

# Vigilant Leadership:

Futuring, Anticipation,  
and Action

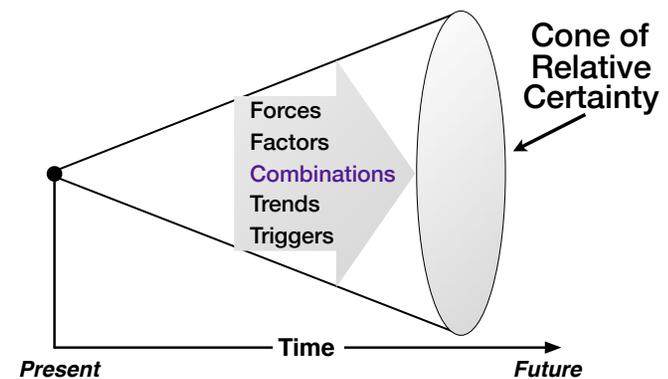
Bob Treadway



## Forecast

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

So you take anticipatory action



## Principles

1. Prepare. Exposure. See key signals and what they mean in the future.
2. Teams are better at seeing and formulating plans than individuals.
3. Open-minded. Flexible. Testing. Change with new facts.



qz.com





Newsfeed (not only post, but follow)

Select trades, blogs, sources

Economist, WSJ, Fox, CNN, Trades, Associations, RealClearPolitics, etc.



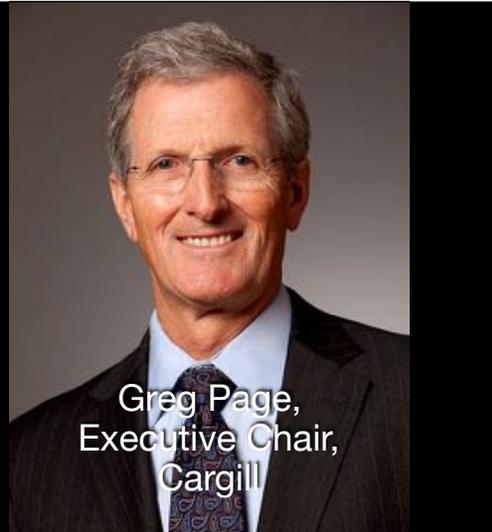
Sources, content, browsing

Seeing Around the Corner



Men's underwear!

## Egg sales in Indonesia

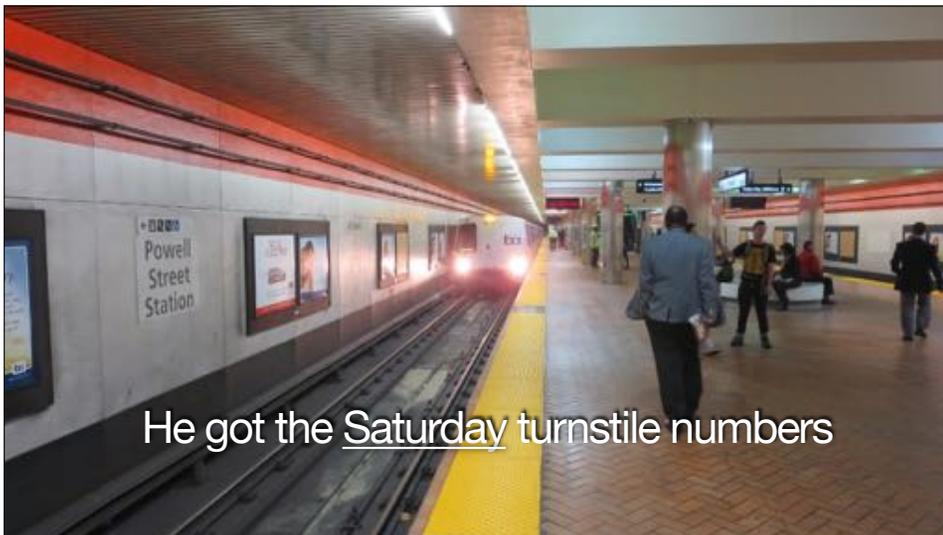


Greg Page,  
Executive Chair,  
Cargill

Dr. Ted Egan, Chief Economist, SF



How can I estimate our revenues 6-12 months before we receive them?



