

“Wicked Times”: A Necessity for Great Leadership

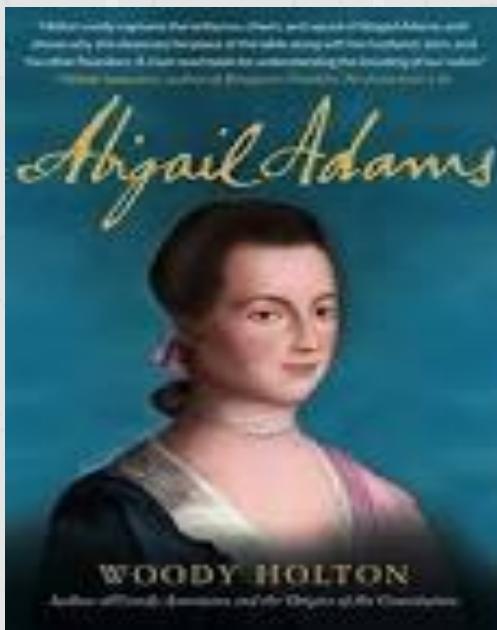
FSLI Session
Feb. 21, 201b

**Lonnie King, DVM, MS, MPA
Professor and Dean Emeritus
College of Veterinary Medicine
Ohio State University**

LEADERSHIP

“Great necessities call forth great leaders.”

- Abigail Adams



Objectives

Wicked Problems – your new challenge; “connexity”

Strategic Inflection Points; University Disruptions

Leaders vs. Leadership

Vignettes of Leadership: Experiences and Beliefs

Redefining Leadership and learning new skills

It's about why and don't forget it

A Personal Journey over a lifetime: Your personal
Looking Glass; choices and your legacy

“Old too soon; smart too late

Discuss, Interact and Learning from Each Other

Wicked Issues/Dilemmas



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



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

Convergence Model

**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

1993 – Hanta virus	2002 – Norwalk-like viruses
1994 – Plague (India)	2003 – SARS
Ebola virus (Zaire)	2004 – Marburg Virus
1996 – UK Variant of CJD	2005 – H ₅ N ₁ Influenza
H ₅ N ₁ influenza (Hong Kong)	2006 – <i>E. coli</i>
1998 – Nipah virus (Malaysia)	2007 – <i>P.I.N.</i>
1999 – West Nile	2008 – <i>Salmonella St Paul</i>
2000 – Rift Valley fever	2009 – <i>H1N1 Influenza</i>
2001 – Anthrax	2010 – <i>Cryptococcus</i>
	Ebola, MERS, Tick-borne

