

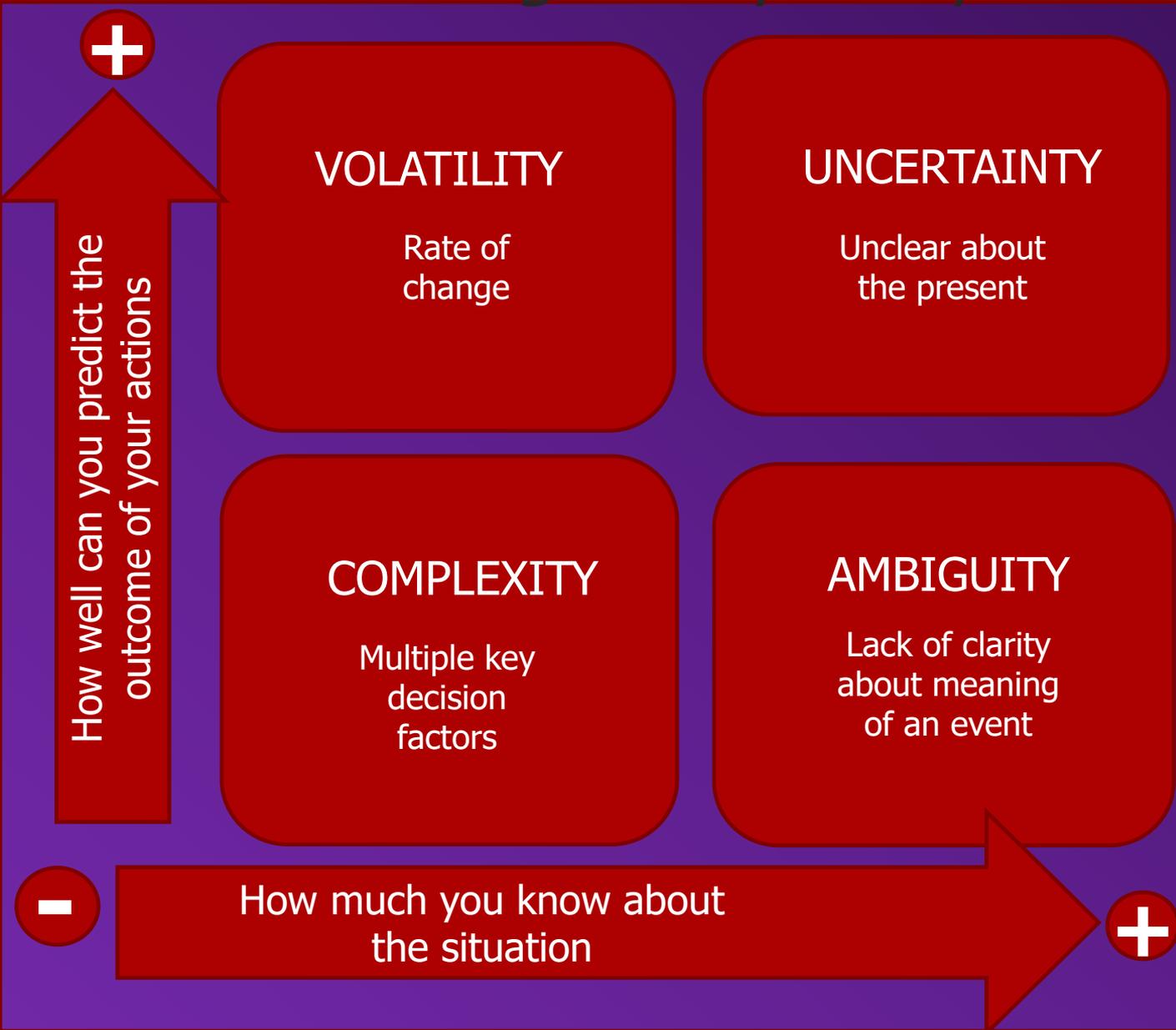
# ***The Food Systems Leadership Institute***



**Claudia S. Plaisted Fernandez, Dr. PH**

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# VUCA Challenges Require Special Leadership



**Inadequate information** in a **constantly changing** environment where the future is **difficult to predict** and best practices either don't exist or for some reason aren't being deployed

*Events of 2020 created unprecedented challenges for leadership across disciplines, fields & industries*

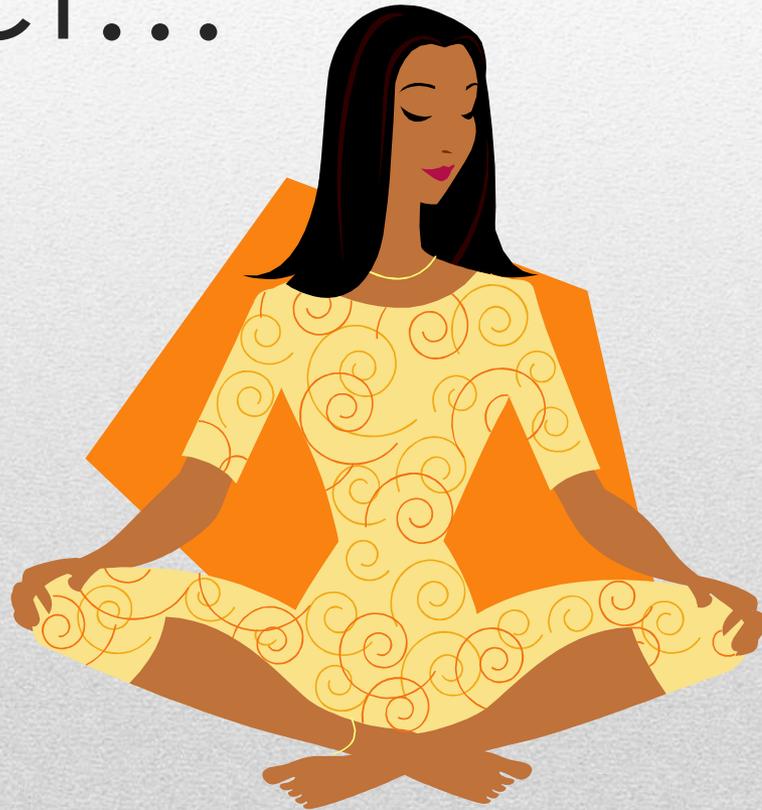


distraction  
distraction  
distraction  
distraction  
distraction

**Distractions present challenges for leaders in “normal” times, but the distractions of today are more powerful, more significant, and potentially life-threatening.**

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A moment to  
reflect...





