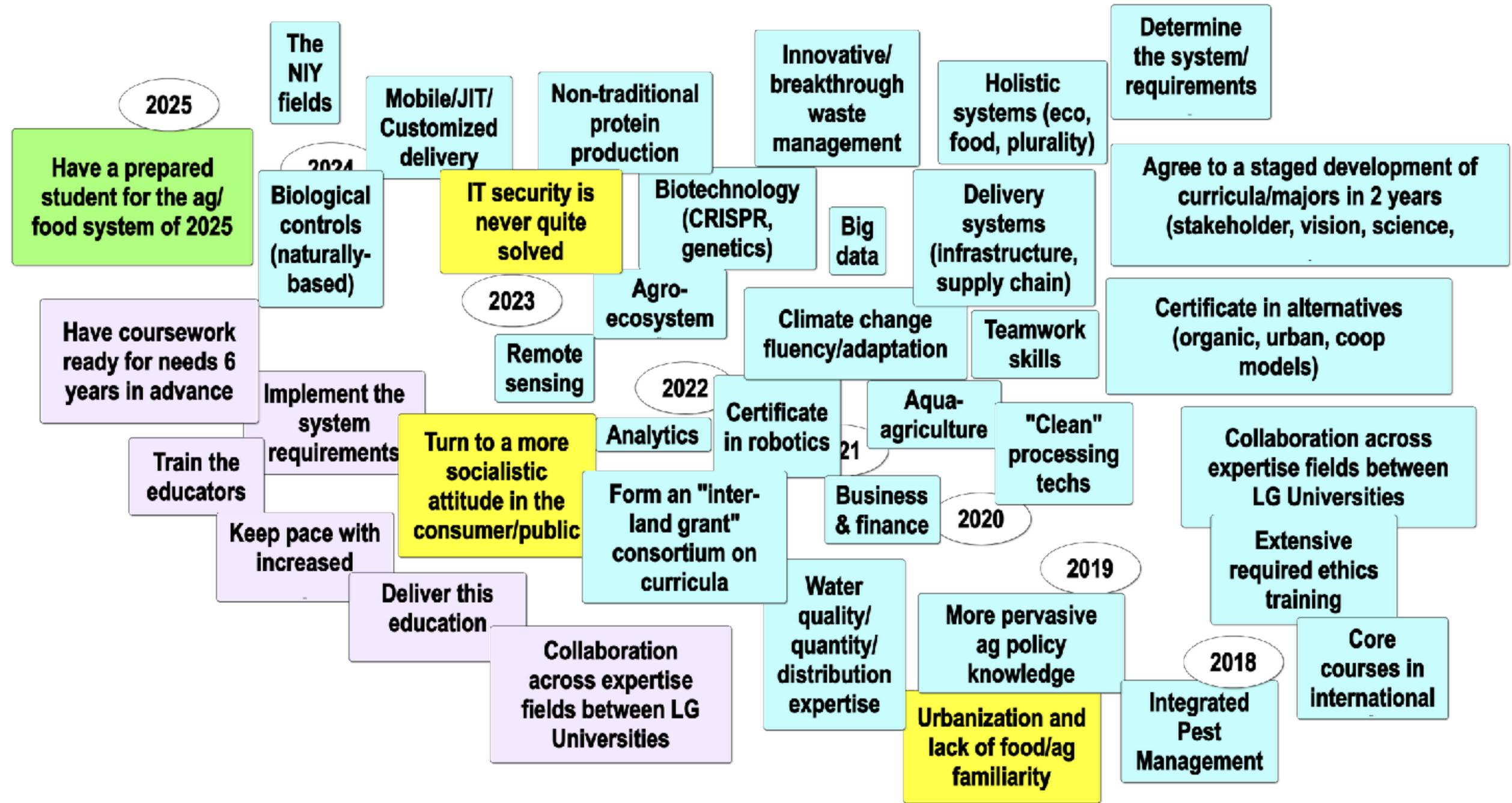


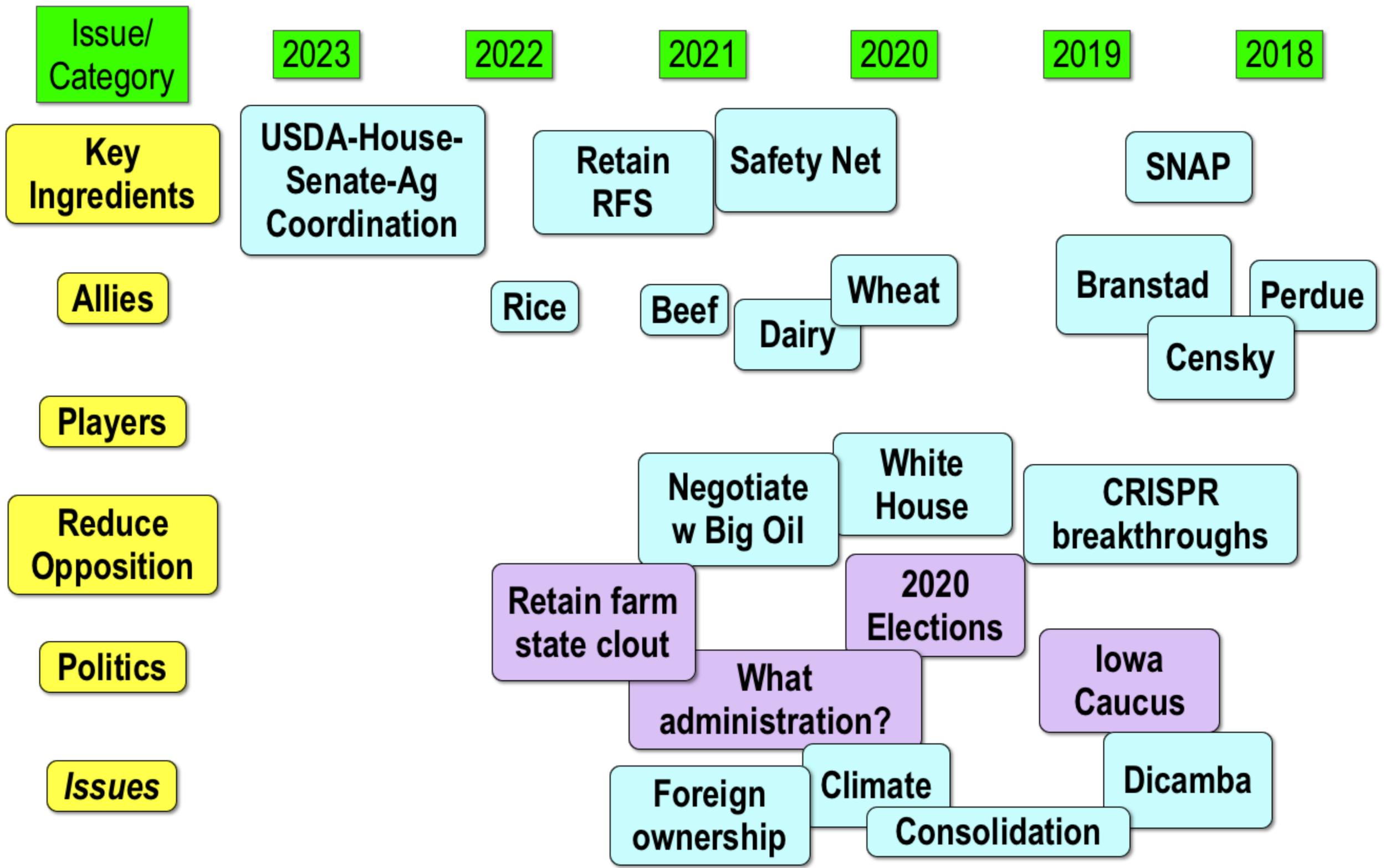


...and we're in
the present at
1961









Instructions

- Place yourself at goal achievement. 5 years or later. Flesh out the accomplishment. Start there!
- Choose either approach/diagram.
- Working with your team, think backwards like NASA through what needed to happen to reach “where you are.” Be specific. List achievements, address issues that were made to reach the goal.
- Then place those items on the timeline that brought you to the end result. Fill in the worksheet backwards in time.
- You may develop “ongoing efforts.” Place those on the timeline too.