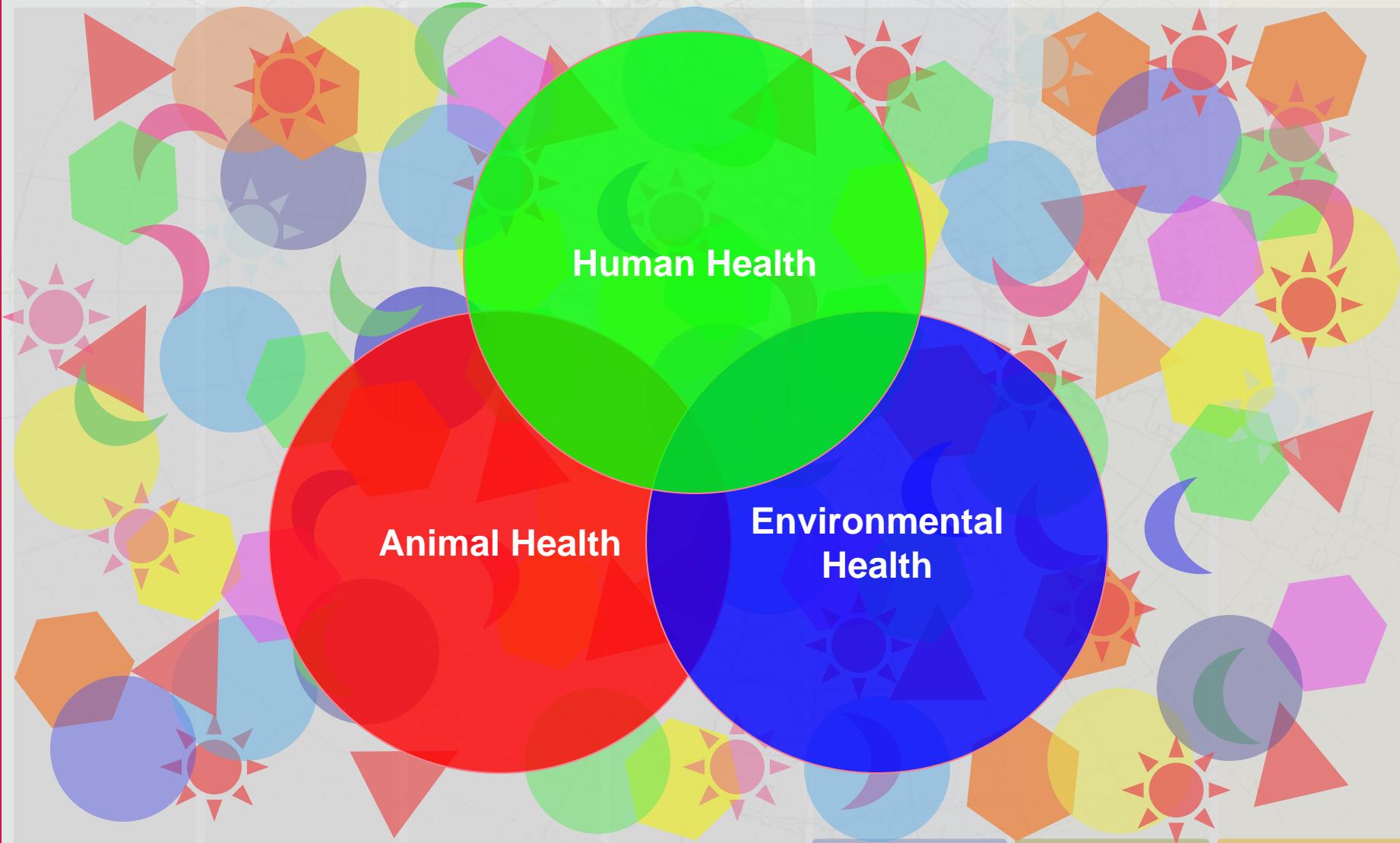
World Flights



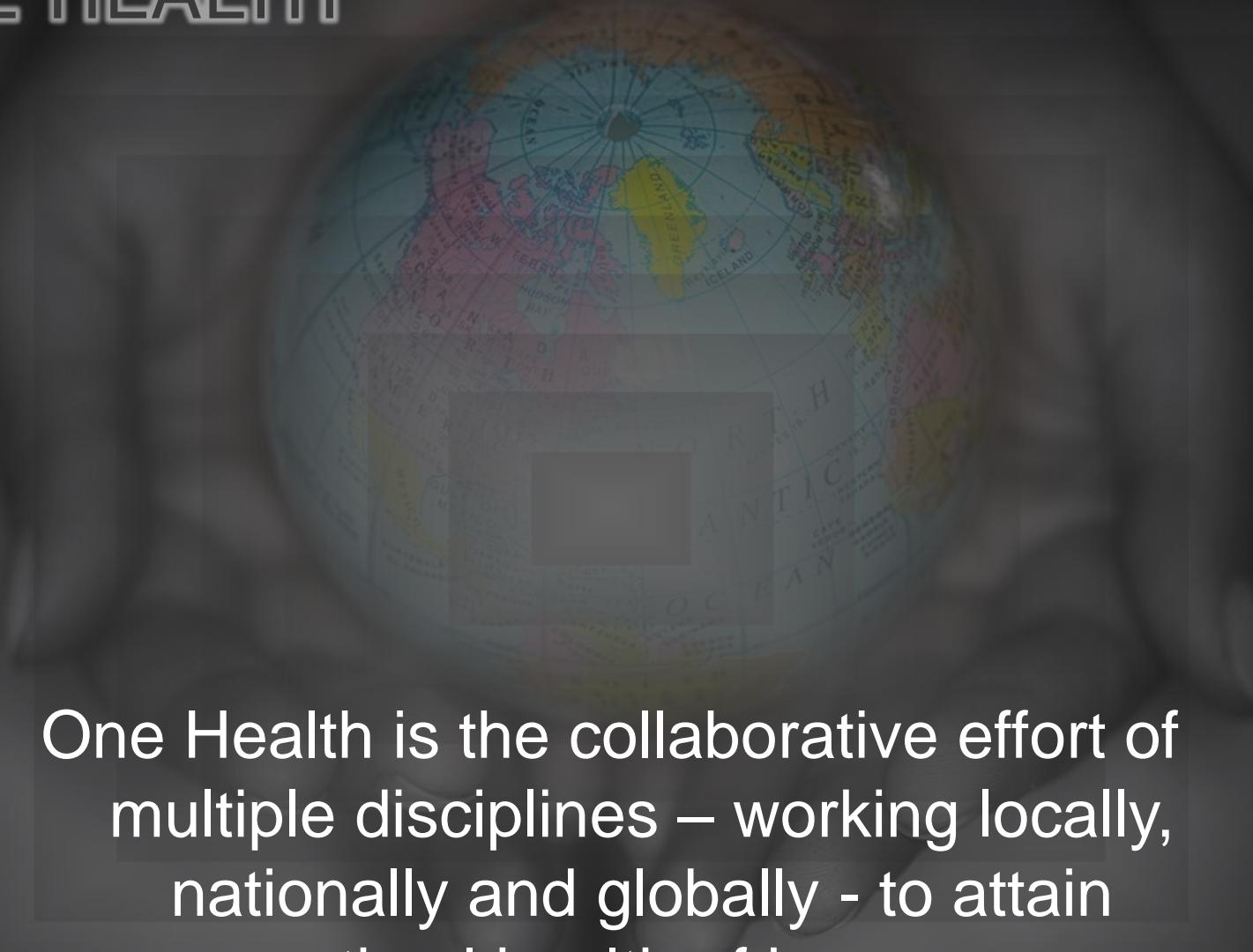
Microbial View



The Convergence: A New One Health Kaleidoscope Emphasizing Connectivity



ONE HEALTH



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

The Critical Need for Leadership

“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

Issues with Land Grant Institutions

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

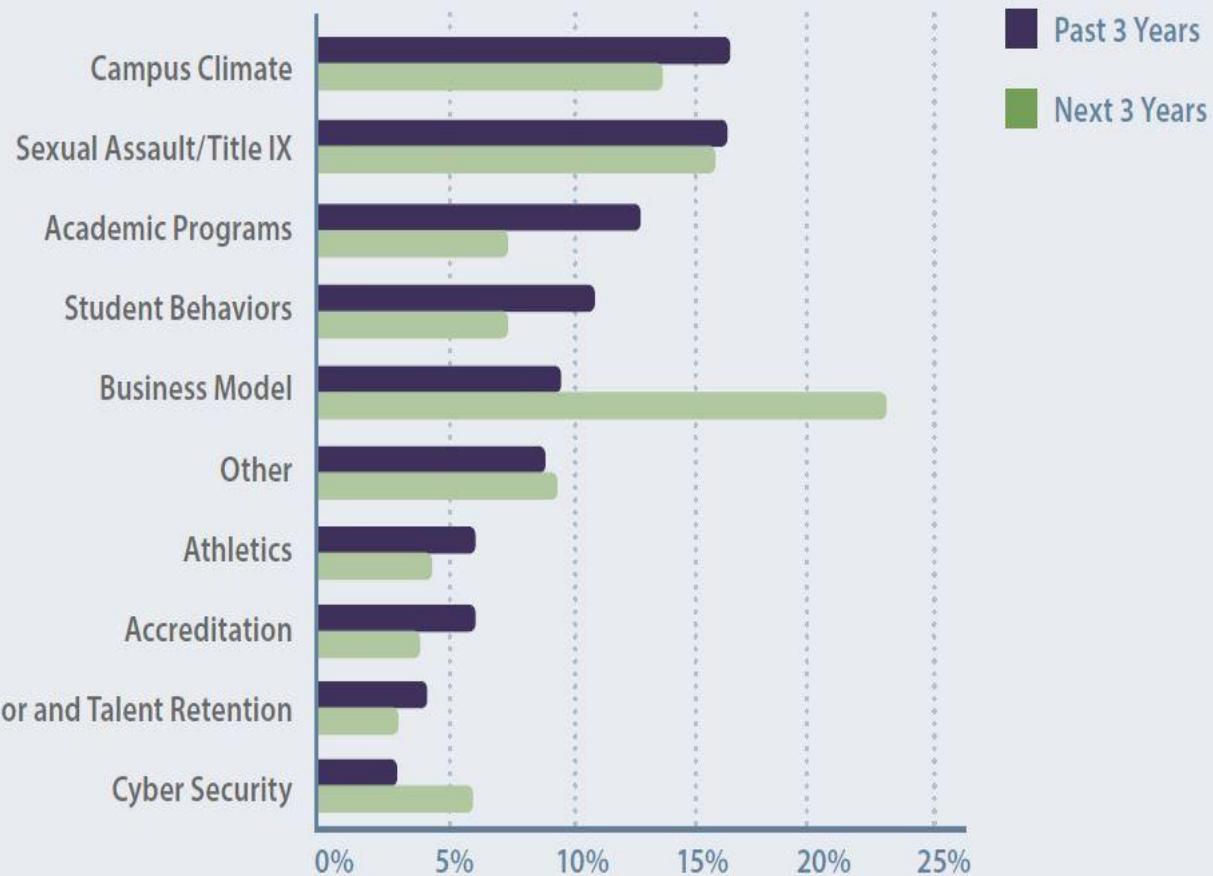
Need for innovation and leading change

Shifting public opinion toward farming and production

An academic environment of increasing risks

Enterprise Risk Management Strategies: 54% Universities Unprepared (Inside Higher Ed 1/11)