# Using our MIRO Board ([www.Miro.com](http://www.Miro.com)) Frame #2

Pick 2 Pictures that reflect

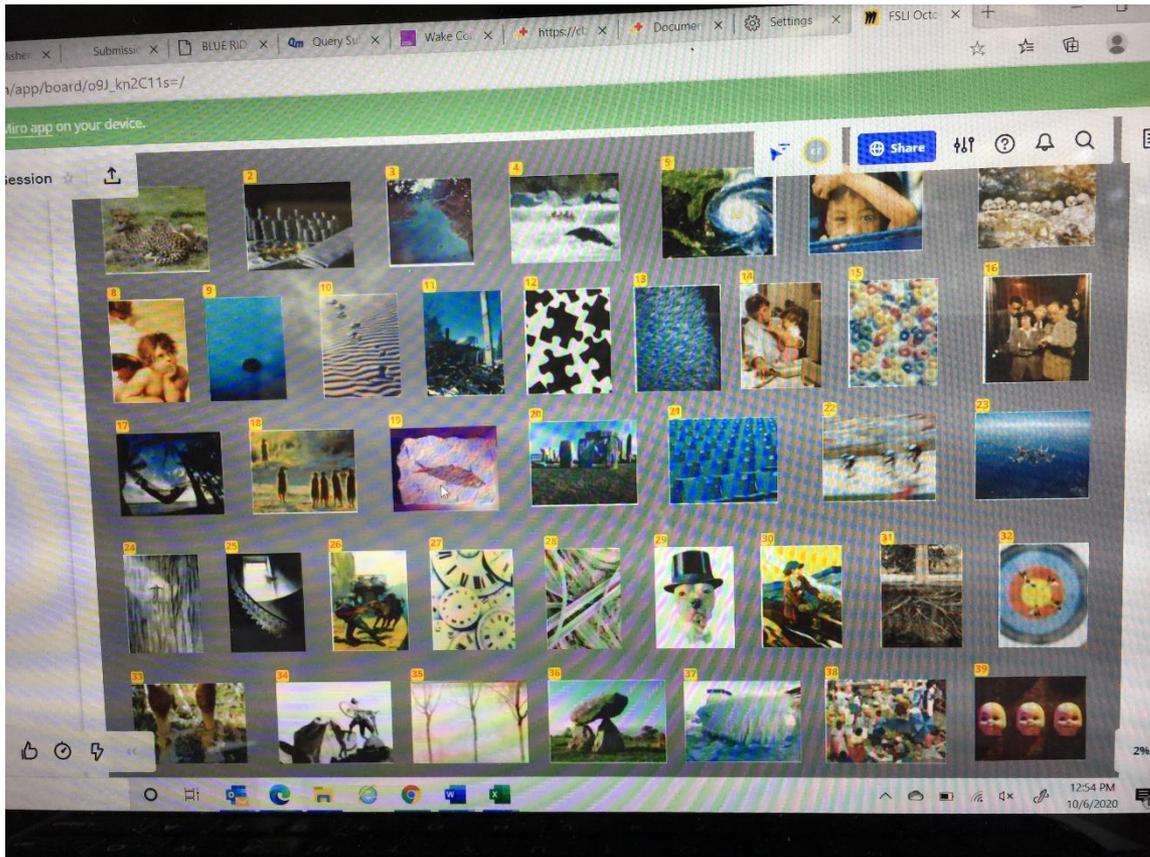
- the leadership challenge YOU face, and
- the challenges that leaders above you face, that impact you



# Instructions

Keep your Zoom link up to hear and see one another + Open up the Miro link to do the activity

39 pictures—find 1 that resonates with you about Reflection #1 and another that fits Reflection #2  
Each picture is numbered.



In Miro select your 2 pictures  
(you have 4 minutes)

# Instructions

Keep your  
Zoom link up



Keep the Miro  
link open



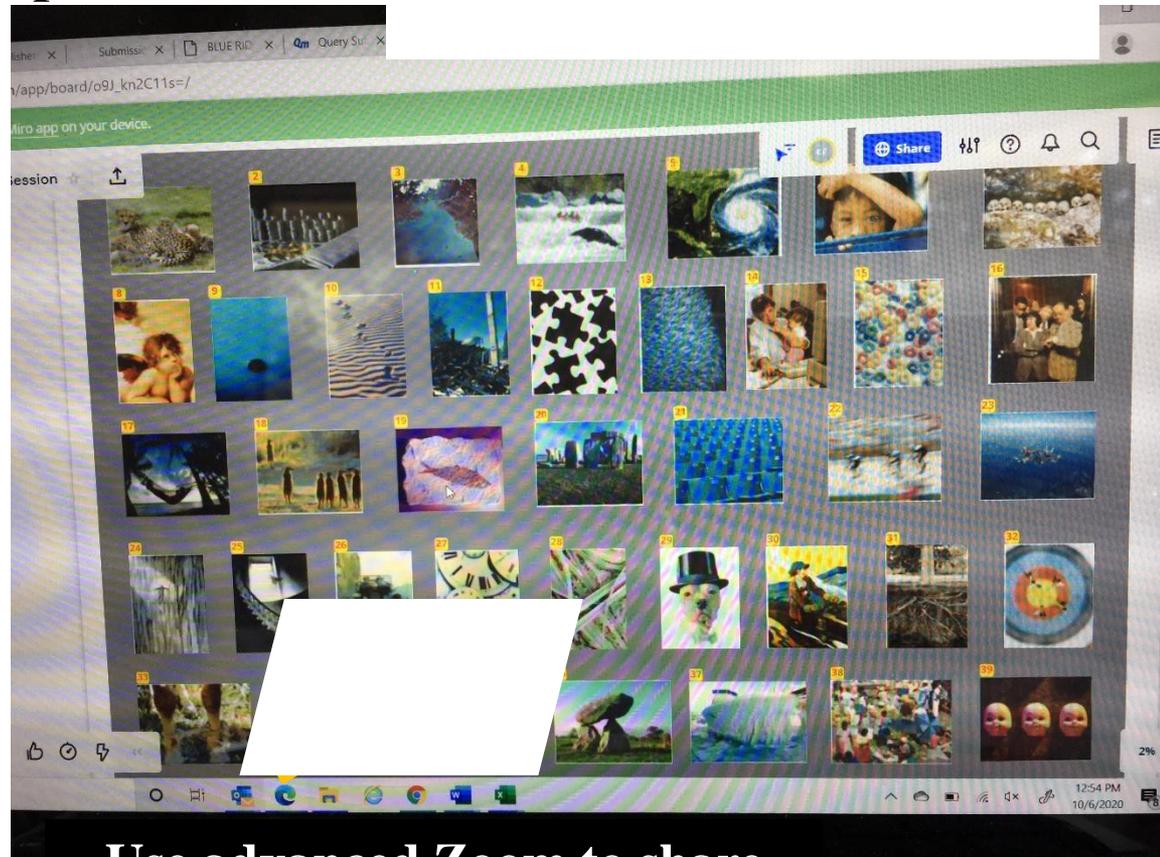
You will be put into  
Zoom Room  
Groups of 4