He got the Saturday turnstile numbers

## “Round the Corner” Quiz

A grocery retailer forecasts store gross margin in any economy from sales of one brand name product. What is the product and why?

FEMA watches one restaurant chain after a disaster to gauge impact and scale of assistance needed. Which one?

A building material manufacturer looks at one profession's business to give it a year's jump on market demand. What profession? Why?

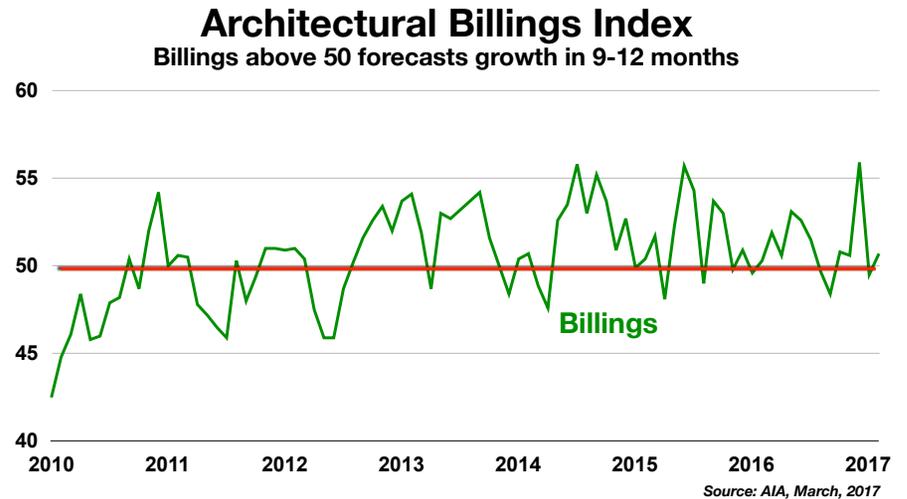


## FEMA's "Waffle House Index"

- Full menu. Restaurant has power. Damage is limited.
- Limited menu. Generator or no power. Food supplies probably low.
- Restaurant closed. Severe damage.

## Question #3

### The Architectural Billings Index



**Let's hear your opinions  
on what's ahead**

Long term (5 years+)  
view/scan/goals for  
food/ag and tertiary  
education?

High impact  
events, situations,  
trends, emerging  
issues  
we'll face?

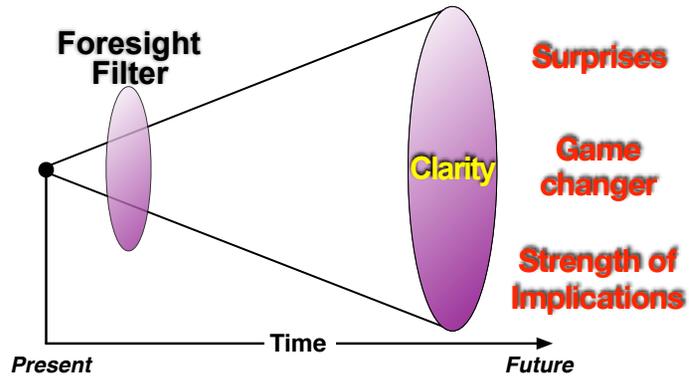
Not only the usual but asking:  
“what’s going to affect us that  
we want to prepare for, change,  
or preserve at the end of  
another 10 years?”

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



Building Foresight & Recognition

## “Filtering” for what’s most important?



## Almost All Anti-GMO Articles In The US Are 'Clickbait' Promoted By Russian Propaganda Sites

@ EMAIL FACEBOOK LINKEDIN TWITTER PRINT

By Hank Campbell — March 5, 2018

### Related articles

Dear Gary Ruskin and Anti-GMOers, Stop Being Puppets for Putin  
Gary Ruskin, GMO Labeling

At Iowa State University Crop Bioengineering Center's annual meeting, a team of scholars showed their research validating what the