Reputational Risk Survey Results



Enterprise Risk Management for Higher Ed

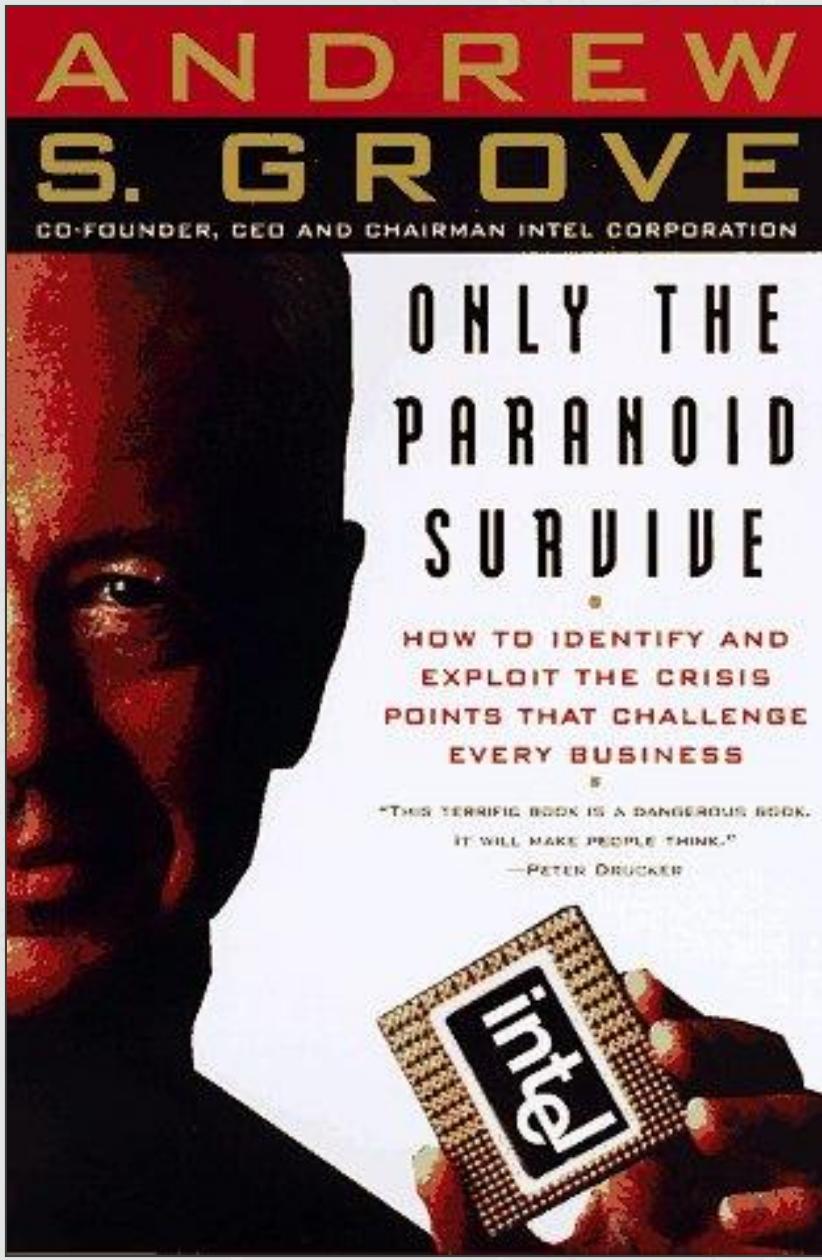
Greatest vulnerabilities (Inside Higher Ed – 1/11/18)

- Business model
 - Campus climate
 - Sexual assault; Title IX
 - Cyber security
 - Student behavior
 - Academic programs



What is the role of leadership?

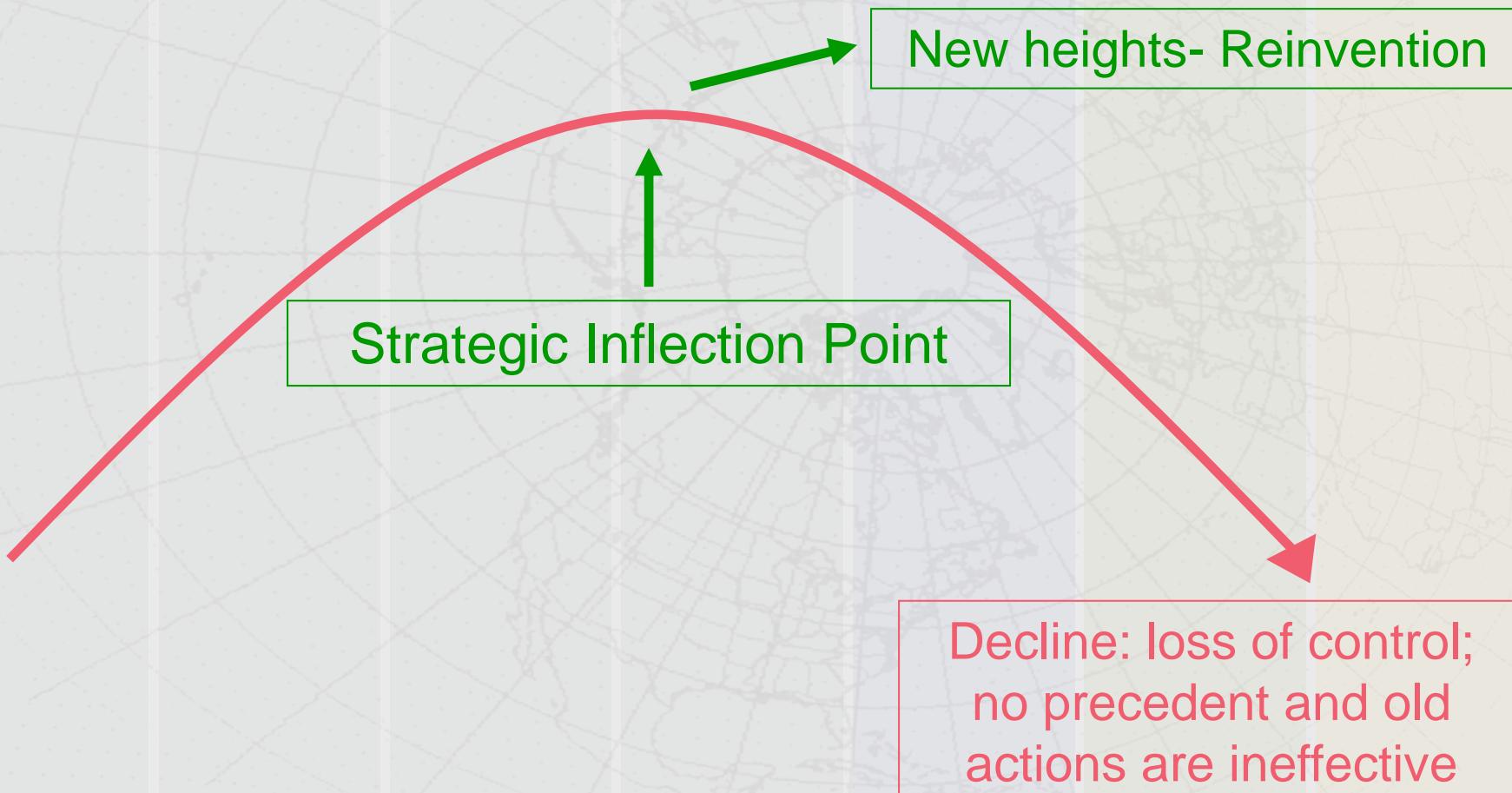
54% of institutions lack ability to withstand a major reputational event.