You will each have 2-1/2  
minutes to share about  
the 2 pictures you chose  
(10 min total)



Return to our main  
zoom room for the  
rest of our session



**Use advanced Zoom to share**

# Themes:

Room 1: Gaining alignment when many differences exist—coordination of work, gauging the right pace of work, complexity, time pressures,

Room 2: Managing people & struggles therein, multi-tasking, resource management with respect to position and funding, how to accomplish mission with scarce resources that multiple people want

Room 3: Navigating unknowns, leading through turbulence,

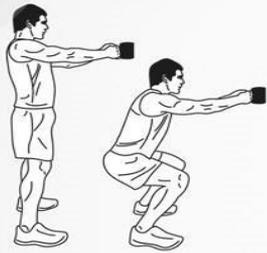
Room 4: Teamwork, building teamwork across the school, control to gain cohesion and alignment from upper management, lack of broader input in decision making, central control of resources, impatience, leadership trying to bring people along (cohesion), financial resources stretched over many needs, changes in resource generation, changes in how we do the tasks

Room 5: Uncertainty, extra complexity, changes in how we do the tasks, lack of alignment, navigating different perspectives and agendas, turbulence, different personalities, meeting needs to move forward among difference,

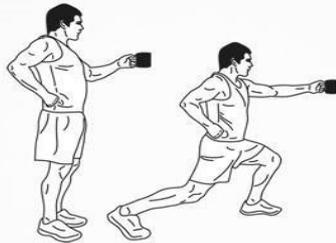
Room 6: individual struggles/stress, provide resources to adapt to this change, how to ~~gain alignment in moving forward, achieving change/personal change,~~ organizational re-organization and maintain cohesion, leading change and managing risk, encouraging people

# Coffee **BREAK**

DAREBEE WORKOUT @ [darebee.com](https://darebee.com)  
3 sets | up to 2 minutes rest between sets



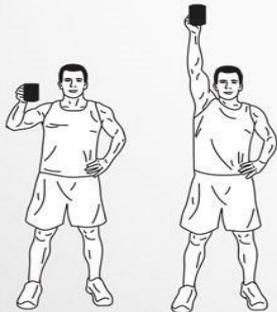
10 squats



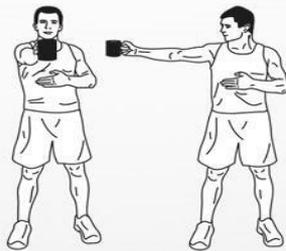
10 lunges



10 side leg swings



20 mug raises



20 arm rotations



20-count hold

**STOP and  
STRETCH  
BREAK**

**5 minutes  
3 exercises**

Our major skill building  
goal for today:

# reading the tea leaves



- Because one of the most important skills you can have is to understand how people think, what makes them tick, and what to expect as a leader and motivator of others.
-

# What similarities do we share?

## The Cow



Mammals  
Beloved

Highly  
productive

Integral to the needs of  
modern society

Creatures of habit



The Leader

**Blue Red Green Black Yellow**  
**Purple Green Orange Pink**  
**Red Gold Blue Black Green**  
**Yellow Orange Blue Black**  
**Green Purple Red Yellow**  
**Red Black Blue Pink Gold**  
**Blue Red Green Black Yellow**  
**Purple Pink Gold Red Blue**

# Our Personal Systems



Repeated  
Behavior



That's  
Pretty  
Darned  
Good!



Outcome

Reinforces



# Changing Our Personal Systems



New Behavior



Sometimes we fail to consider alternative possibilities—different ways of being, of seeing of acting...and achieving.



Outcome



You have gotten to  
where you are based on  
your strengths

But they may not continue to serve you as  
well later in your career...

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# Skills you get in school ... or maybe not

Broad and strategic set of skills that cross disciplines

Deep well of PROFESSIONAL and TECHNICAL knowledge: chemistry, biology, pathology, pharmacokinetics, nutrition, husbandry, agriculture, statistics, plant sciences, etc.

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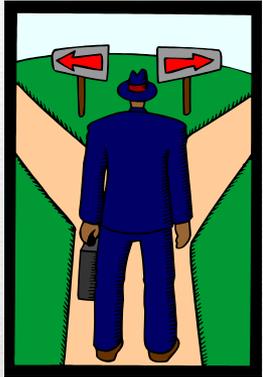


If you don't know what  
you do then you will  
continue to simply do  
what you know

Which means you can be stuck in a  
leadership rut

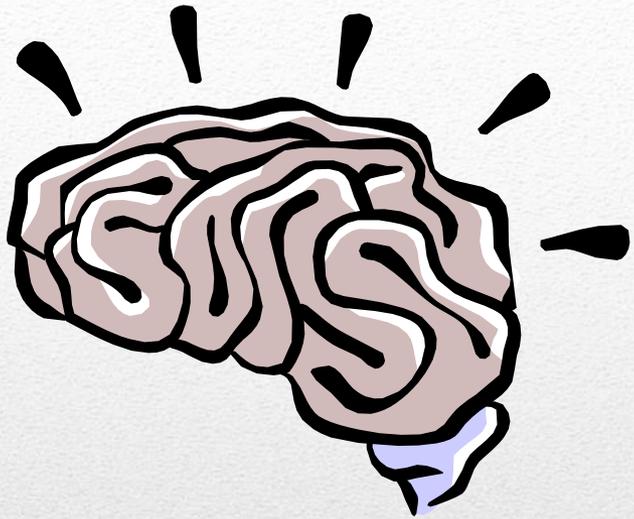
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When you get to the  
fork in the road...  
Take it.



Yogi Berra

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It's about thinking differently.