Charles Kettering

Electric starter

Auto paint

Diesel locomotive

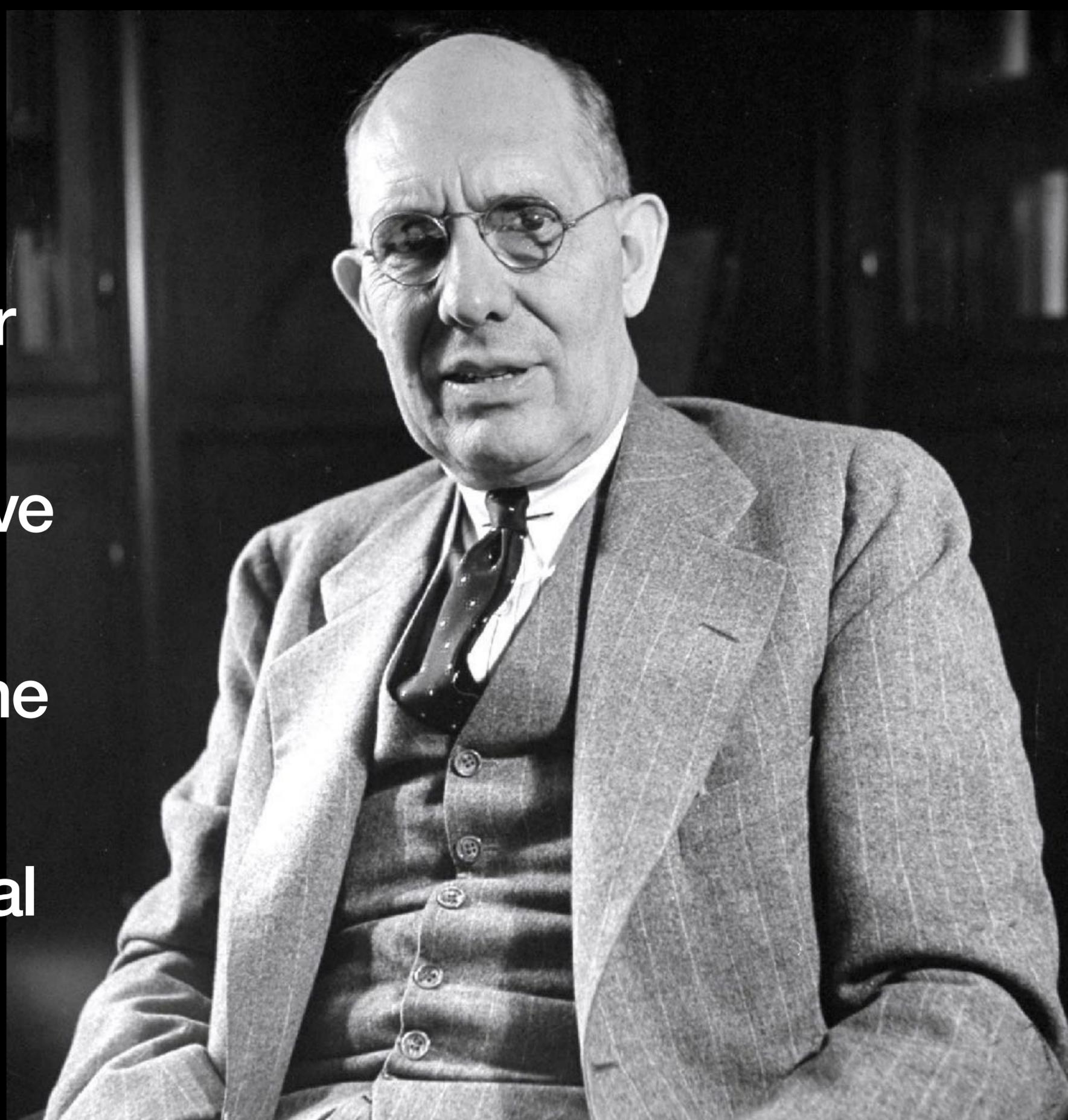
Auto lights

First aerial drone