Only the Paranoid Survive

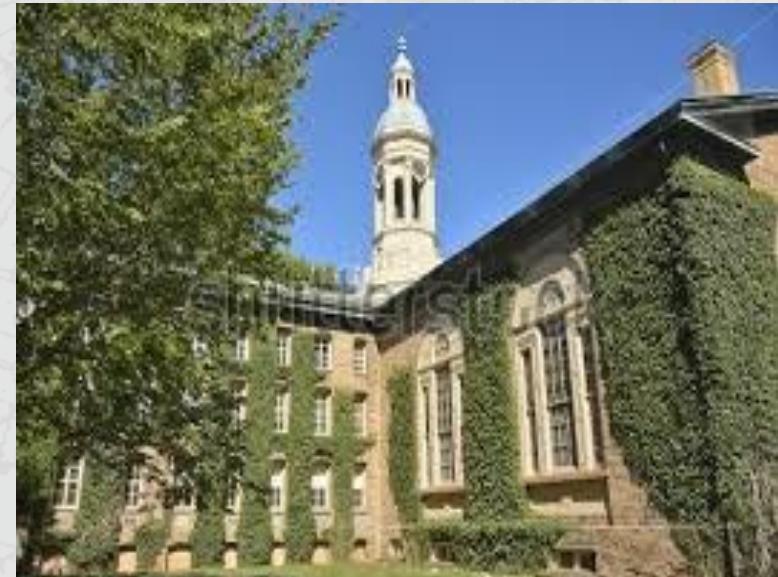
By Andy Grove, CEO Intel

Strategic Inflection Point



Transformation

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



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Leading at the Edge: Ruminations and Musings