Thinking differently helps you to understand and appreciate the perspective of others.

**Flexibility in perspective  
becomes Cultural Competence  
and Cultural Elasticity**

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# WHAT IS CULTURE?

**Culture: an integrated pattern of learned beliefs and behaviors that can be shared among groups. It includes the following:**

## Culture can include the following:



- Thoughts
- Styles of communicating
- Ways of interacting
- Views on roles and relationships
- Values, practices, and customs

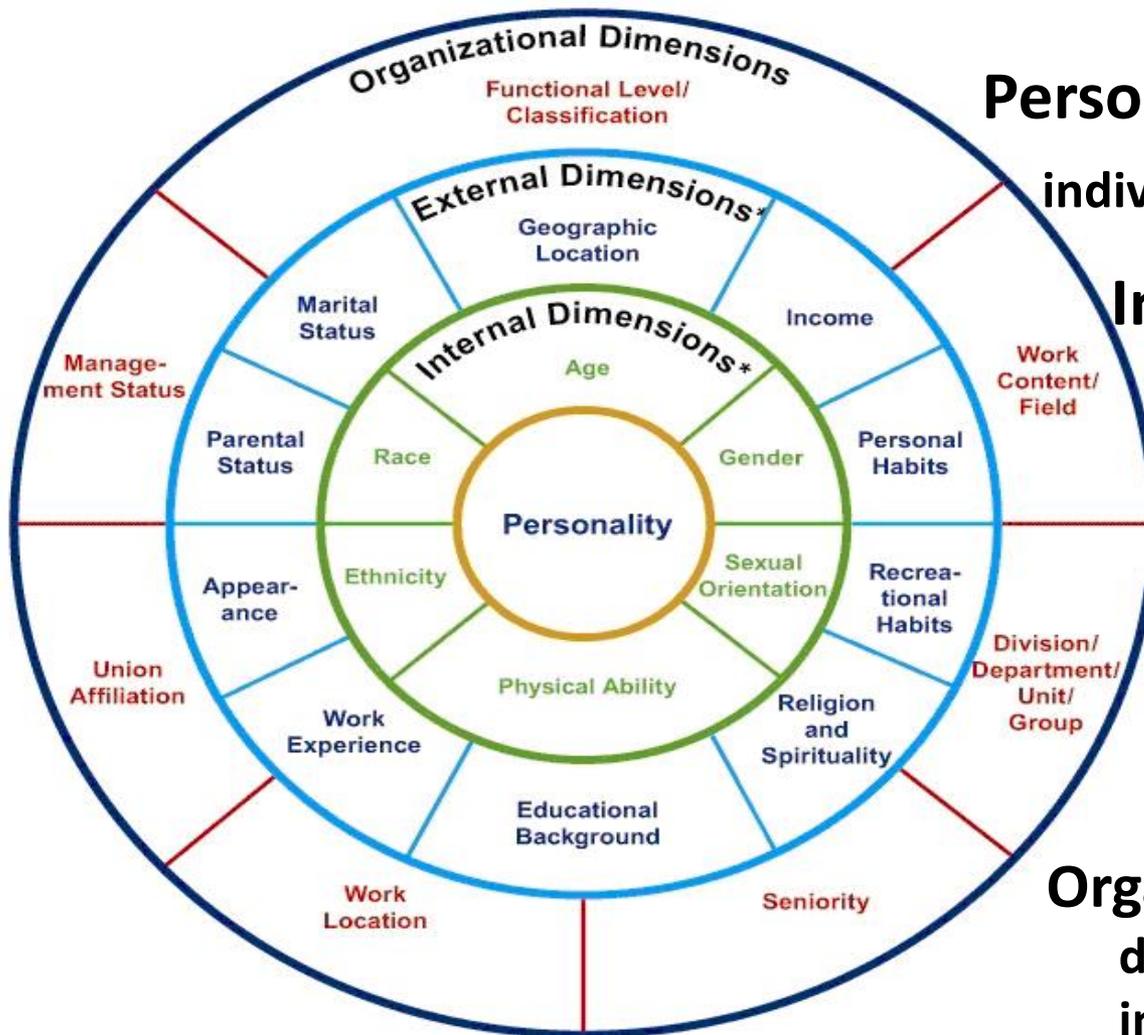


## Additional influences and factors of culture:

- Socioeconomic status
- Physical and mental ability
- Sexual orientation
- Religious Beliefs
- Occupation
- Leadership and Culture

**Culture differs both across and within countries. The greater the diversity of your host country, expect to rely upon your cultural competence skills to an even greater extent!**

# Four Layers of Diversity impact culture



## Personality Core:

individual style and characteristics

## Internal Dimensions:

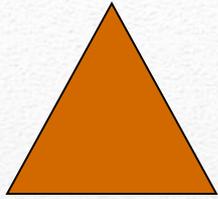
generally fixed & unchangeable aspects of the individual

## External Dimensions:

the result of life experiences and choices

## Organizational Dimensions:

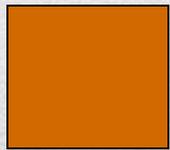
defined by corporate or institutional affiliation and culture



