

# LEADING CHANGE DURING WICKED TIMES: NEED FOR LEADERSHIP

FSLI Session  
Feb. 22, 2017

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# Objectives

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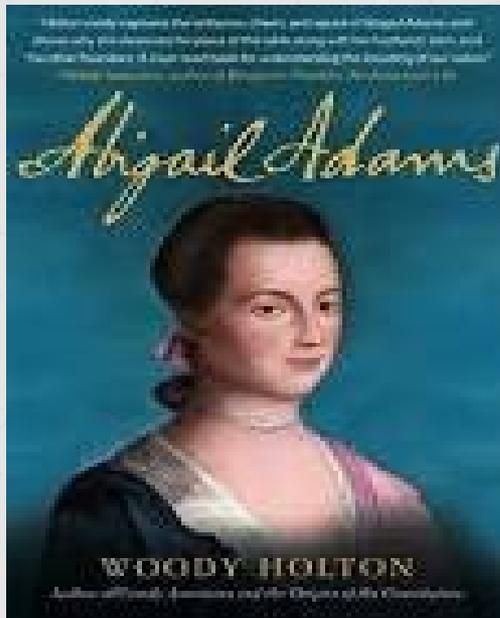
- Strategic Inflection Points; University Disruptions
- Context of Leading Change in My World; “Connexity”
- Wicked Problems
- Leaders vs. Leadership
- Vignettes of Leadership: Experiences and Beliefs
- Myth of the Hero-Leader; redefining Leadership
- A Personal Journey: the Dakota Wisdom to Meta-Leadership; Your personal Looking Glass
- Discuss, Interact and Learning from Each Other

# LEADERSHIP

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“Great necessities call forth great leaders.”

- Abigail Adams



# The Critical Need for Leadership

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“There is a critical need today to improve the quality of leadership of those responsible for our agricultural research programs in the U.S.” Quote from Hatch Lecture (2016) by Dr. Gale Buchanan

- Feeding the world – 100,000 people added/day
- More food needed in next 50 years than last 10,000 years; nothing more relevant to the world
- Food security is also national security
- Countries of the world with greatest need, are reducing research in ag research

**ANDREW  
S. GROVE**

CO-FOUNDER, CEO AND CHAIRMAN INTEL CORPORATION

**ONLY THE  
PARANOID  
SURVIVE**

HOW TO IDENTIFY AND  
EXPLOIT THE CRISIS  
POINTS THAT CHALLENGE  
EVERY BUSINESS

"THIS TERRIFIC BOOK IS A DANGEROUS BOOK.  
IT WILL MAKE PEOPLE THINK."  
—PETER DRUCKER

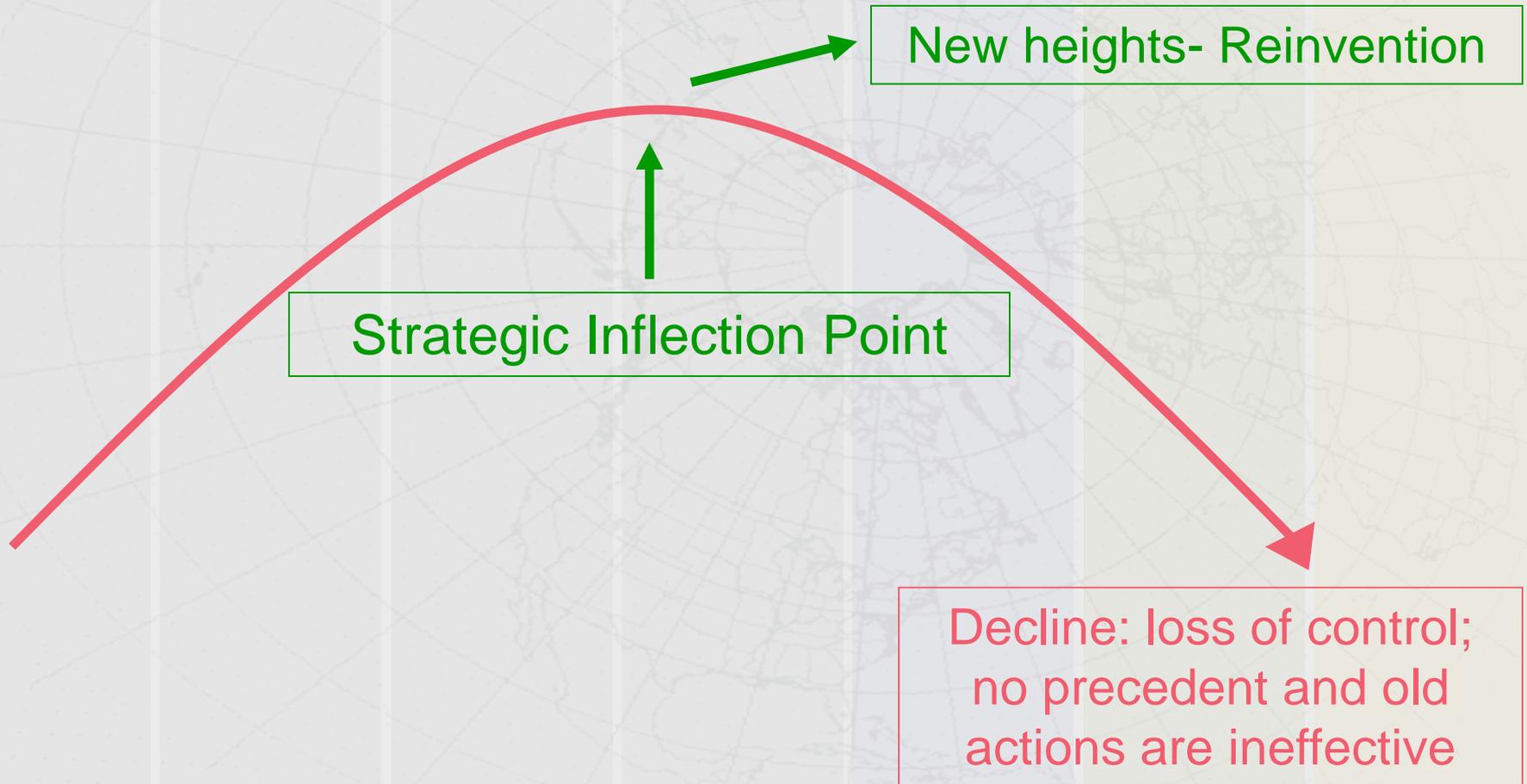


# Only the Paranoid Survive

By Andy Grove, CEO Intel

# Strategic Inflection Point

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Strategic Inflection Point

New heights- Reinvention

Decline: loss of control;  
no precedent and old  
actions are ineffective

# Issues with Land Grant Institutions

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Moving beyond education and workforce

Erosion of funding and support

Reduced legislative and political support

Cost of colleges of ag at the university and ROI

Future of USDA partnerships: research, extension service and programmatic support

Tendency toward isolationism and independency

Need for innovation and leading change

Shifting public opinion toward farming and production

# Transformation

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Universities and Colleges will be transformed;  
the key question is who will do it?



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# Convergence Model

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**Genetic and  
Biological  
Factors**