“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; stressing Why

Shifting Curves

Inverted Doughnuts

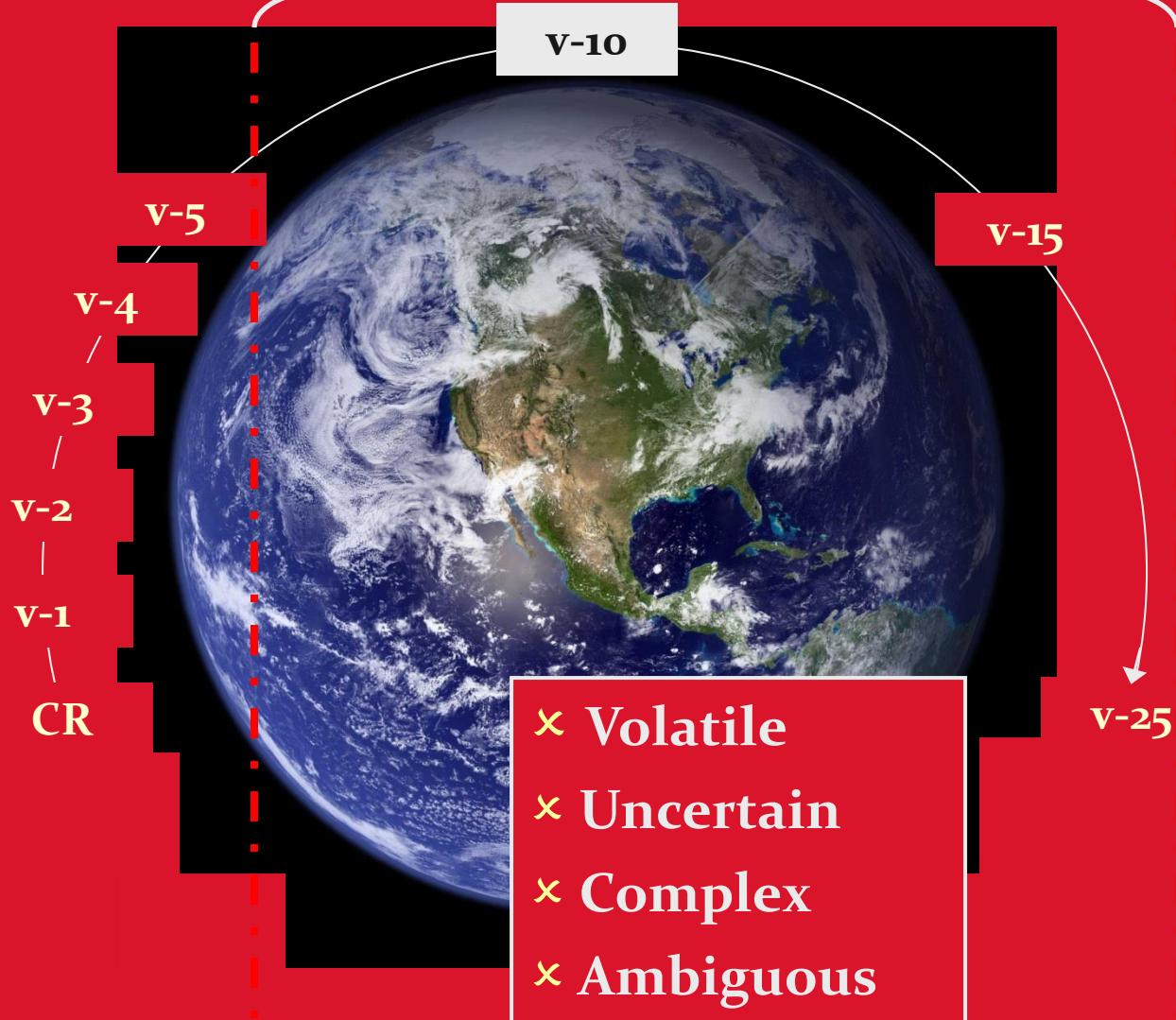
The Essence of Change

Medici Effect

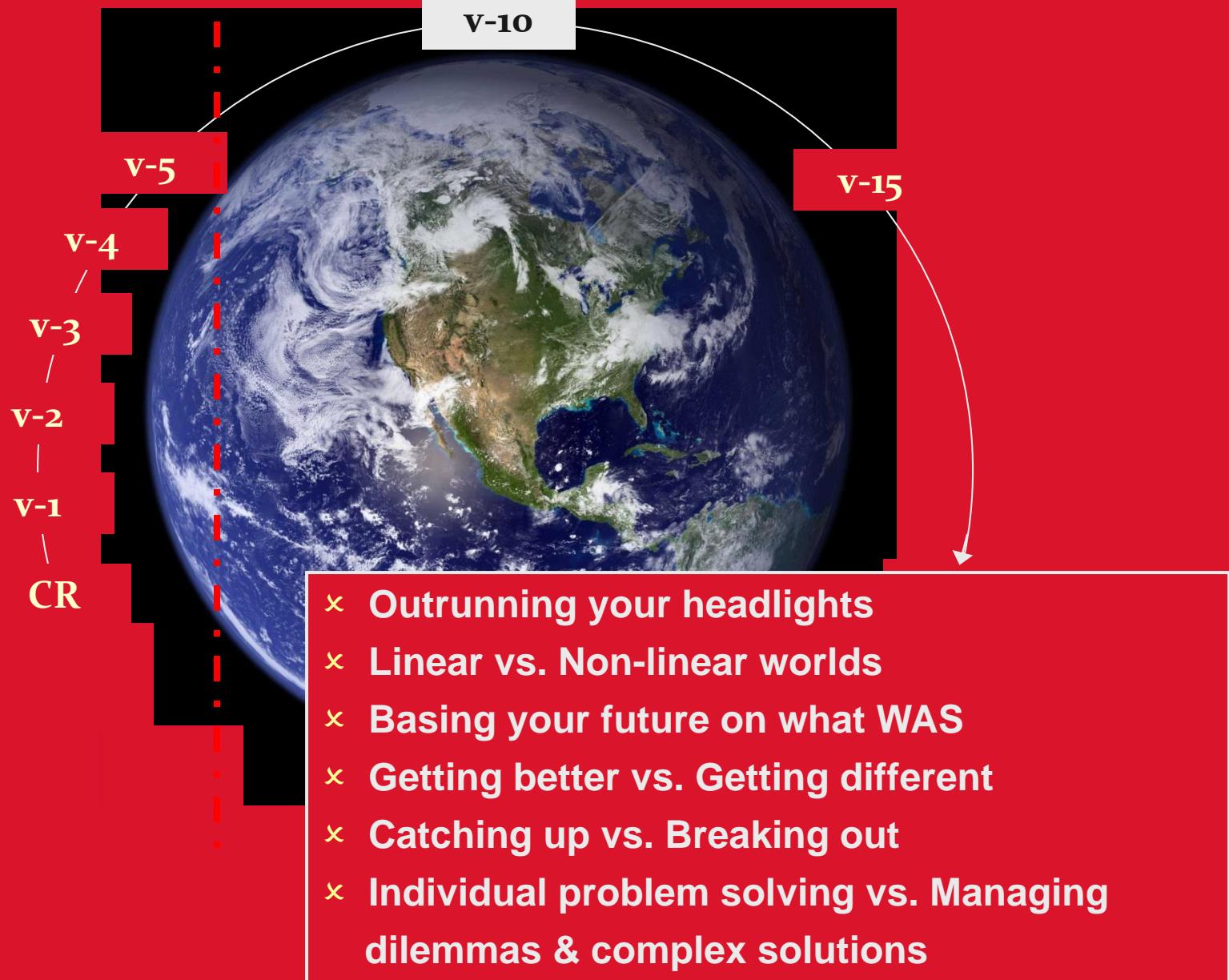
Challenges at the Edge:
Shackleton Expedition

Skill/Assess/Renew

VUCA



Portfolio of Limited Visions



Technical Challenges in Leadership

- 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

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

Thinking, Fast AND Slow: Our Two Selves

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

Responding to Turbulence

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

Peter Drucker



Status Quo

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

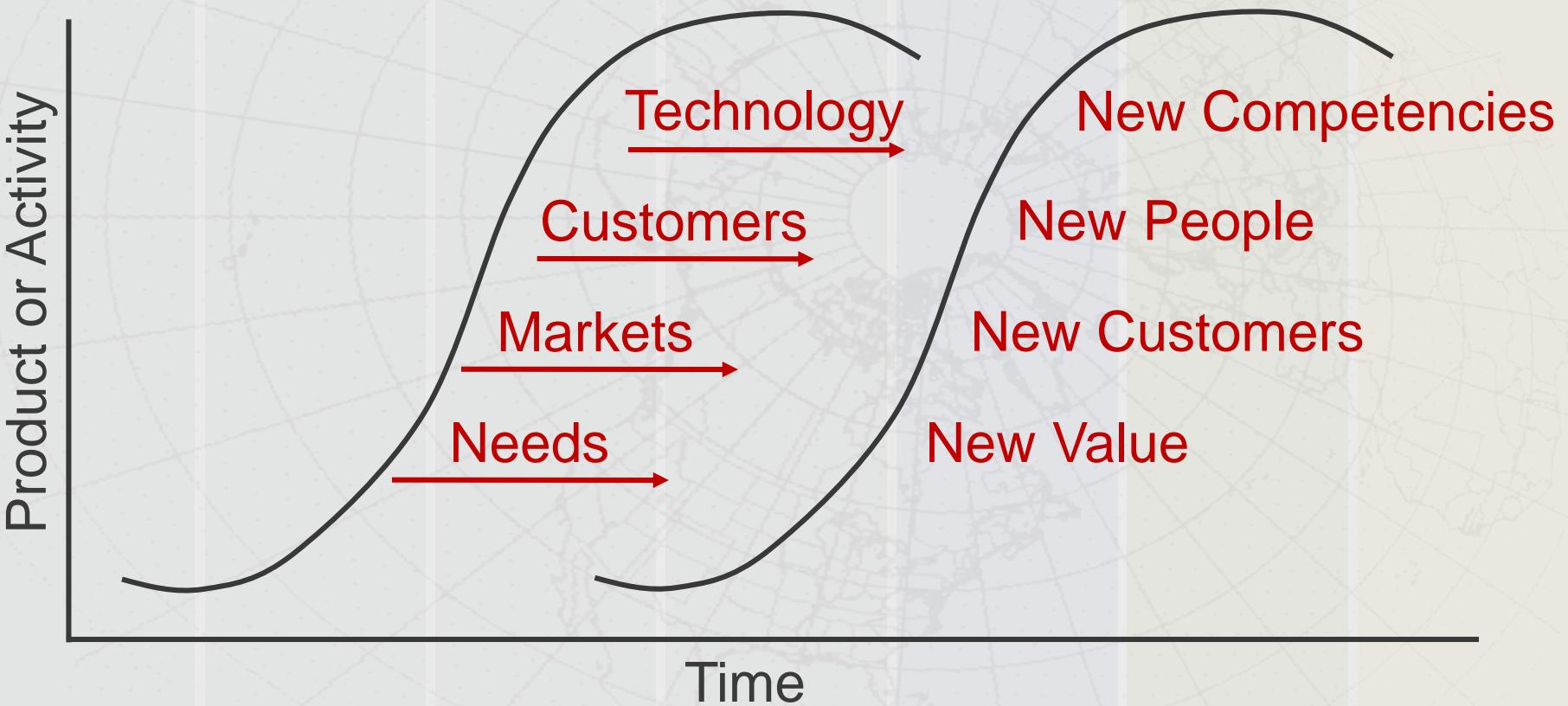


A Dakota Tribal Wisdom: “When you discover you are on a dead horse, the best strategy is to dismount.”