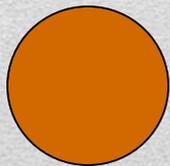
Tend to be curious, inquisitive



Tend toward being demonstrative,  
take a stand, achievement oriented



Tend to be practical

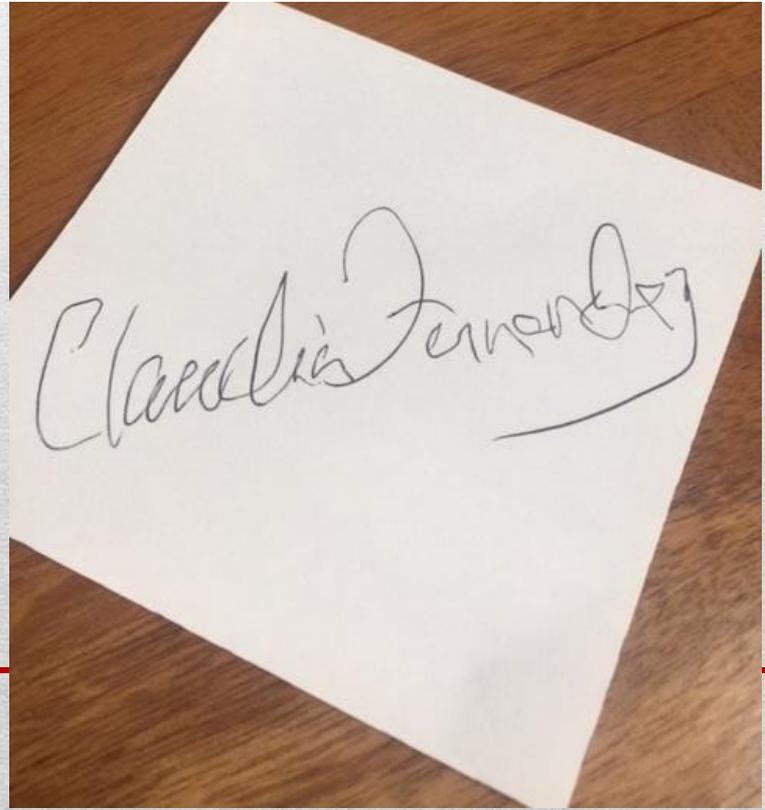


Tend to chase members of the  
opposite sex, booze it up, and  
listen to rock and roll

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Claudia Fernandez



"The lens we choose is critical. Our perspective is what holds the key to whether the solution is ordinary or extraordinary."



--Dewitt Jones  
National Geographic Photographer  
*Everyday Creativity*





**Great Leaders  
Engage Employees**



**REMEMBER**



# What attracts employees to your organization?

Pay

Benefits

Learning &  
Development

Work  
Environment

## Attracting Employees

1. Competitive benefits
2. Competitive base pay
3. Work/life balance issues
4. Competitive retirement benefits
5. Career advancement opportunities

## Employee Retention

1. Career advancement opportunities
2. Retention of high caliber people
3. Overall work environment
4. Development of skills
5. Resources to get the job done
6. Salary & benefits

# Engaging Employees

~~Pay~~

~~Benefits~~

Learning &  
Development

Work  
Environment

1. Senior management's interest in the employee's well being
2. Having challenging work
3. Decision making authority
4. Customer orientation
5. Career advancement opportunities
6. Company reputation
7. Collaboration with co-workers
8. Resources to get the job done
9. Input into decision making
10. Senior management vision

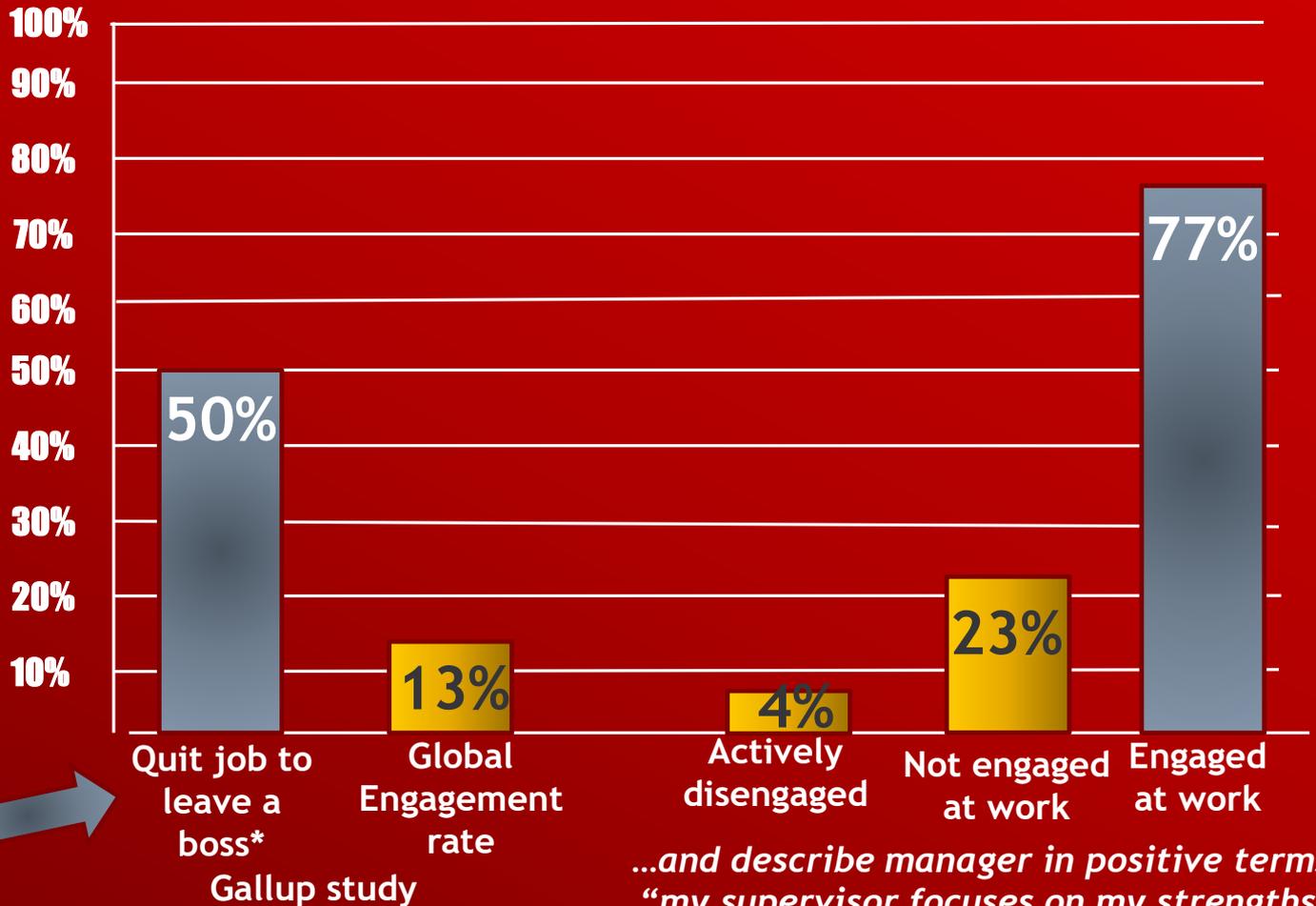
# What drives engagement in now?