**Physical and  
Environmental  
Factors**

**Animals**

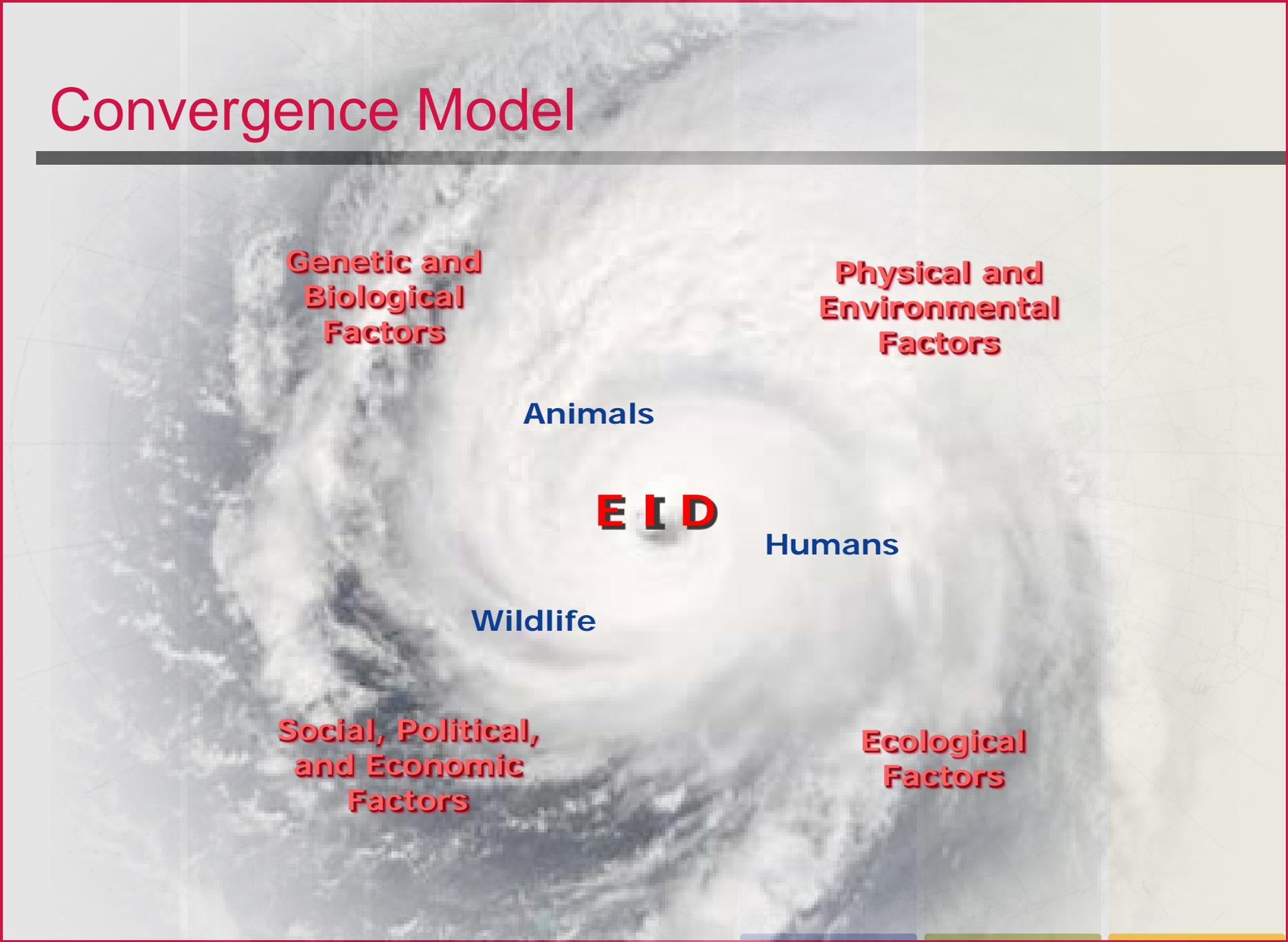
**E I D**

**Humans**

**Wildlife**

**Social, Political,  
and Economic  
Factors**

**Ecological  
Factors**



# CDC's Most Significant Global Epidemics Over the Last 15 Years

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1993 – Hanta virus

1994 – Plague (India)

Ebola virus (Zaire)

1996 – UK Variant of CJD

H<sub>5</sub>N<sub>1</sub> influenza (Hong Kong)

1998 – Nipah virus (Malaysia)