SHIFTING FROM 1ST CURVE TO 2ND CURVE

avoiding obsolescence



Shifting to the 2nd curve

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

This is the Best Time to Think out of the Box

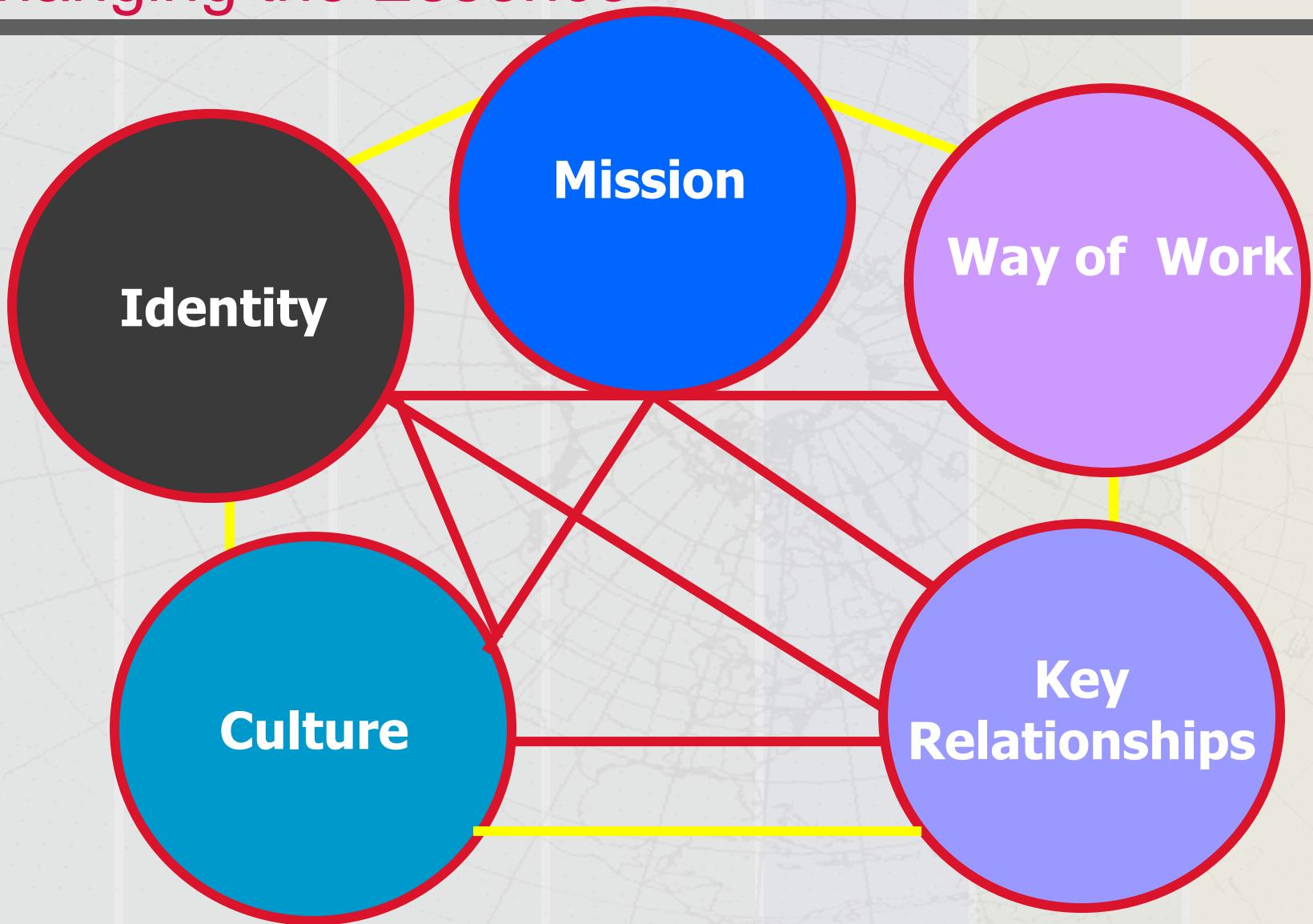


Innovation

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.



Changing the Essence



“The Medici Effect”

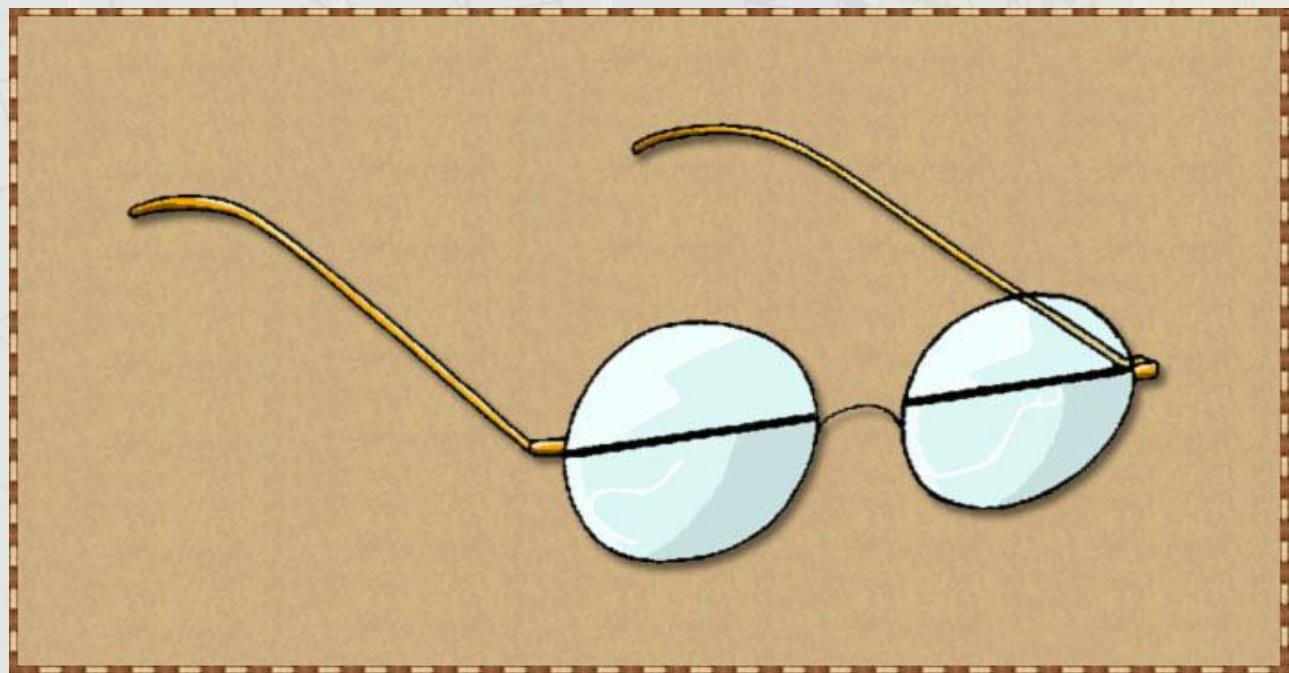
An intersection of ideas, cultures and disciplines that helped create the renaissance – a time of remarkable bursts of innovation, creativity, collaboration, and insight not previously considered.