# Just who *is* engaged...or not?

An engaged workforce is the key driver of organizational success

*There is a clear correlation between an employee's engagement and their relationship with the boss!*

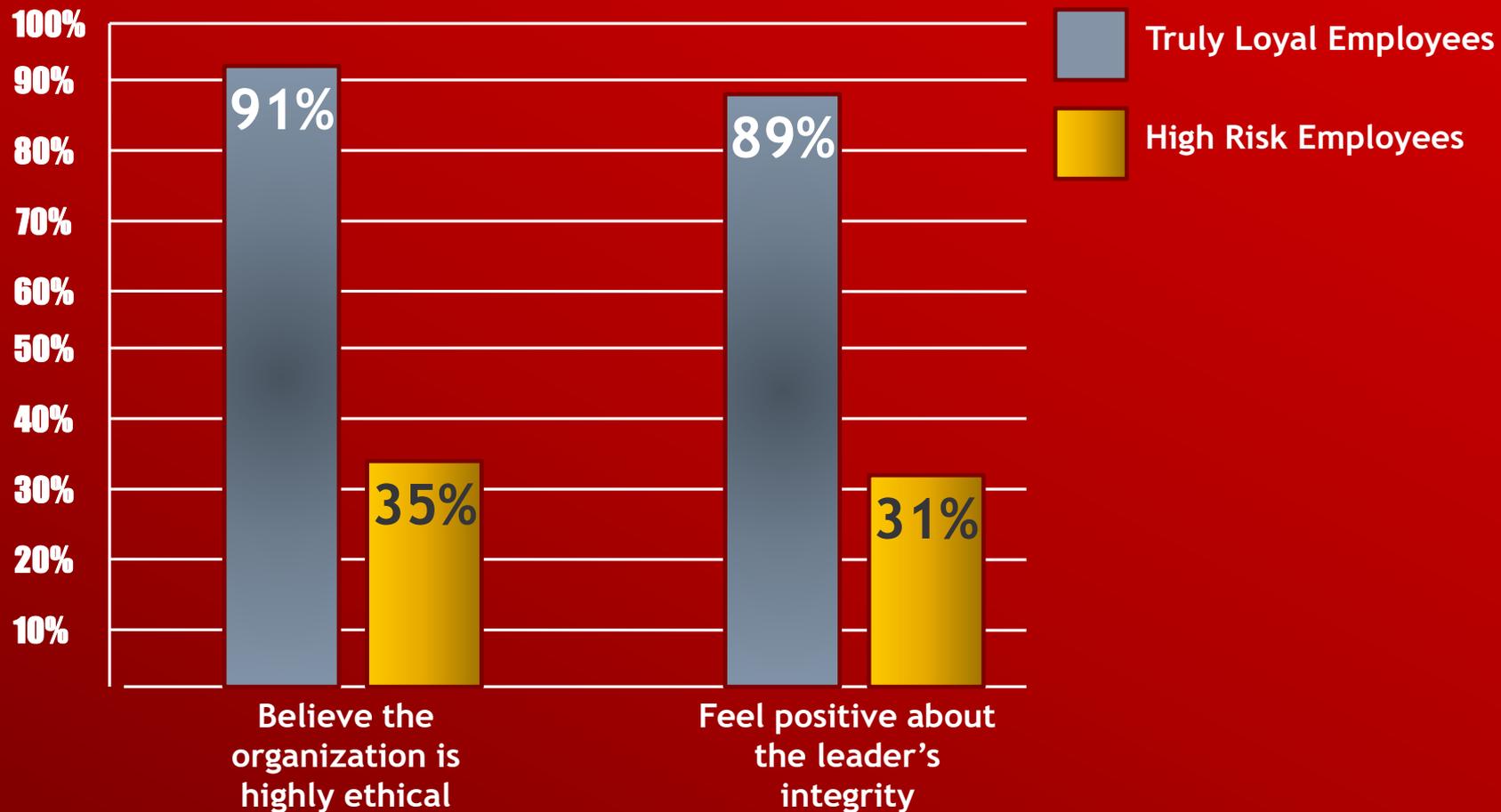


\* Figures are higher for Europe, Asia, Middle East and Africa

Source: HBR December 2016 based on Gallup 2016:

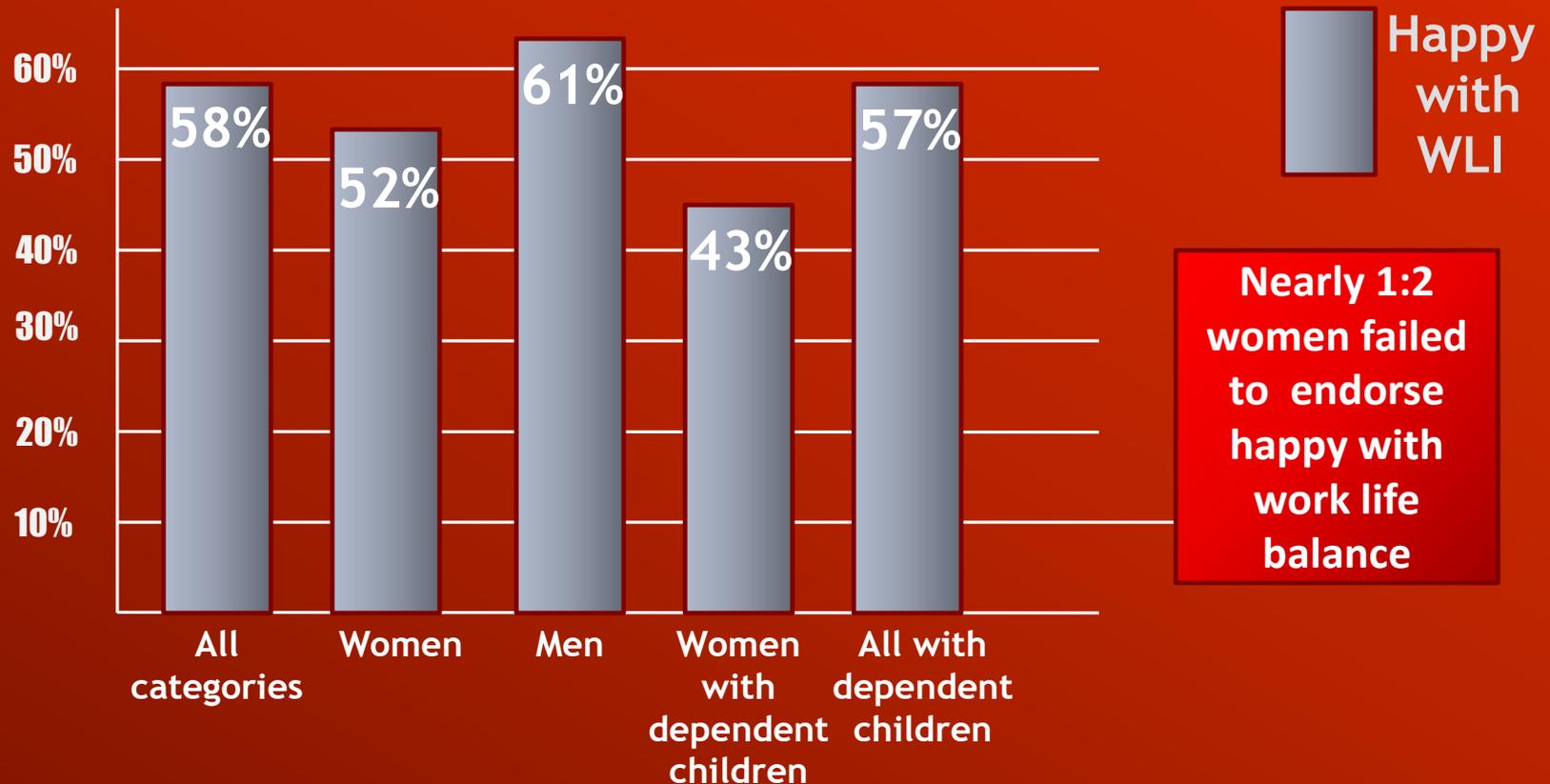
view at <http://www.gallup.com/poll/188144/employee-engagement-stagnant-2015.aspx>