1999 – West Nile

2000 – Rift Valley fever

2001 – Anthrax

2002 – Norwalk-like viruses

2003 – SARS

2004 – Marburg Virus

2005 – H<sub>5</sub>N<sub>1</sub> Influenza

2006 – *E. coli*

2007 – *P.I.N.*

2008 – *Salmonella St Paul*

2009 – *H1N1 Influenza*

2010 – *Cryptococcus*

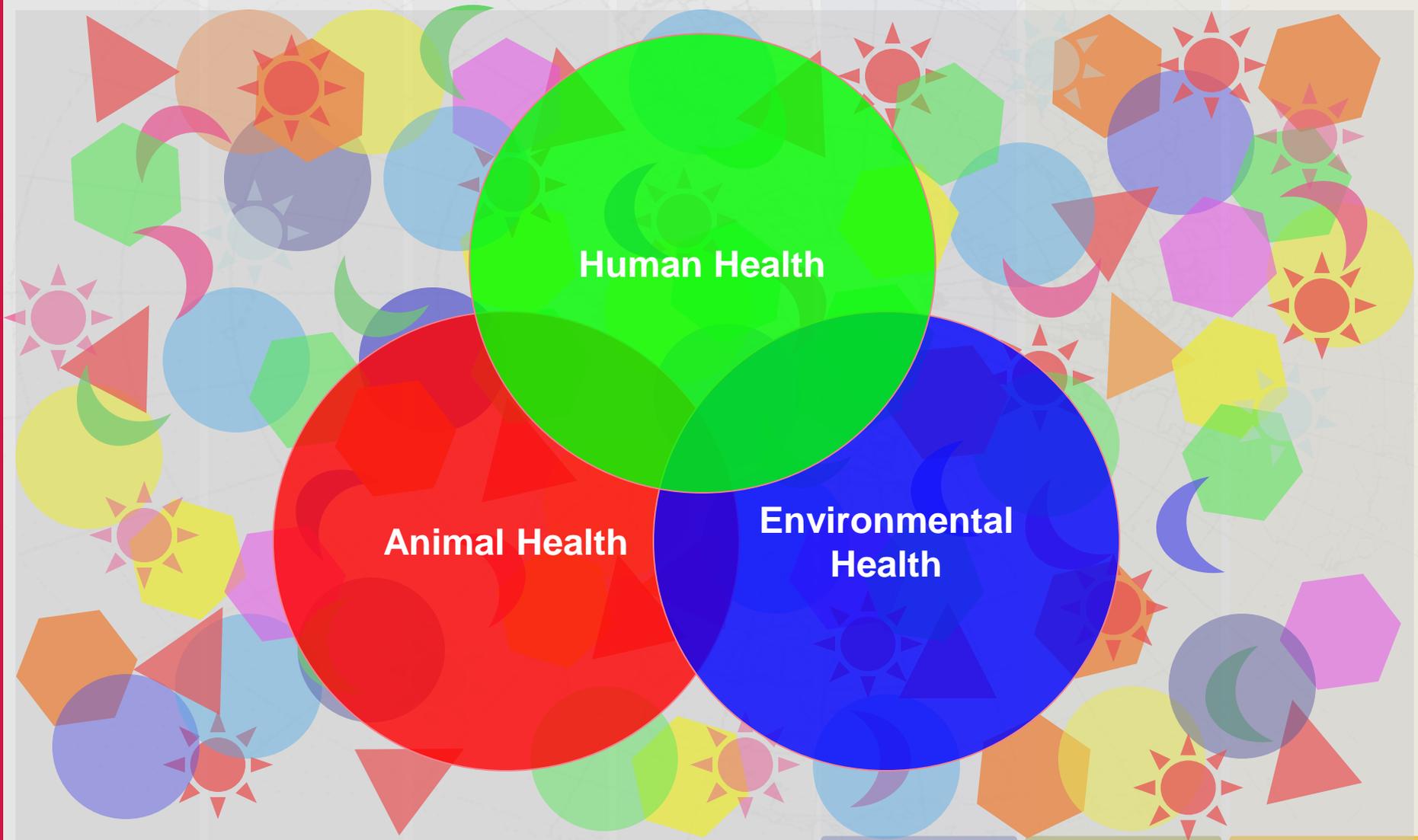
Ebola, MERS, Tick-borne

# Microbial View

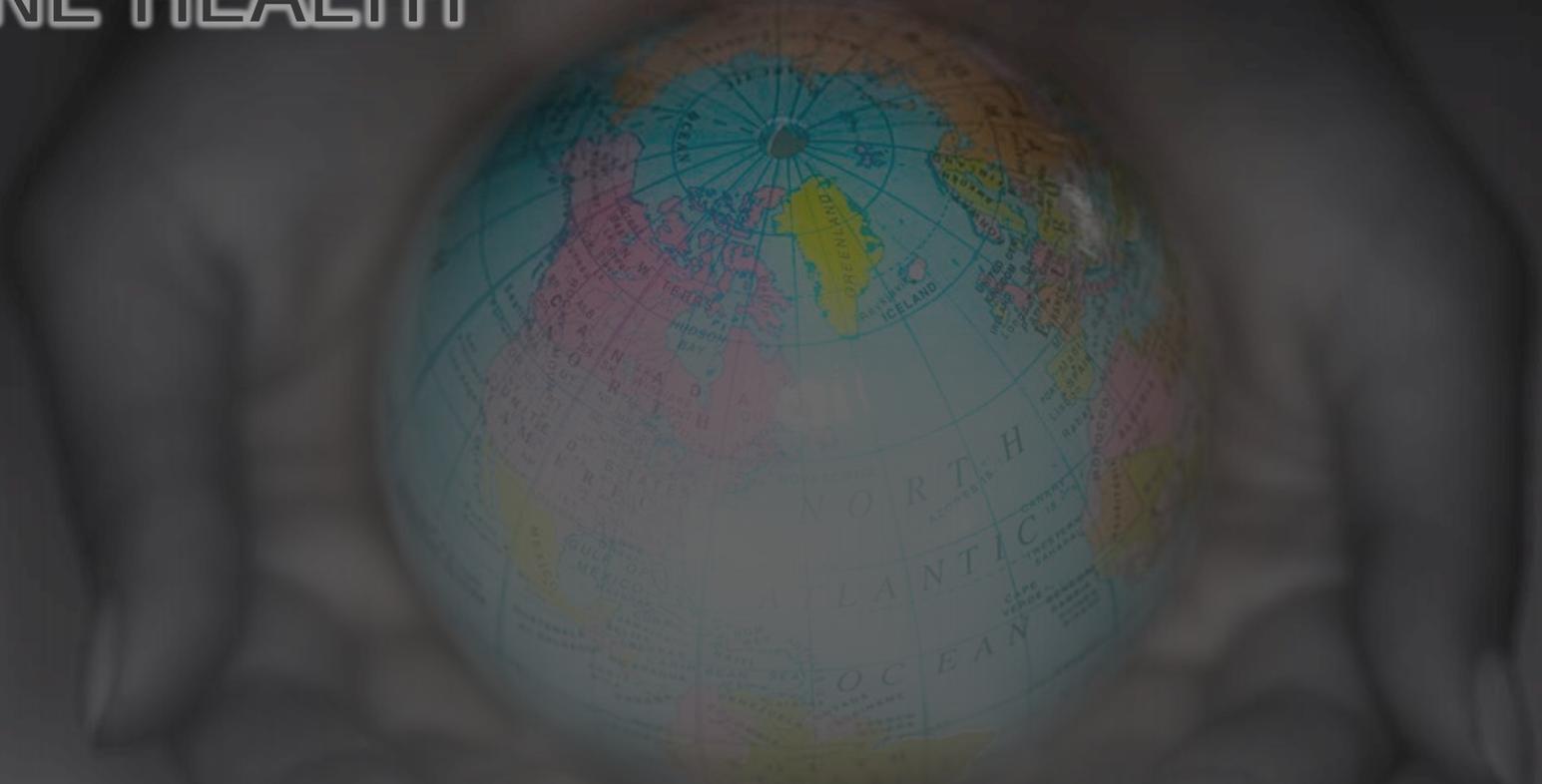


# The Convergence: A New One Health Kaleidoscope Emphasizing Connectivity

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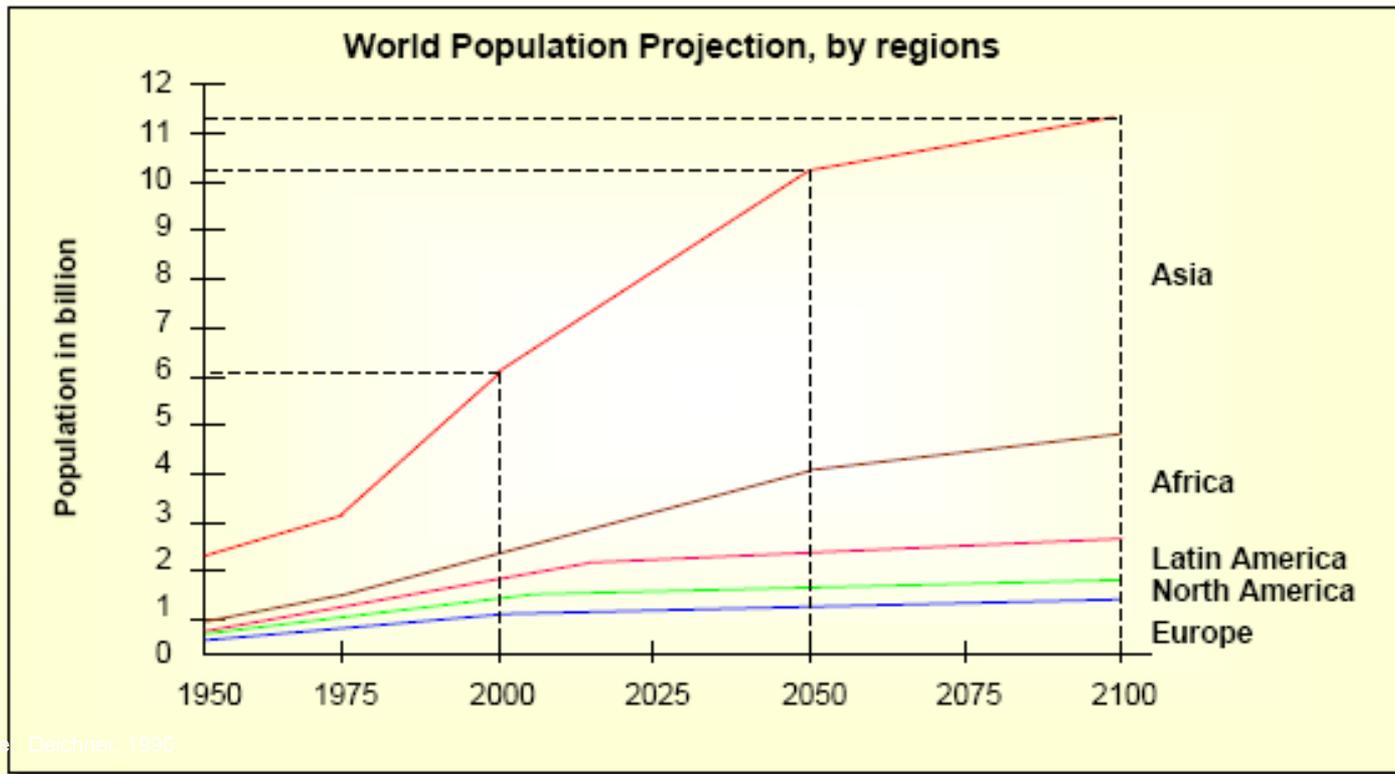
# ONE HEALTH

A close-up photograph of a hand holding a small globe of the Earth. The globe is the central focus, showing the continents and oceans. The hand is positioned around the globe, with fingers visible on the left and right sides. The background is dark and out of focus, making the hand and globe stand out. The globe is tilted, showing the North Atlantic Ocean and parts of North America and Europe. The text 'ONE HEALTH' is overlaid in the top left corner, and a large block of text is overlaid in the bottom right corner.

One Health is the collaborative effort of multiple disciplines – working locally, nationally and globally - to attain optimal health of humans, animals and our environment

# World Population Growth, 1950-2100

Population size estimates (1950-1990) and projection (1990-2025), by regions show a drastic increase in Asia and Africa.



Source: Deichner, 1995

# Peri-urban Slums

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# Human Demographics

Migration and Translocation is unparalleled

Peri-Urban centers

Immuno-compromised population

Aging population- “baby boomers”