Professor Carolyn Lawrence-Dill was here last year in Cohort 13

Since 90 percent of Iowa farmers grow corn and soybeans genetically engineered to tolerate herbicides and pesticides better, meaning fewer chemicals are needed, Iowa State University scholars Dr. Carolyn Lawrence-Dill and Dr. Shawn Dorius sought to find out why anti-GMO claims persist. What they found was **shocking**, given Russia's prominence in worry about political manipulation of American elections. [The results](#) showed that *Russia Today*, recently rebranded as *RT.com* and considered a propaganda site, accounted for **34 percent of GMO-related articles**. Along with *Sputnik*, they carried **more GMO-related articles than CNN, Fox, Breitbart, MSNBC, and the most anti-GMO site in the US, Huffington Post, combined**. The difference was that the Russian sites' coverage was **uniformly negative**. For example, what do abortions related to worries about the Zika virus have to do with GMOs? Nothing, **but Russia Today still linked them**, and their only source was other clickbait claims on social media.

## GMO mosquitoes could be cause of Zika outbreak, critics say

Published time: 30 Jan, 2016 17:12  
Edited time: 9 Feb, 2016 03:54

[Get short URL](#)

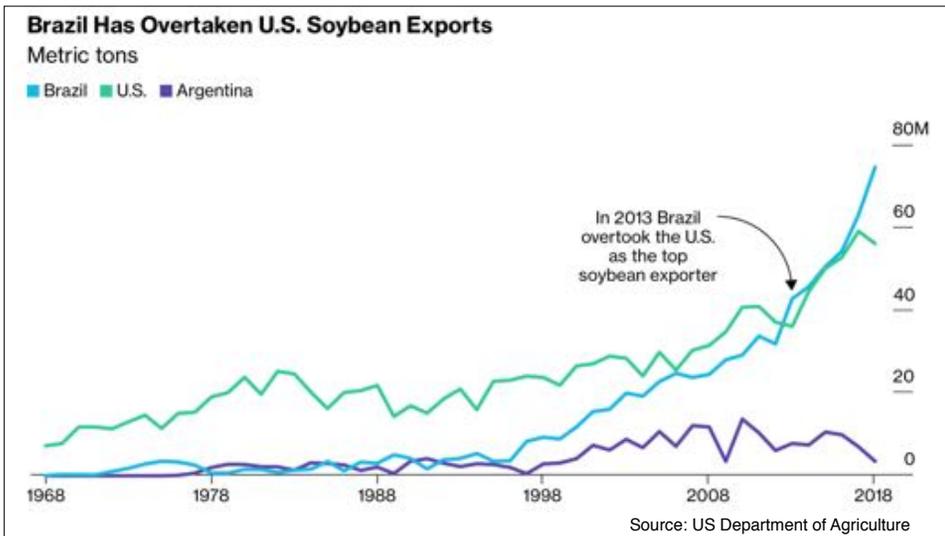
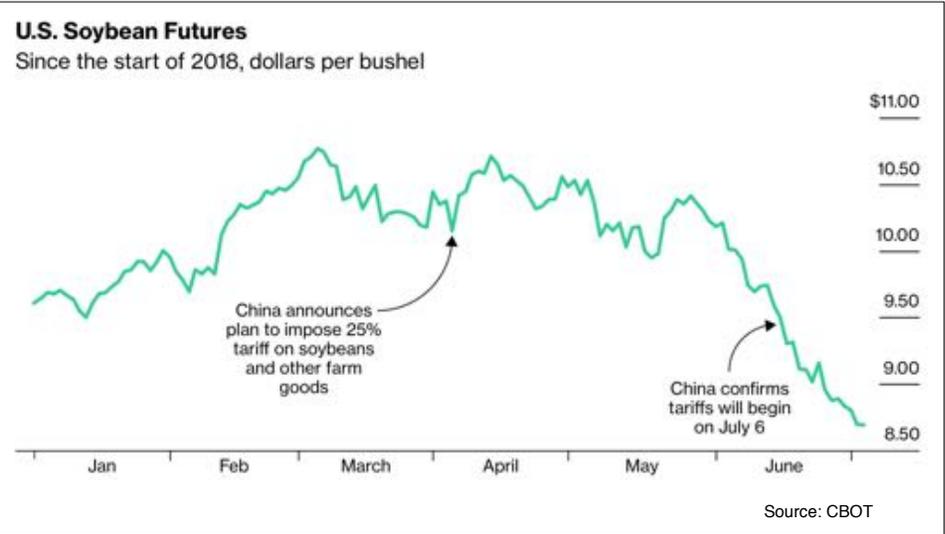