# Leadership behavior is paramount



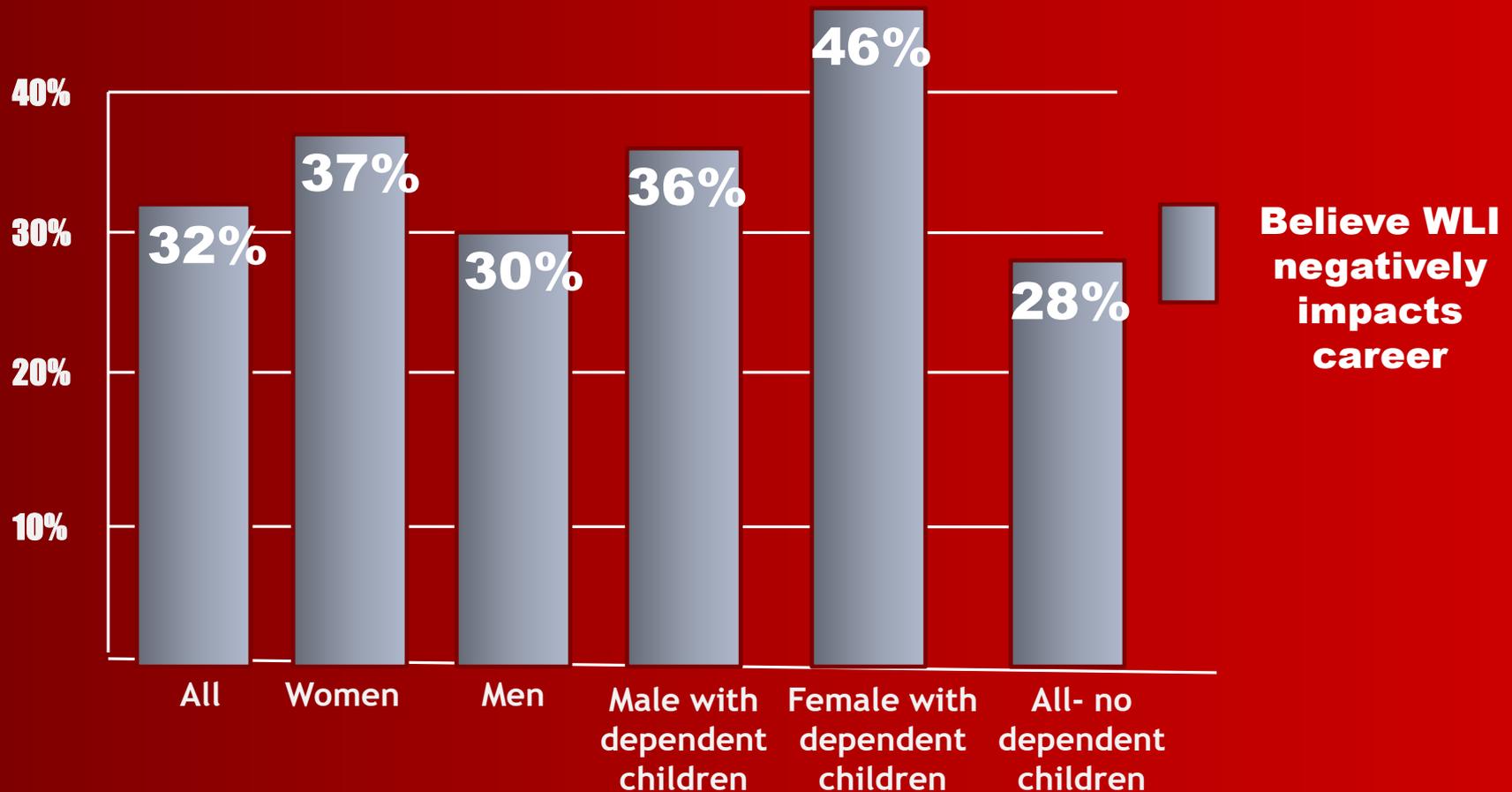
## University & Research groups at risk of brain drain in STEM fields

Job satisfaction is related to job security, a clear progression path, and having a good work-life integration (WLI).



# Scientists worry that having work life balance will negatively impact their career

*"The community needs to understand their needs outside the lab. A scientist is more than a head and a pair of hands. If we don't address this, they are going to leave science altogether"*  
--Gerlind Wallon, Manager, EMBO Young Investigator Program 2012



--AWIS study released 2012 of 4,225 publishing scientists and researchers, worldwide

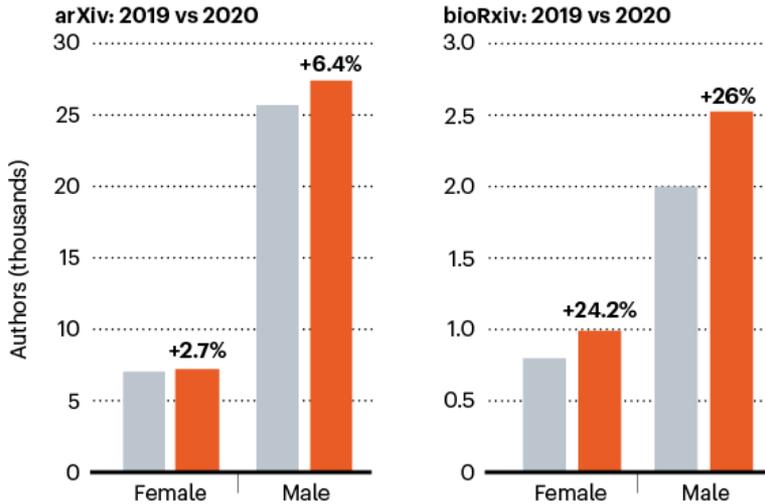
## PREPRINT DROP-OFF

Two separate analyses show that women's posting rate on preprint servers has slowed during the coronavirus pandemic.