Rapid growth in developing world

Exposures to wildlife and vectors



Recreational practices

Shift to foods from animal-proteins

Under-nutrition vs. Over-nutrition

Healthcare vs. health promotion and prevention

Health disparities and exposure bias

# World Flights

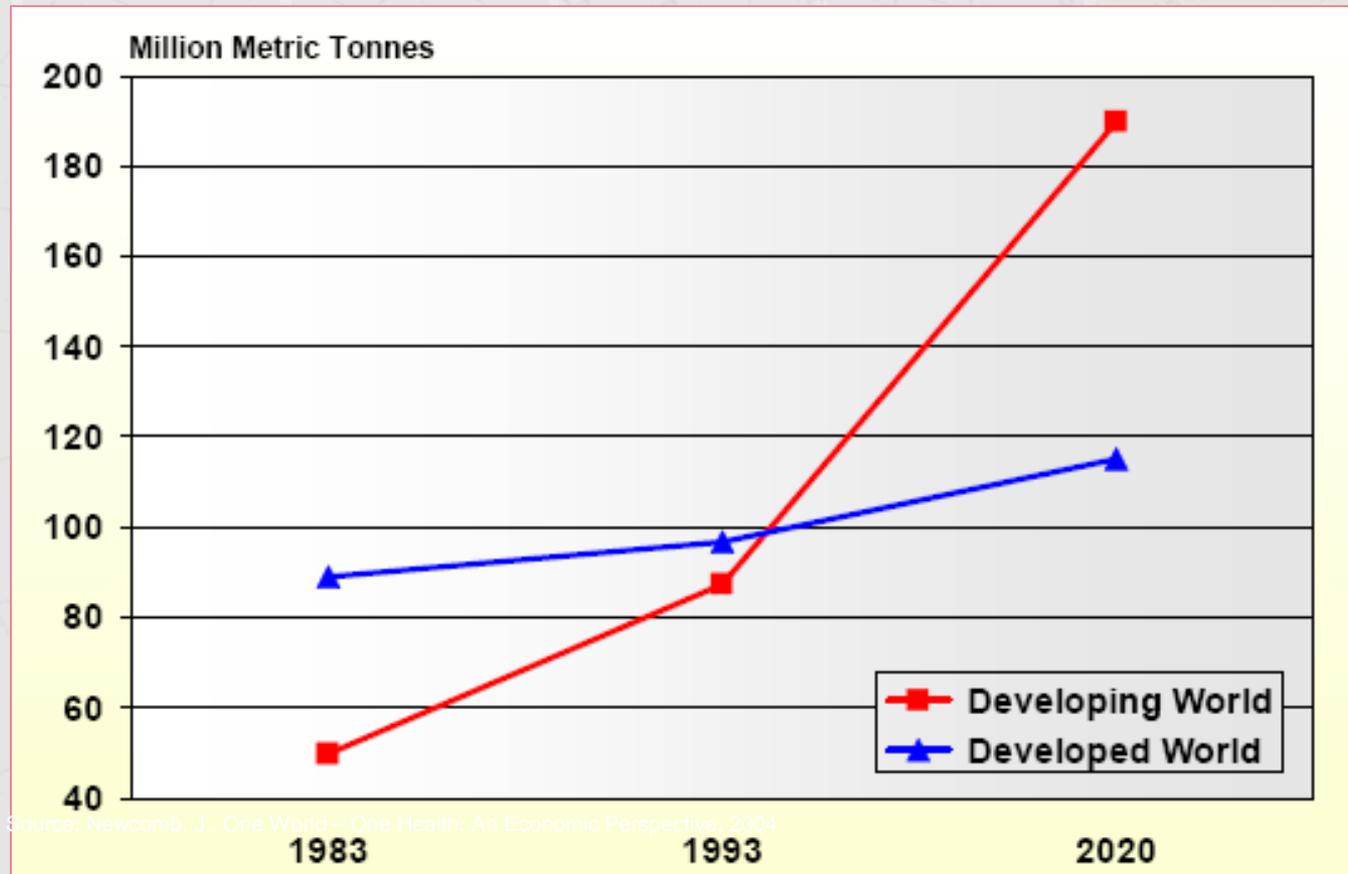


A large herd of brown and white cows is grazing in a field. In the background, there is a river and several trees, including a prominent weeping willow tree on the right. The scene is set in a natural, outdoor environment.

Last year, over 40 billion food animals were produced to help feed a population of over 7 billion people resulting in trillions of pounds of products distributed worldwide.

Projections toward 2020 indicate that the demand for animal protein will increase by 50%, especially in developing countries.

# World Meat Consumption, 1983 - 2020





# Wicked Issues/Dilemmas

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The easy problems have been solved; we now must design systems that are more difficult because there is no consensus identifying the total problem let alone how to resolve them.

# Wicked Issues/Dilemmas

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Characteristics of a Wicked Problem or Dilemma:

Complex and tangled

Unprecedented

Difficult to define and enigmatic

Solution is not binary; many choices

Often generate unexpected consequences

Unique and past experiences not helpful

Threatening

Often a symptom of another issue/problem

# Leading at the Edge: Ruminations and Musings

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“Wicked Problems”

World of “VUCA”