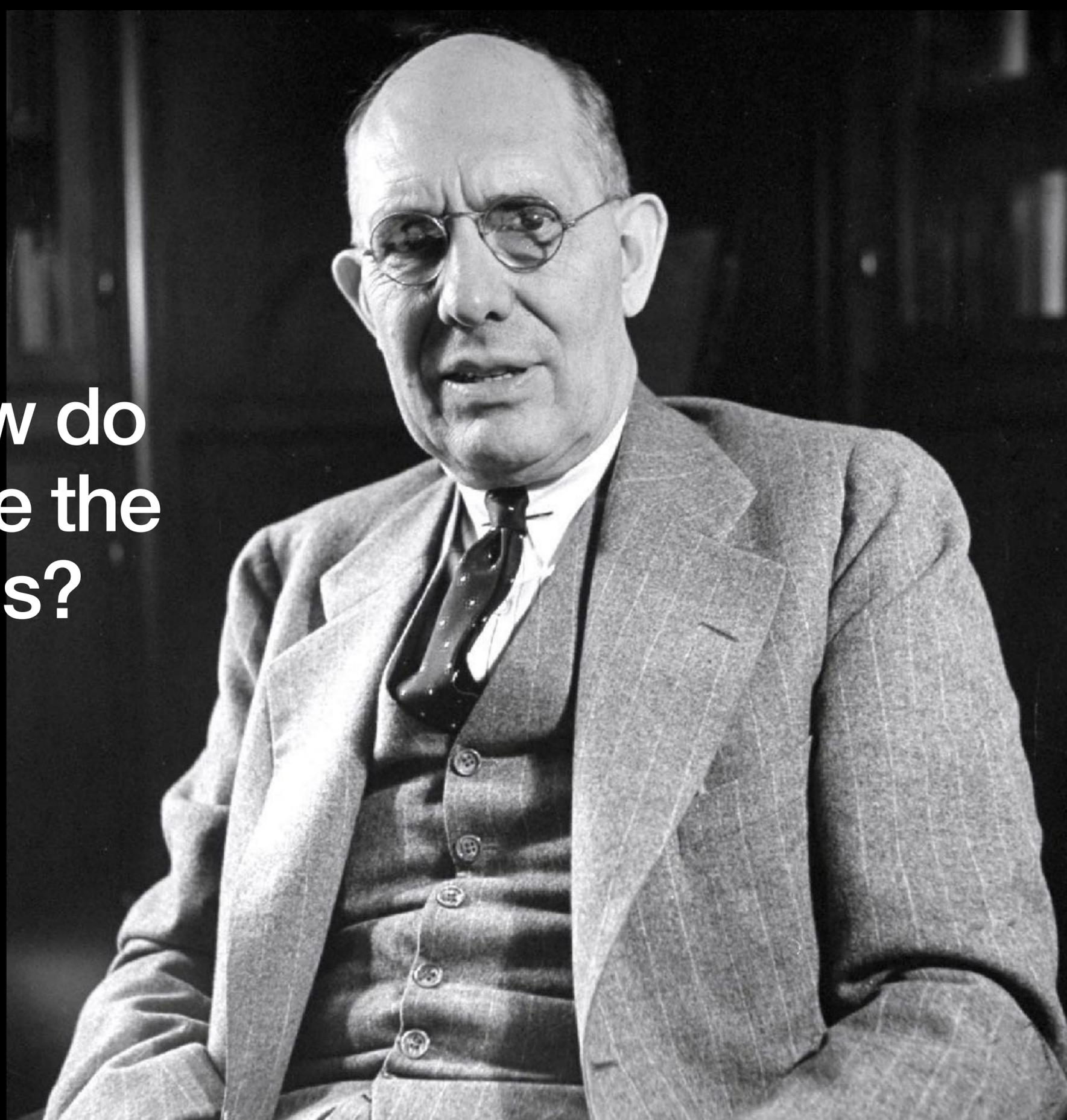
Safety glass

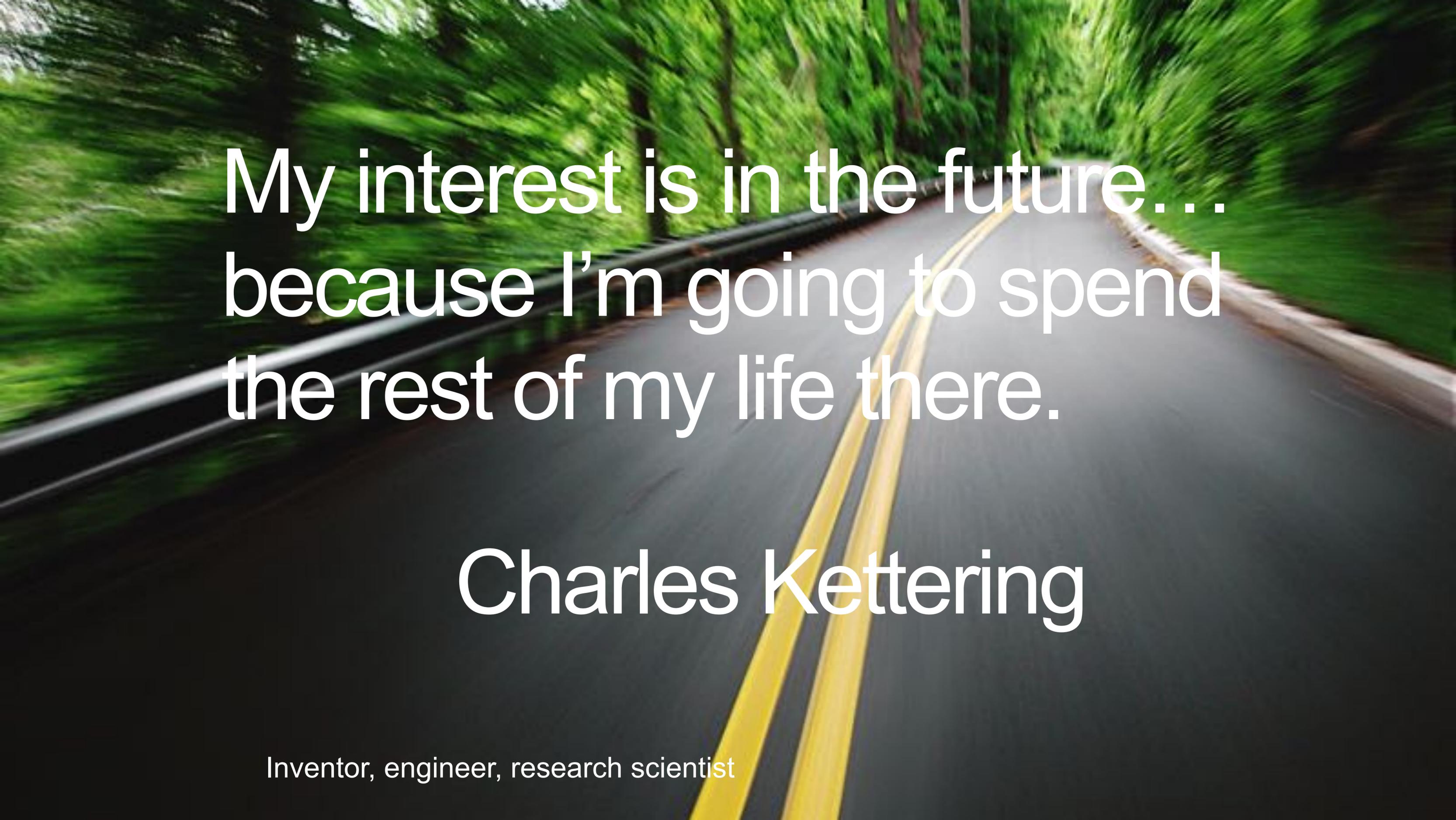
Magnetic digital
imaging

Incubator



**“Boss” how do
you imagine the
inventions?**





My interest is in the future...
because I'm going to spend
the rest of my life there.

Charles Kettering

Inventor, engineer, research scientist