Viewing Organizational Leadership Through Bifocals

Leaders must:

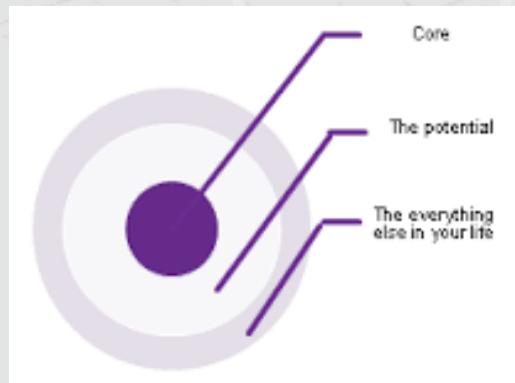
- Improve what is, and
- Create what isn't simultaneously



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



Leadership

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.



Leaders vs. Leadership

Position of authority vs. ecology or
constellation of leaders



Myth: Hero - Leader

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.



The Key Leadership Balance

Followers



Purpose

Leaders

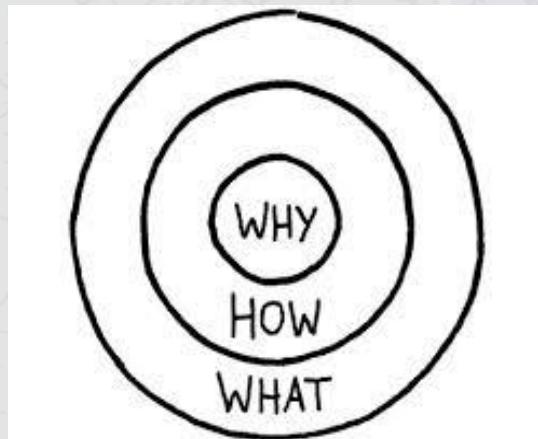
The Golden Circle

“Starting With Why” – Simon Sinek

Why-Types – visionaries, optimists, change the world, set expectations and inspire others (Here is why we do what we do – the purpose or cause)

How-Types – realists, practical, builders; get things done; processes (Here is how we do it)

What-Types – organize and implement products, services and systems (here is what we do)



Start with Why

“To inspire people to do the things that inspire them!”

There needs to be a deep personal connection between WHAT you do and WHY you do it.

Leaders never start with what needs to be done rather leaders start with why we need to do to do thing things.

Why needs to be extracted and integrated into an organization's culture

A New Definition of Leadership

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



Admiral Thad Allen

Leadership = the ability to reconcile opportunity with competency



"Upskilling" for the 4th Industrial Revolution

In 5 years, 35% of your skills that are considered important today will have changed. (Institute for the Future)

Changing skills now:

Creativity

Emotional intelligence

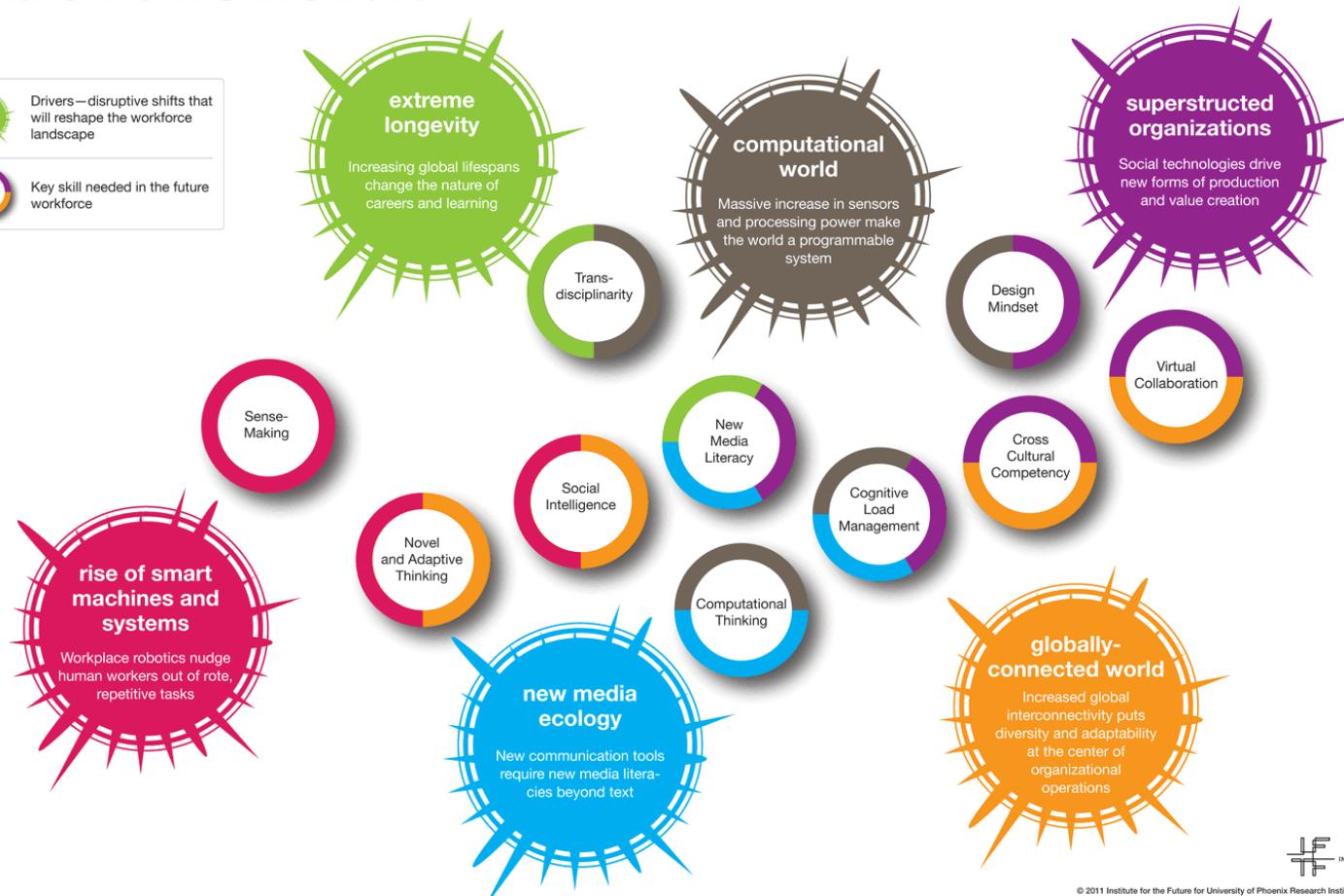
Cognitive flexibility



Institute for the Future

Future Work Skills 2020

KEY



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Future Work Skills

Sense-making – unique insights and significance of what is being expressed

Adaptive Thinking – proficient at solutions and responses beyond current limits

Social intelligence – ability to connect with others in a meaningful way

New media literacy – being an effective and persuasive communicator with new media forms