Technical vs. Adaptive

Think Fast and Slow

From Independent to  
Interdependent

From Heroes to  
facilitators

Leaders vs. Leadership

Wearing Organizational  
Bifocals

Shifting Curves

Inverted Doughnuts

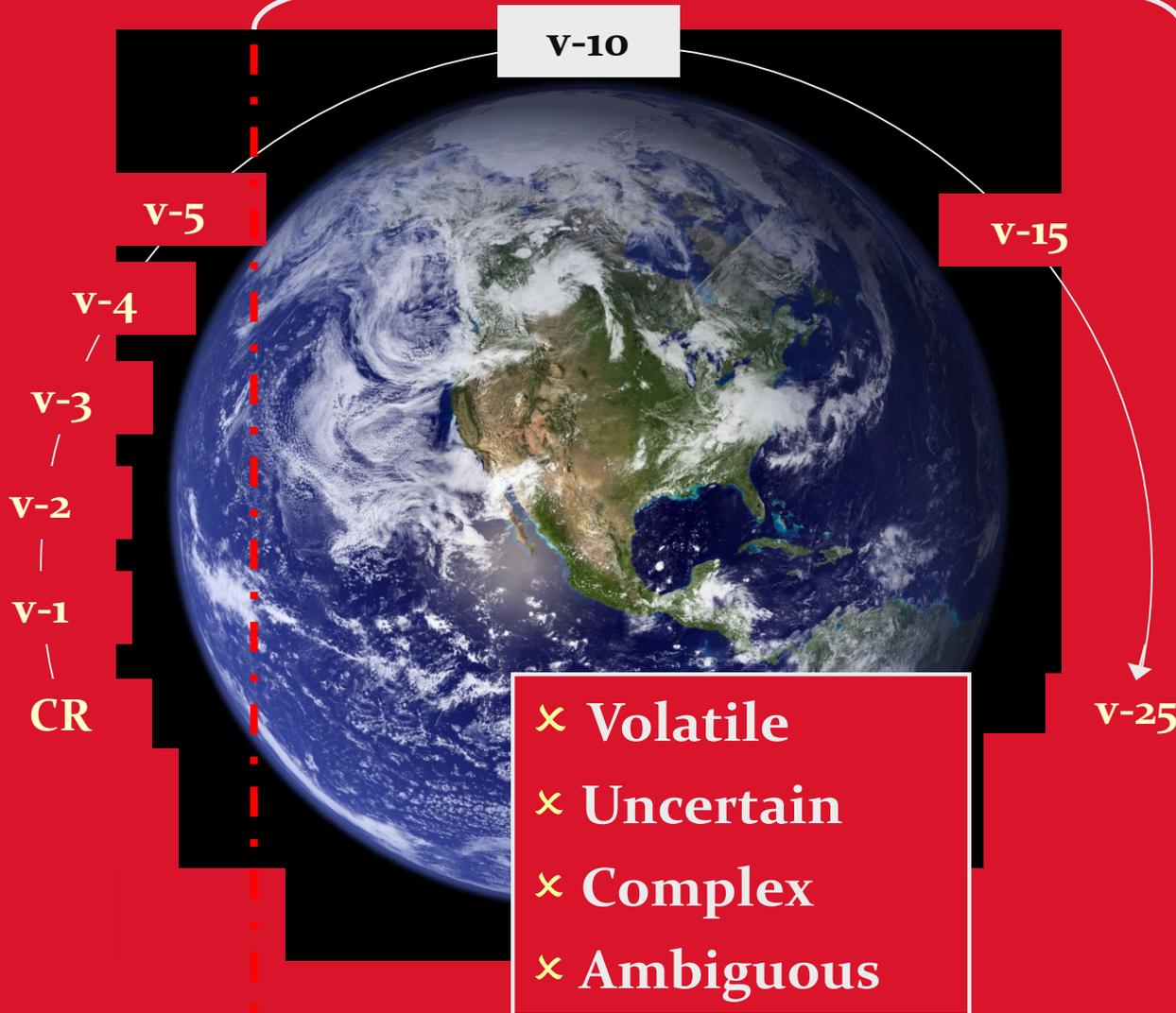
The Essence of Change

Medici Effect

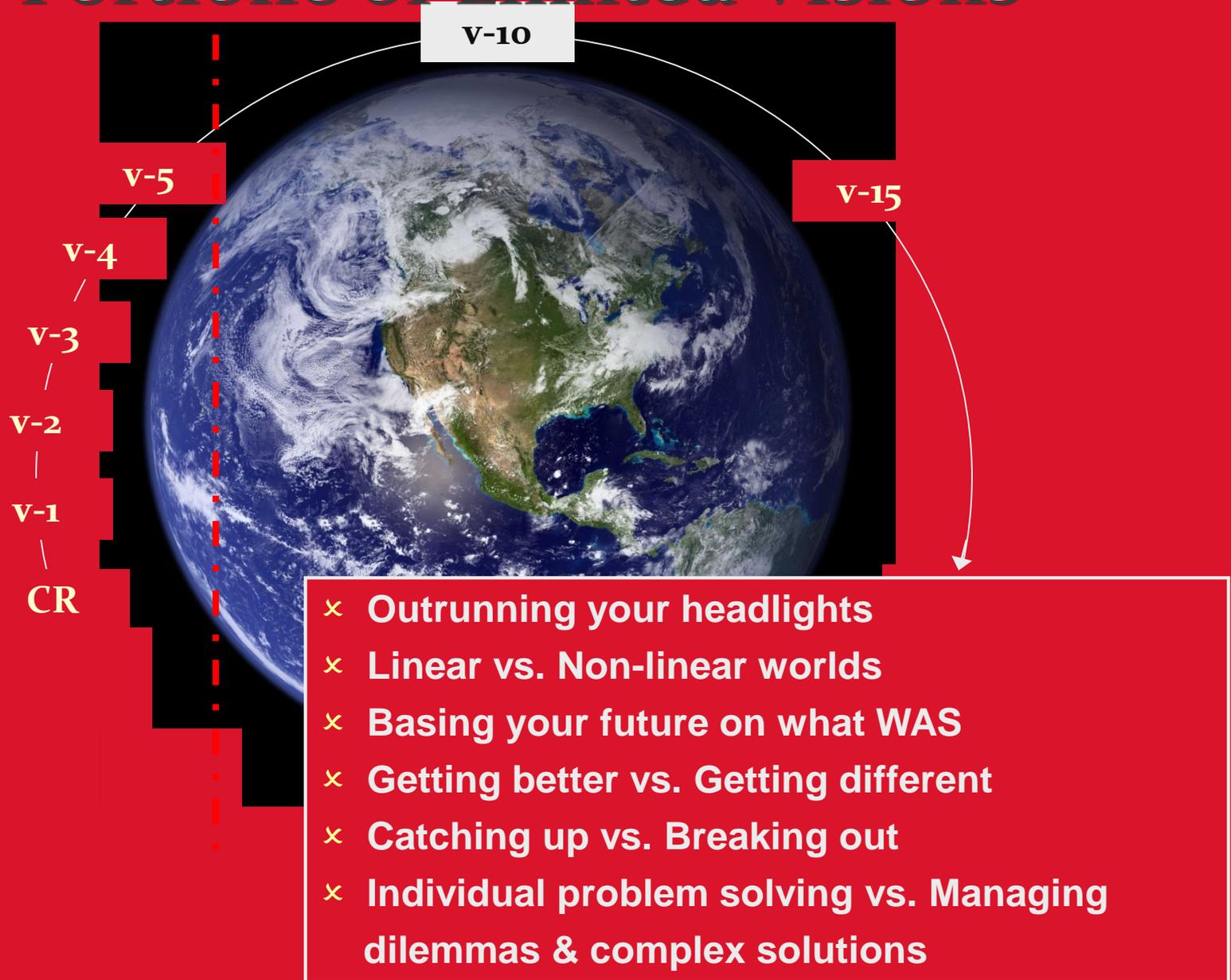
Challenges at the Edge:  
Shackleton Expedition

Assessment & Renewal

# VUCA



# Portfolio of Limited Visions



# Technical Challenges in Leadership

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Already within our problem-solving expertise

Procedures, systems and methods are known

Best handled by giving authority to an expert to implement

Problem-solving is mostly the role of managers

Old solutions applied to new problems

# Adaptive Challenges of Leadership

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Problems that we do not know how to solve

Learn new ways

Change behavior

Gain new understandings

See the world through different set of lenses

Problems in people, society and culture

Complex and wicked in nature

A balance of what to change and preserve

# Leadership

- Cannot confuse technical and adaptive challenges
- Most common source of failure in leadership
- Problem-solving vs. managing dilemmas
- Organizations often lack the capacity to provide answers to complex problems
- Adaptive leadership generates resistance
- Leadership defined as the mobilization of adaptive work

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A Dakota Tribal Wisdom: “When you discover you are on a dead horse, the best strategy is to dismount.”



# Innovation

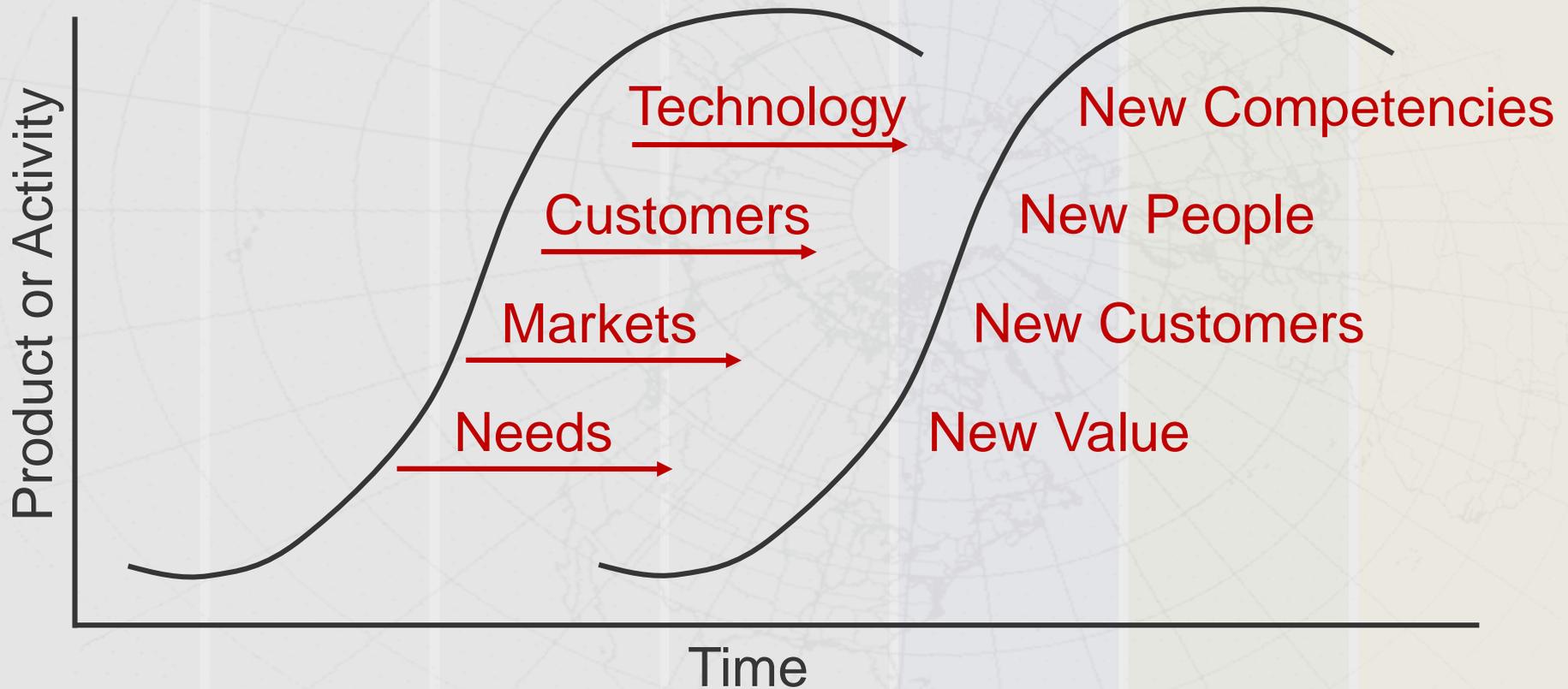
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Focus on innovating not fixing; too much respect for existing problems kills our faith in new possibilities. Look for patterns and larger systemic issues for innovation.



Innovation

# SHIFTING FROM 1<sup>ST</sup> CURVE TO 2<sup>ND</sup> CURVE avoiding obsolescence



# Shifting to the 2nd curve

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Depends on the rate and pace of change

Driven by technology, customers and markets

Building a 2nd curve capacity: new competencies  
people and customers/supporters

Creating 2nd curve portfolio; One Health, Wellness,  
global E-learning, driving demand and opportunities

Redefining the value proposition

When to jump?

Reality – must manage and lead both curves;  
improve what is and create what isn't

# Status Quo

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“If you do what you did,  
you get what you got.”



# Responding to Turbulence

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“The greatest danger in times of turbulence is not the turbulence, rather, it is to act with yesterday’s logic.”