## Prominent anti-GMO NGOs and organic businesses partnered with Russia to 'smear' American agriculture

Henry Miller | Genetic Literacy Project | August 1, 2018

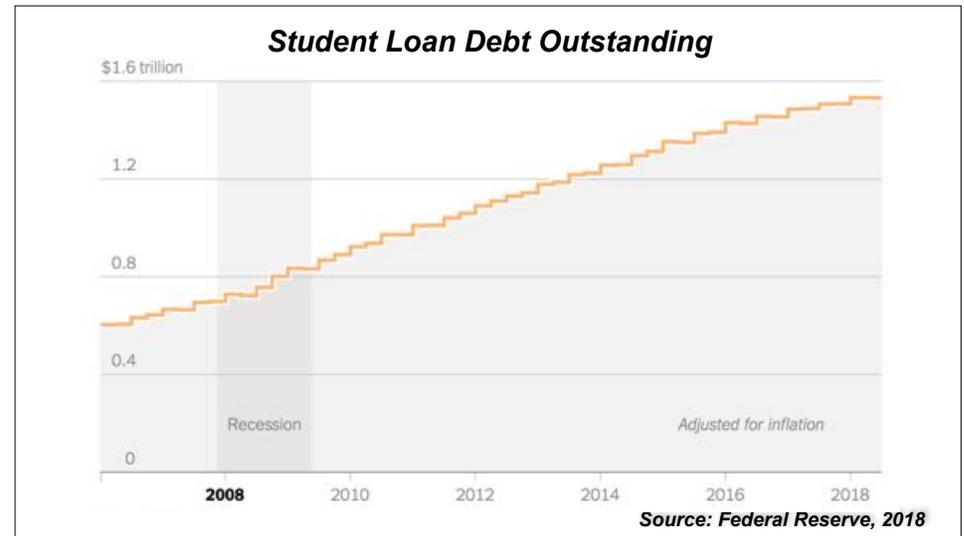


Game Changer?



Biggest concern - we lose the China market for decades...

*State Corn/Soy Leaders including National Presidents last month in Raleigh*



**One in 3 student loan  
borrowers is struggling**

Source: Department of Education, 2018

New generations of students...

New tools and methods...

What will they want/need to learn?

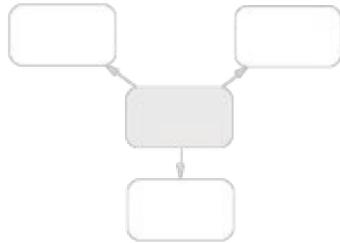
<b>Robotic systems administrator</b>	<b>Regenerative specialist</b>	<b>Meat cultivator</b>
<b>Innovation methodologist</b>	<b>Analytics query coordinator</b>	<b>Food preservation optimizer</b>
		<b>Pharmer</b>
	<b>Carbon manager</b>	<b>Data scientist</b>
	<b>Environmental optimizer</b>	<b>Cellular agronomist</b>
<b>Digital facilitator</b>	<b>Blockchain (DLT) implementer</b>	<b>Chief Automation Officer</b>
<b>Drone pilot</b>	<b>Energy farmer</b>	<b>The "NIY" - not invented yet</b>