Computational thinking – translating large data sets into abstract concepts and then utilize

Future Work Skills

Cognitive Load Management – adept with dealing with onslaughts of information

Cross culture competency – operating in different culture settings

Virtual collaboration – engaging and motivating dispersed groups

Design mindset – represent, develop and process tasks for desired results

Trans-disciplinarity – understanding and relating concepts across multiple disciplines and domains

Meta-Leadership

Situation Awareness

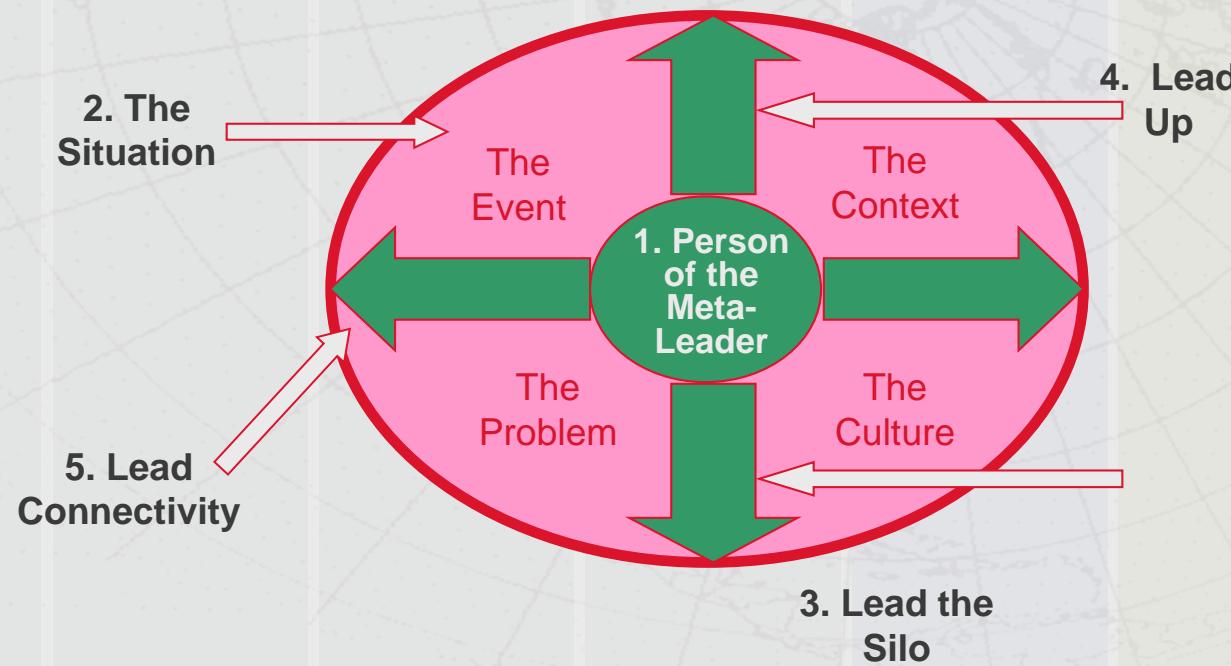
Sensing and sense making

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



*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

“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.”



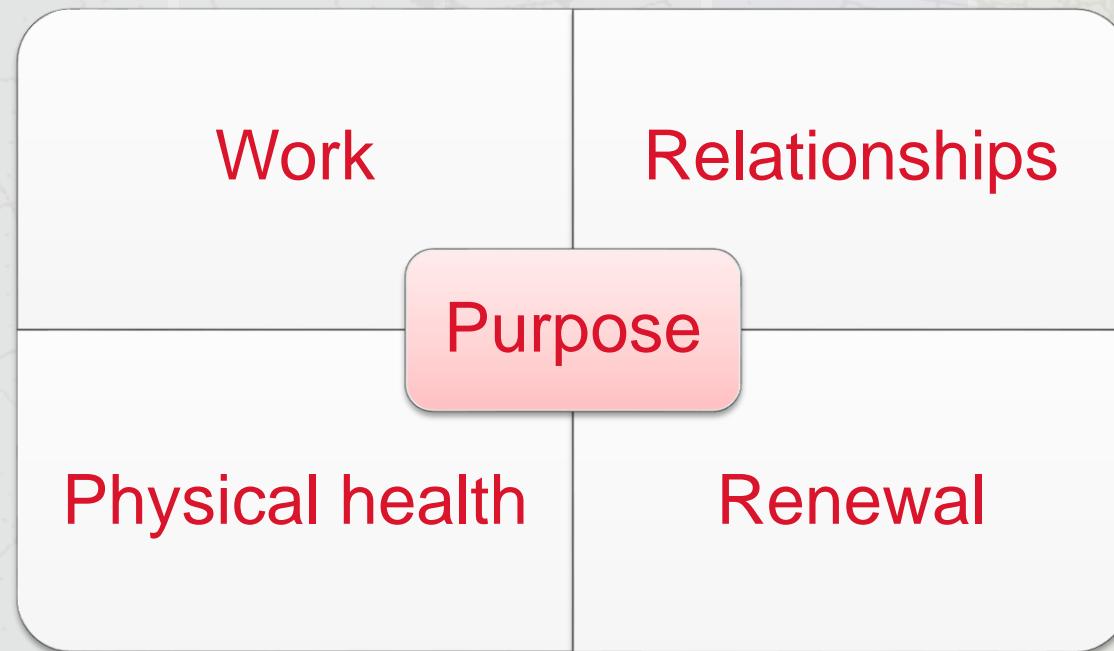
The Key to Opportunity is learning

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.



“Sharpening the Saw” : Renewal and Health

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.





**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.





‘WHAKAPAPA’

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 tress 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.



Legacy – the All Blacks Rugby Team of NZ

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



The Leadership Dilemma

“If you think you can, or think you can’t, you are right”

- Henry Ford



SELF-DIRECTED AND RESONANT LEADERS

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

Old Too soon – Smart To Late

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

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- key 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%

Square your corners – take the “harder right”

Of the most critical competencies, empathy is top

Leadership Develops Daily Over a Lifetime



Leadership development is a
lifetime journey, not a quick trip.

John C. Maxwell