Peter Drucker



# This is the Best Time to Think out of the Box



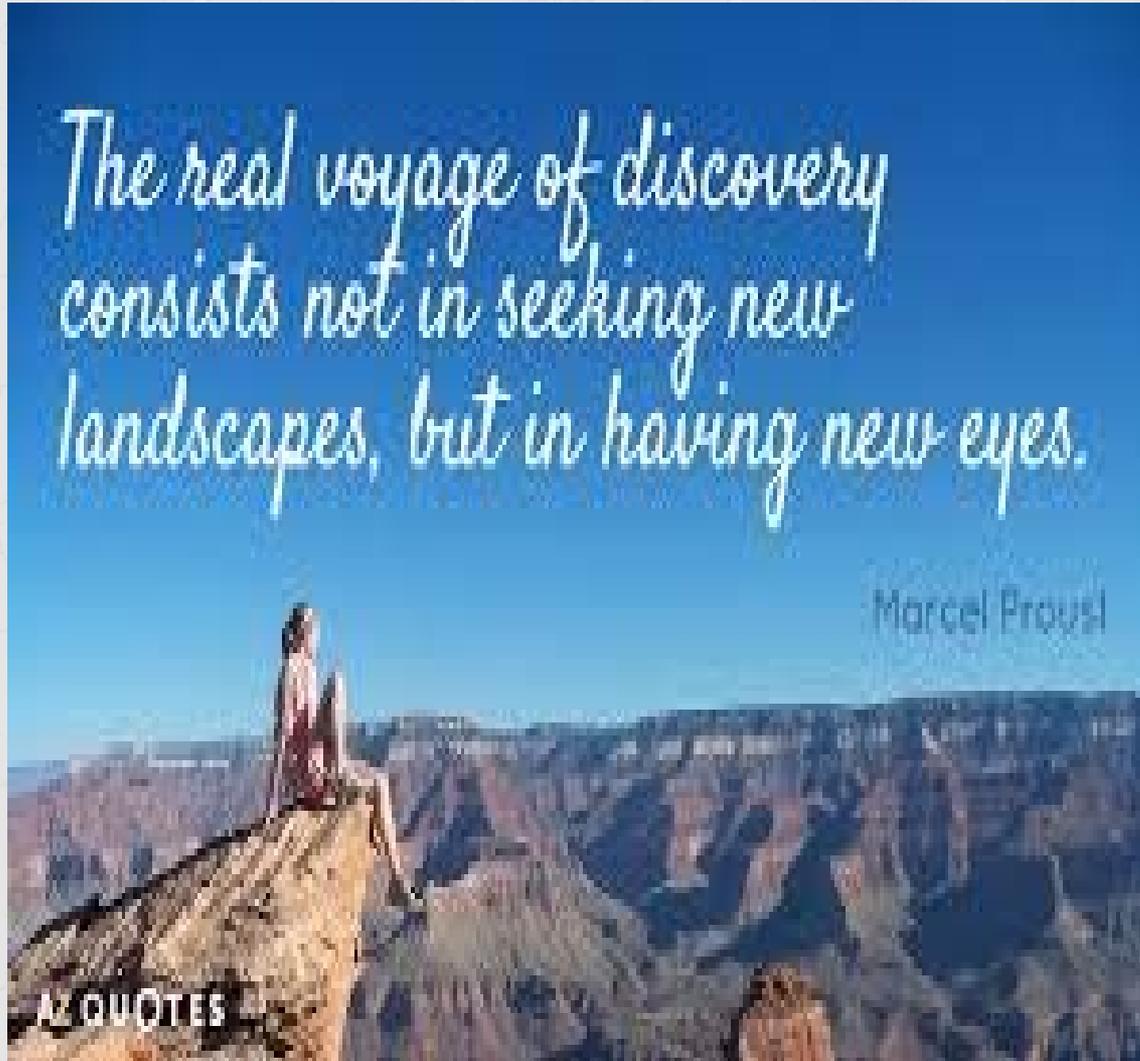
*"Never, ever, think outside the box."*

## Marcel Proust (French Novelist)

*The real voyage of discovery  
consists not in seeking new  
landscapes, but in having new eyes.*

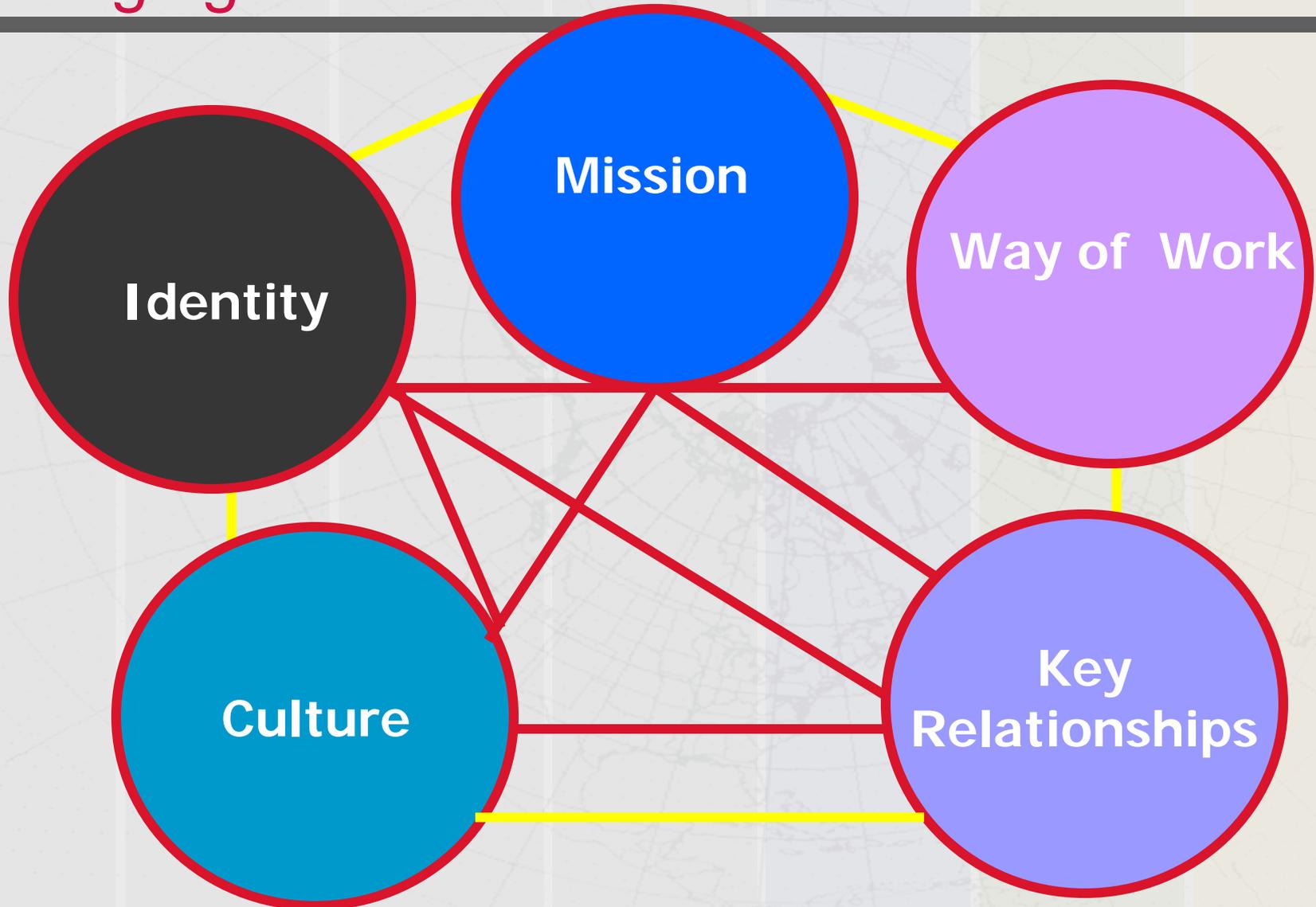
Marcel Proust

AZ QUOTES



# Changing the Essence

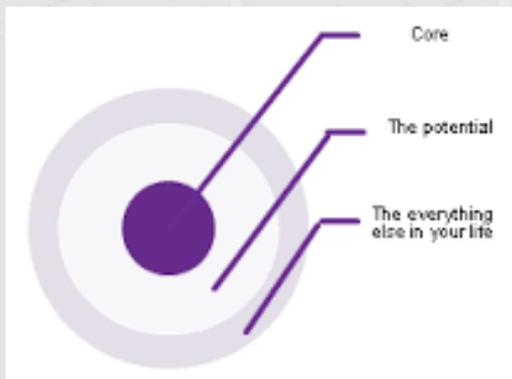
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# The Inverted Doughnut Model

In this model, solid materials are the core and empty space is all around it. The core represents essential job requirements while the space is the opportunity for initiatives, creativity and going beyond what must be done. This model represents how societies, organizations and individuals need to manage and lead during times of change.