**Implication Thinking:  
at the second and third  
level...**

**Implication**  
consequence; result; after-effect;  
impact; upshot; ramification...

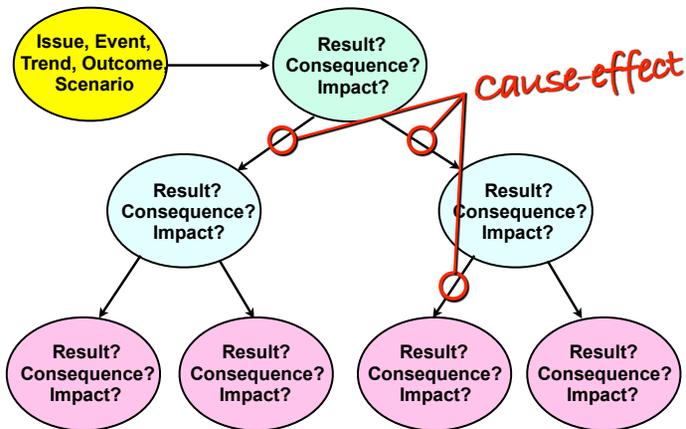


Your worksheet has this diagram

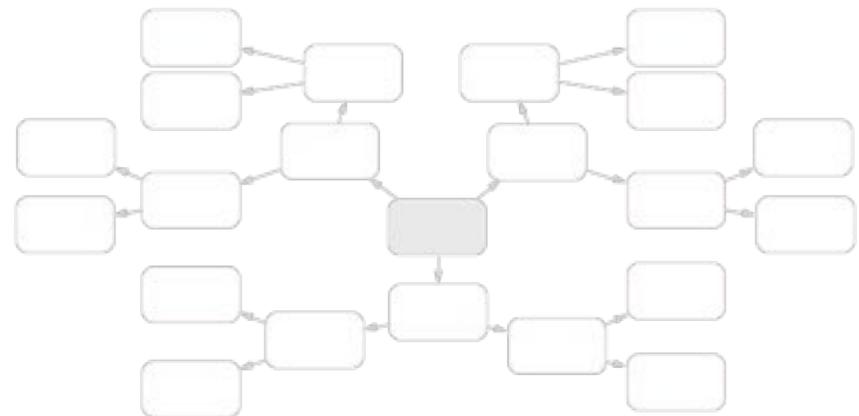


*Don't stop there...*

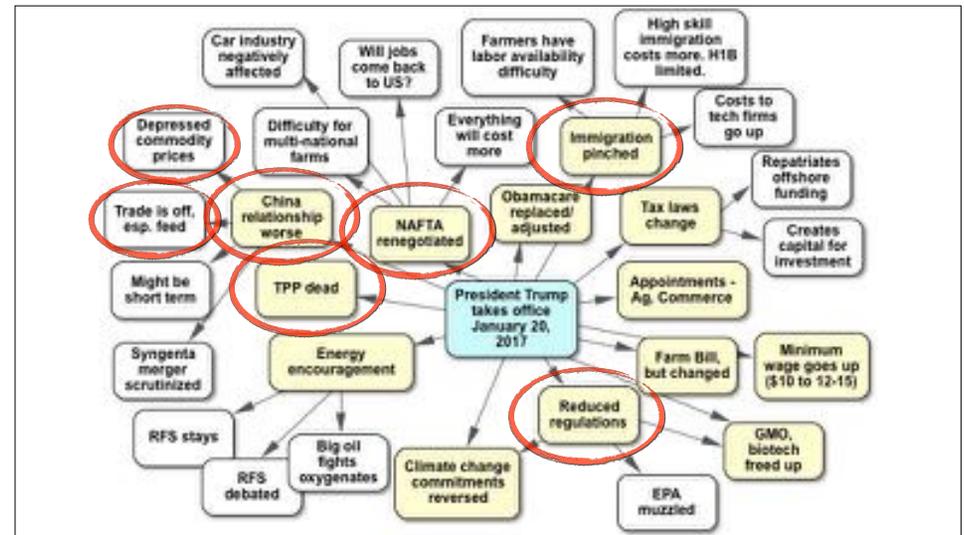
*"...and then what happens?"*



Eventually looks like this...



*Here's what an industry group (agribiz CIOs) developed 2 days after the Trump election...*



*Let's try one together*

Groups of 3-4 pick an item from our "scan" and work on the page 4 diagram

Develop 3 independent implications

Then go deeper,  
“implications of  
implications” to at least  
3rd level in some

How to use this...

bottom of page 3

- Strategy generator - group work surfaces better actions
- Decision aid - got a choice? Use “if this happens...” twice. Compare.
- Complexity Solver - takes a complicated issue and makes sense of it.
- Persuader - pencil, paper, and someone you want to convince.
- Gives alternatives - Plans B, C, D.

A silhouette of a hand reaching upwards against a vibrant sunset sky with orange and yellow hues. The text is overlaid on the hand and sky.

How do we reach  
a challenging  
goal?

### 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 and beyond

Produce a great-tasting NY Steak without a cow

Double crop output with half the water and nitrogen

### Chancellor Woodson... 5 Years

Will have served students well

Hired leaders in "problem areas"

Left the brand strong & resilient

Weathered a reputational storm

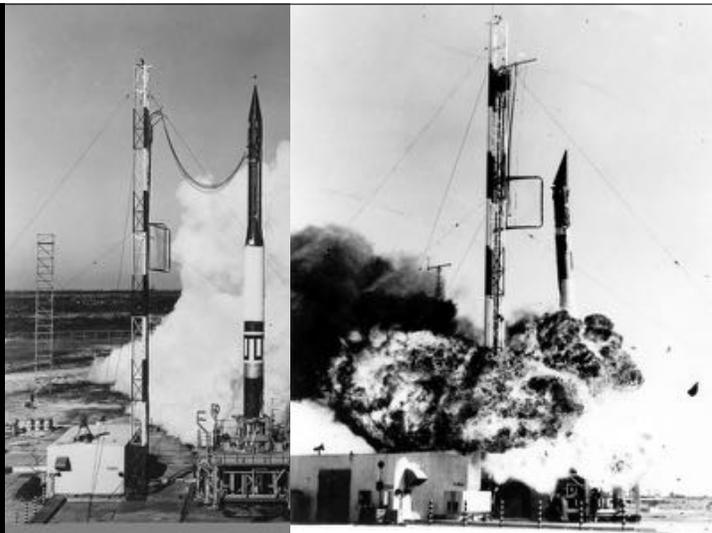
Not be doing what we've always done

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

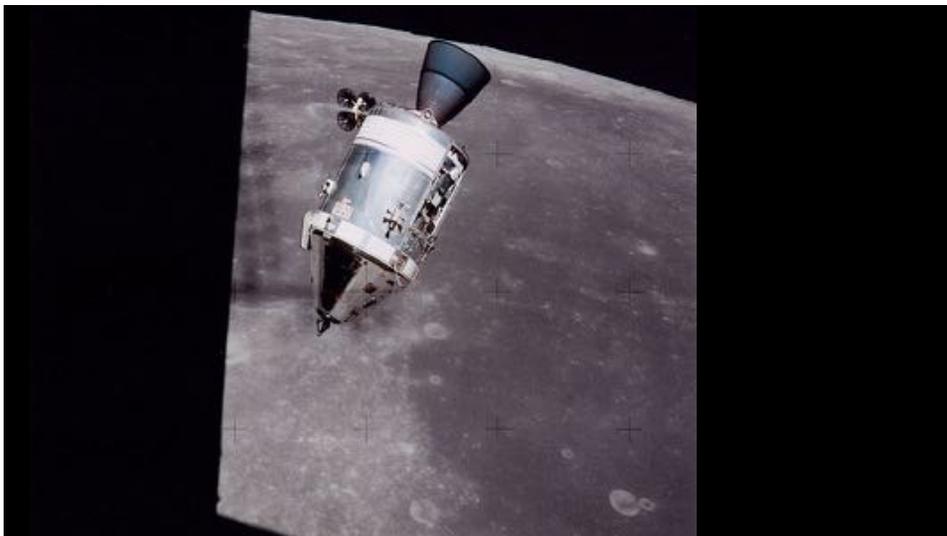


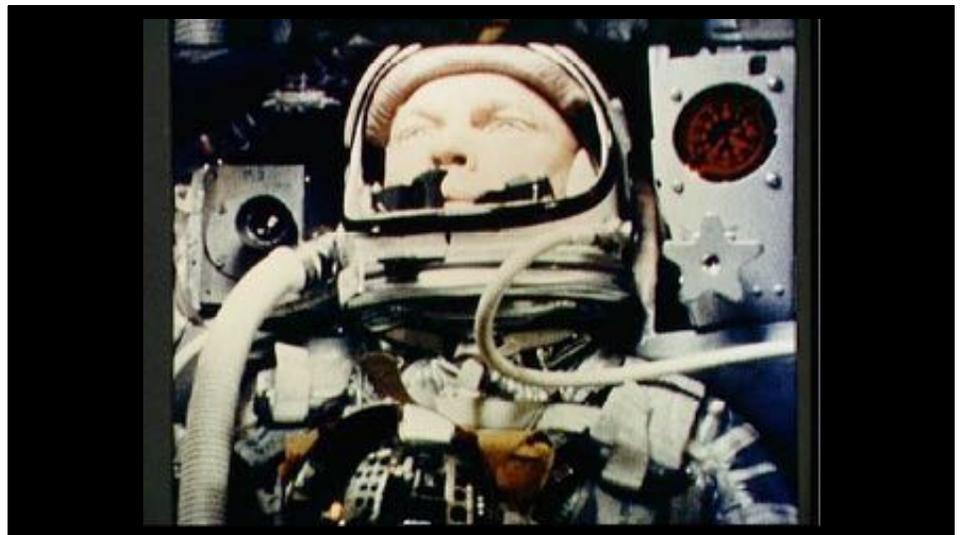


In May, 1961 a leader  
challenged his  
country...  
with one sentence



“Backcasting”