“The Empty Raincoat” Charles Handy



# Creating Blue Ocean Strategies

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## Blue Ocean

Don't exist today

Untapped open space

Uncharted

Demand Created

Positioning

## Red Ocean

Exist today

Defined

Accepted

Demand driven

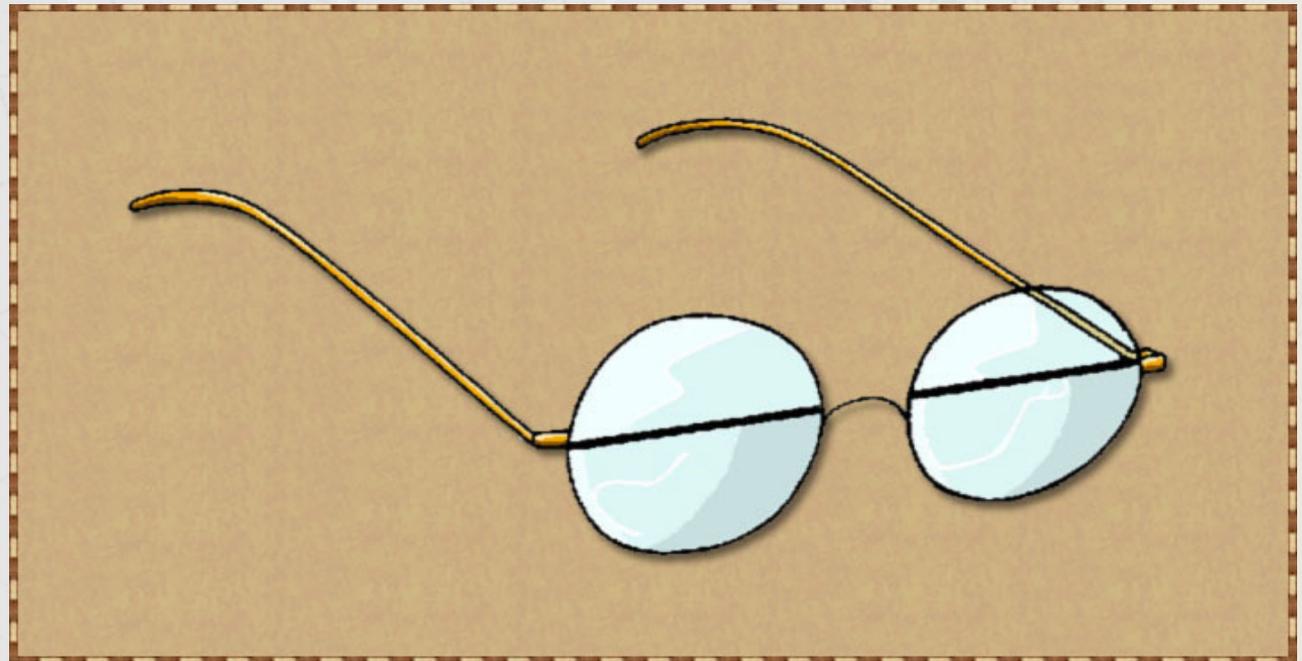
Competitive

# Viewing Organizational Leadership Through Bifocals

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Leaders must:

- Improve what is, and
- Create what isn't simultaneously



# “The Medici Effect”

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An intersection of ideas, cultures and disciplines that helped create the renaissance – a time of remarkable bursts of innovation, creativity, collaboration, and insight not previously considered.



# Leaders vs. Leadership

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Position of authority vs. ecology or constellation of leaders



# Leadership

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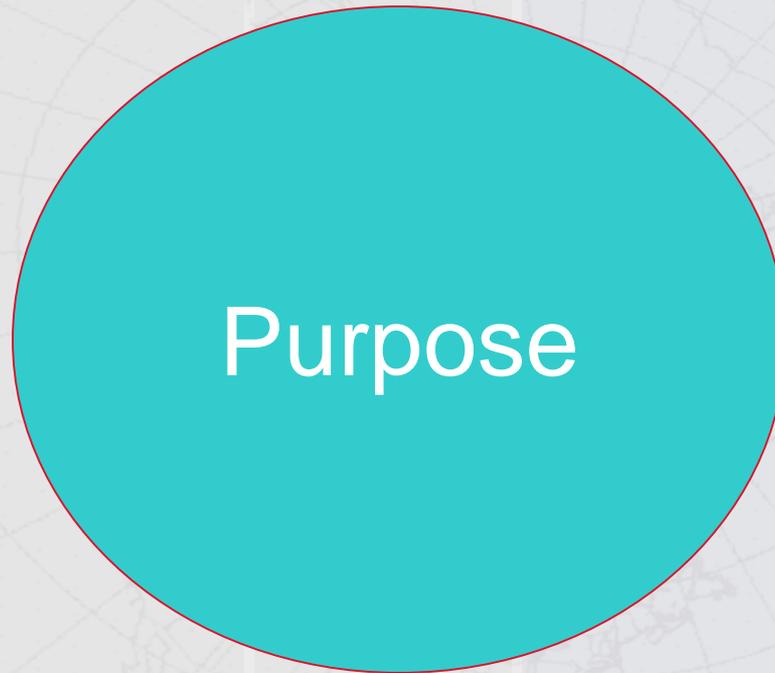
Leadership is the capacity of a human community to shape its future and specifically to sustain the significant processes of change required to do so.



# The Key Leadership Balance

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Followers



Leaders

# A New Definition of Leadership

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The contemporary definition of leadership represents a shift from leaders as heroes to leaders as facilitators.



# Admiral Thad Allen

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Leadership = the ability to reconcile opportunity with competency



## Myth: Hero - Leader

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An idealization of great leaders lends to an endless search for heroic figures to rescue the rest of us from recalcitrant, non-competitive institutions. This obsession can become a cultural addiction.



## Myth: Hero - Leader

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New crises often usher in the next “hero” and the myth of hero – leader creates a reinforcing vicious cycle of dramatic change imposed from the top and diminished leadership capacity in the organization leading to more crises and the next heroic leader.

There is no elicitation for developing leadership capacity throughout the organization.

## Myth: Hero – Leader

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“We can’t transform others until we first transform ourselves”

Change fails:

- People become cynical
- Lack of appreciation of the fundamental difference between compliance and commitment (management-driven initiatives usually are built around compliance)
- The power of top management is truly limited



# Leading Quietly: Position vs. Actions

-Joseph Badaracco

View leadership with a wide-angle lens

Effectively solve messy, complicated problems daily

Incrementally and progressively change organizations; talent acquisition and team of leaders

Envision the world as a kaleidoscope – churning of events, people, motives and dynamism of contemporary life; where you stand depends on where you sit

Work on a different scale

Take on causes that matter day after day yet unseen

# Meta-Leadership

## Situation Awareness

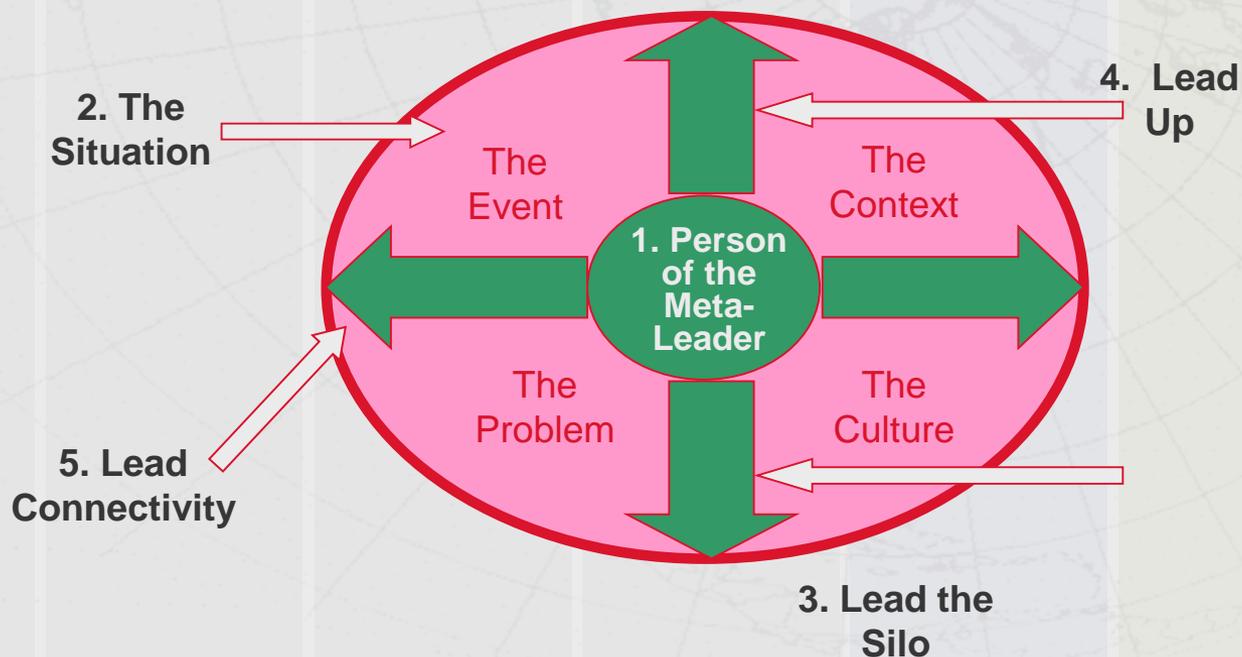
Sensing and sense making

Leading across – connectivity across jurisdictions often without authority

Leading within silos – culture of today

Context – lead up

Personal SKA and continuous learning/improvement



# Job Description – Vision Statement

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*Men Wanted for hazardous journey.  
Small wages, bitter cold, long months of  
complete darkness, constant danger,  
safe return doubtful.  
Honor and recognition in case of success.*

*Ernest Shackleton  
1890*



# Shackleton Antarctic Expedition

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“Seizing every opportunity for decisive action and refusing to be discouraged when some efforts prove unsuccessful. Ambiguity and uncertainty are inevitable; vision and purpose are essential; however, external factors may change your ultimate goal.”



# The Key to Opportunity is learning

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Leaders regard every false step or mistake as a learning opportunity, and not the end of the world. Leaders are, first and foremost, learners; they learn from their mistakes as well as their successes.



# Thinking, Fast AND Slow: Our Two Selves

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Two systems drive our thinking: System 1 is fast, intuitive and emotional; System 2 is slower, deliberate and more logical/thoughtful. System 1 thinking is a pervasive influence on our decision-making and often results in a loss of aversion and overconfidence – it may result in a cognitive bias or making the “right” decision among wrong options. System 2 prevents inappropriate impulses and ensures an investment in attention and improves performance; thus, allowing us to go beyond the biases of our memory. Our decisions must come from a mixture of balancing our 2 selves.

Thinking, Fast and Slow” – Daniel Kahneman

# SELF-DIRECTED AND RESONANT LEADERS

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My ideal self – Who do I want to become?

My real self – Who am I? What are my strengths and weaknesses; identify gaps

My learning agenda – how can I fill the gaps and build on my strengths?

Mastery of new behaviors – experiment and practice; take on new roles and responsibilities

Develop supportive and trusting relationships to make change possible

# How to Avoid Derailing As An Executive Leader

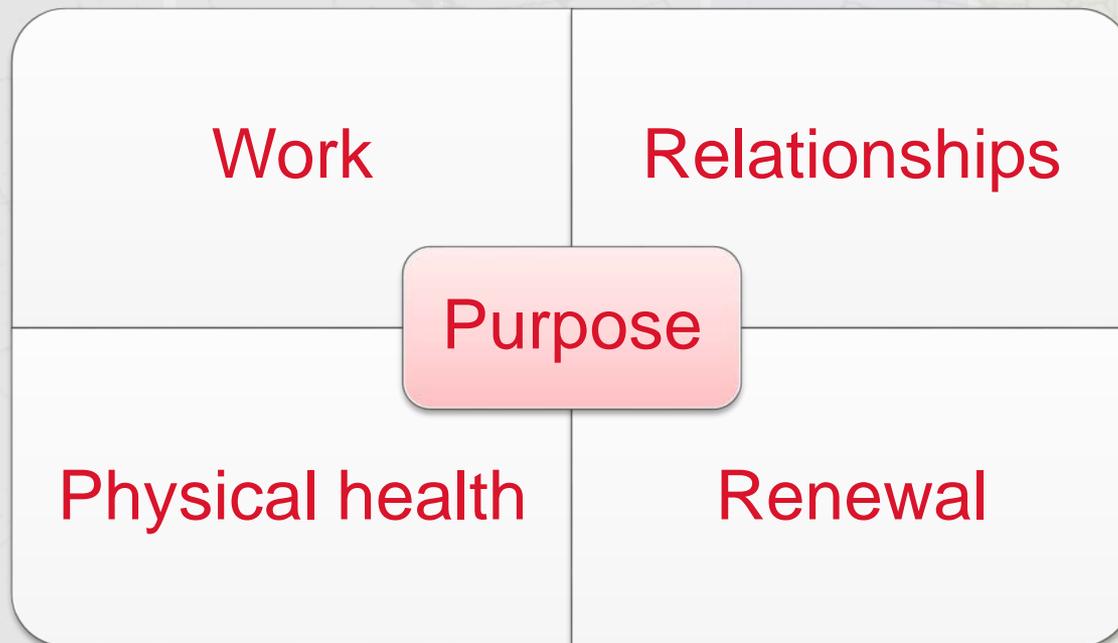
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1. Embrace continuous learning – feedback/reflect
2. Seek to stretch – development and zig-zaging
3. Work with a net – getting a coach for transition
4. Take inventory – sharpen the saw and constantly expand your skills tool kit
5. Sniff the wind – develop peripheral vision and always understand the context of the big picture
6. Participate in the community of leaders -connect
7. Strive for balance – most difficult prevention strategy

# “Sharpening the Saw” : Renewal and Health

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Take time out from actions and responsibilities to build personal capacity and resilience through renewal of the physical, mental, social/emotional and spiritual dimensions and maintain a balance among these.



A stylized white fern frond logo on a black background. The frond is composed of numerous parallel, slightly curved segments that radiate from a central stem, creating a fan-like shape. A registered trademark symbol (®) is located to the left of the stem.

®

**NEW ZEALAND  
ALL BLACKS**



## “Legacy” - by James Kerr

The New Zealand Rugby team is the greatest in sports history – 86% winning percentage for over a century

Begin with the Maori Haka a ritual that summons aid to our great struggles – a culture, identity, belief and an ethos.

Life is inherently fragile and short yet we have much to do and accomplish. A great story of leadership.



# Legacy – the All Blacks Rugby Team of NZ

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Sweep the Sheds

Go for the Gap – when you are on top of your game, change the game

Pass the Ball – leaders create leaders

No “screw ups” – you can develop talent but you cannot change character – Emotional IQ

Dream big – aim for the highest cloud

Create a culture – based on your collective values

Build your legacy – this is your time

Leave the jersey in a better place



# ‘WHAKAPAPA’

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An ancestral lineage that has brought all of us to our own moment in time. It is about your contribution as individuals to a deeper continuum.

Our first responsibility is to be a good ancestor

“A society grows great when old men/women plant trees who shade they will never see”

What is my job on this planet? What is it that needs doing that I know something about, and probably won't happen unless I take responsibility for it.



# Old Too soon – Smart To Late

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Constantly improve and fix blind spots

Pessimists are seldom disappointed – you don't get what you deserve but rather what you expect

Must learn and apply skills of resiliency/recovery

Take risks but be sure you are supported

The great balancing act – personal, professional, emotional, spiritual and philanthropic – using 100K

Don't let problems linger – be fair, firm and timely

Know when to leave – when they don't want you to

Spend 3-5X on the future than originally planned

# Old Too Soon – Smart To Late

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If you don't enjoy it – don't do it!

Apply to 80% rule to an exit strategy – 5 year plan

Don't give up on people – emotional IQ

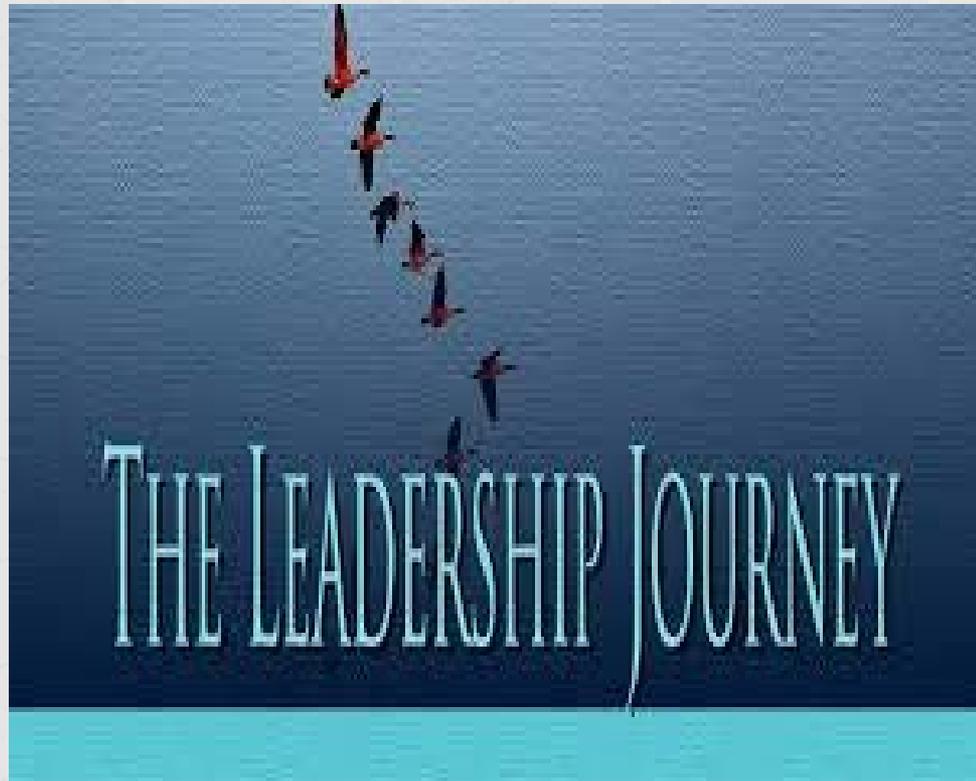
Getting work done through others if your ultimate challenge

Transformational change seldom come from within – spend time on the edge and with outsiders

Spanning boundaries and new partnerships

The tipping point for new ideas may be only 15%

Of the most critical competencies, empathy is top



“Leadership develops daily  
over a lifetime”