Jupiter C

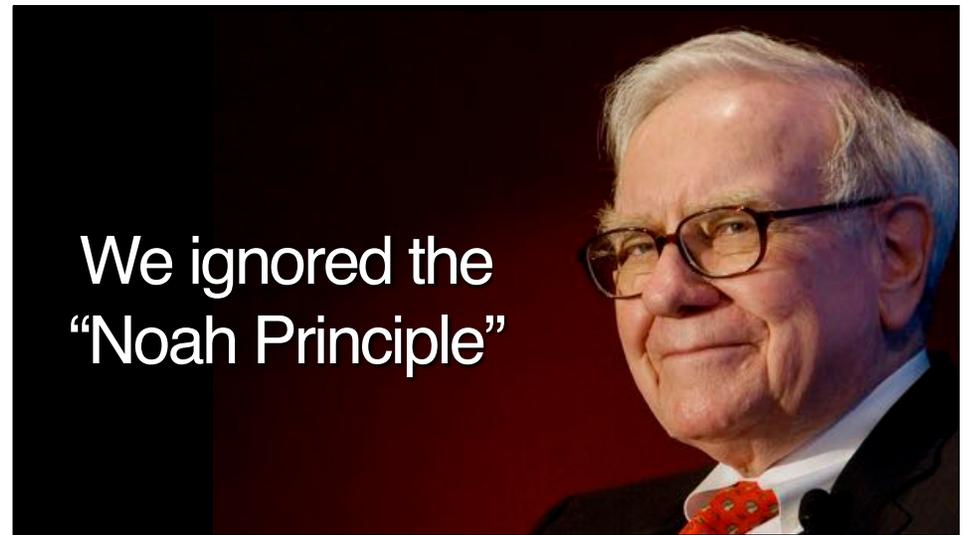
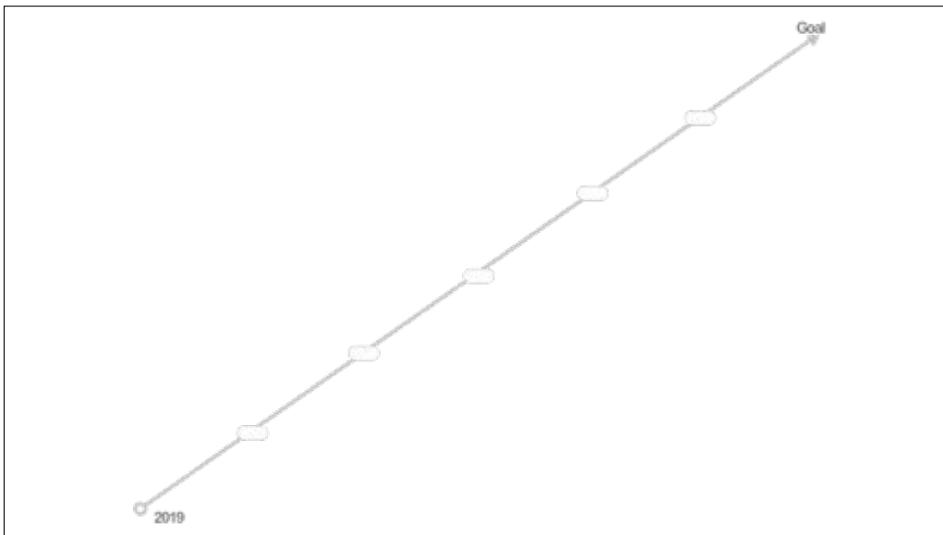
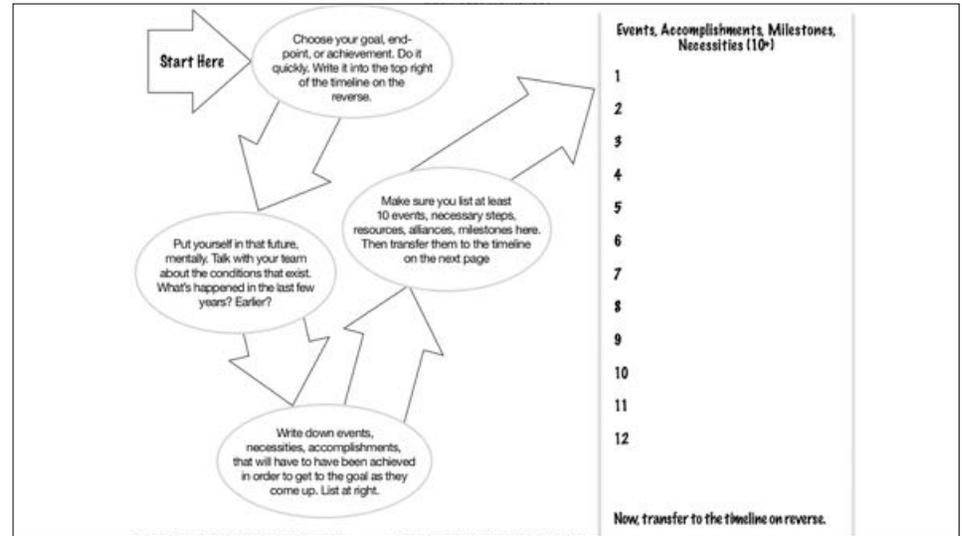
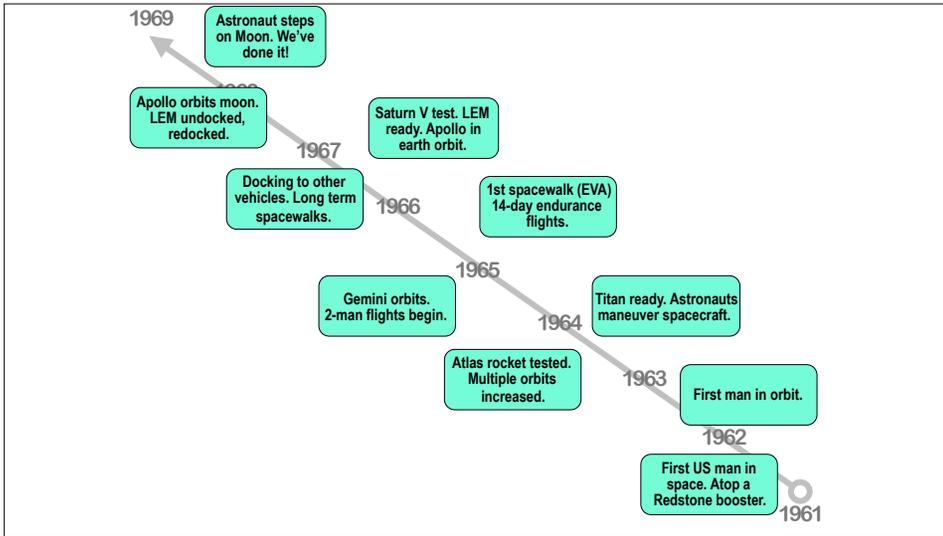


Redstone to  
put Shepard in  
"space"



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







*“Just forecasting rain  
doesn’t count...*

*building arks does.”*