### All-author analysis

When compared with March and April 2019, the number of male authors on preprints posted to bioRxiv and arXiv has grown faster than the number of female authors in that period this year.

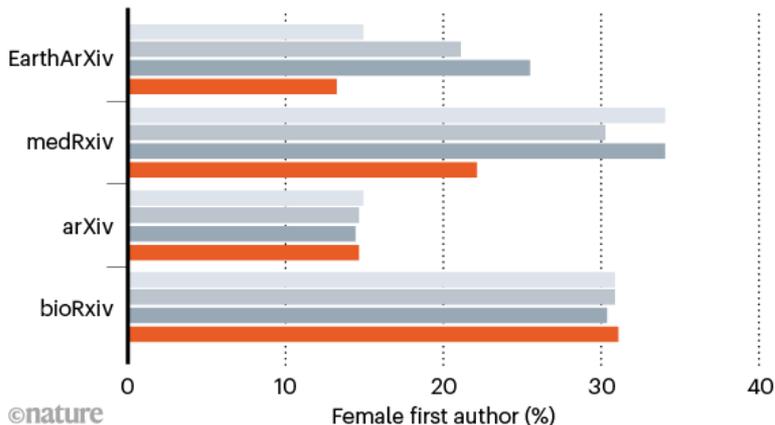
Mar-Apr 2019 ■ Mar-Apr 2020 ■



### First-author analysis

At many preprint servers, women were submitting at a lower rate in March and April, as compared with the preceding two months and the same months of the previous year.

Jan-Feb 2019 ■ Mar-Apr 2019 ■ Jan-Feb 2020 ■ Mar-Apr 2020 ■



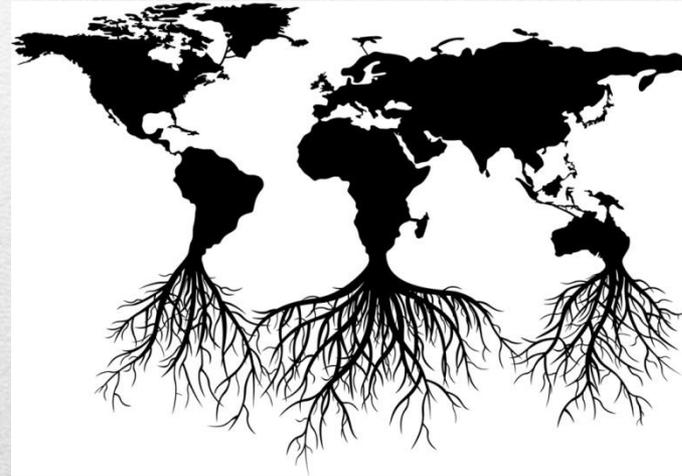
# Covid hit women professionals the hardest career-wise

- Women in life and medical sciences aren't seeing the same gains in publishing compared to their male peers since the pandemic started.
- First authorship among women declined 23% compared to papers published in the same journals last year

<https://www.nature.com/articles/d41586-020-01294-9>

Source: M. Frederickson <https://github.com/drfreder/pandemic-pub-bias/blob/master/README.md> (2020; All-author analysis); P. Vincent-Lamarre, C. R. Sugimoto and V. Larivière *Nature Index* <https://go.nature.com/2XhxqxR> (2020; First-author analysis).

Engaging Employees takes  
great leadership



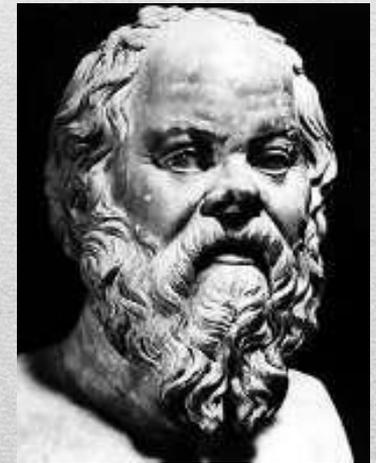
Growing healthy  
Organizational cultures also  
takes great leadership

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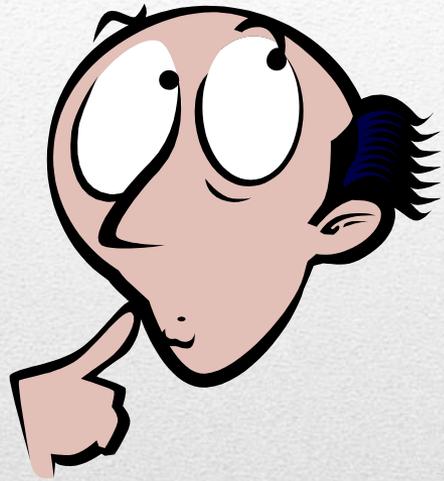


What do we  
know about  
great  
leaders?

Great Leaders  
know themselves



# The Pillars of Leadership



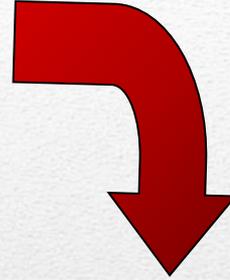
Self Awareness

Awareness  
of Others

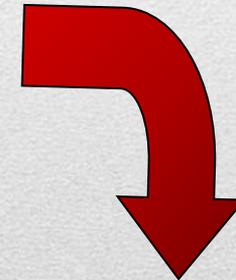


# A lot is required of effective leadership!

Leaders need to understand themselves, their needs, beliefs, biases, & perspectives



Leaders need to know their organizations, the culture, and how targeted others operate (their needs, beliefs, biases, & perspectives)



The Art of it is here

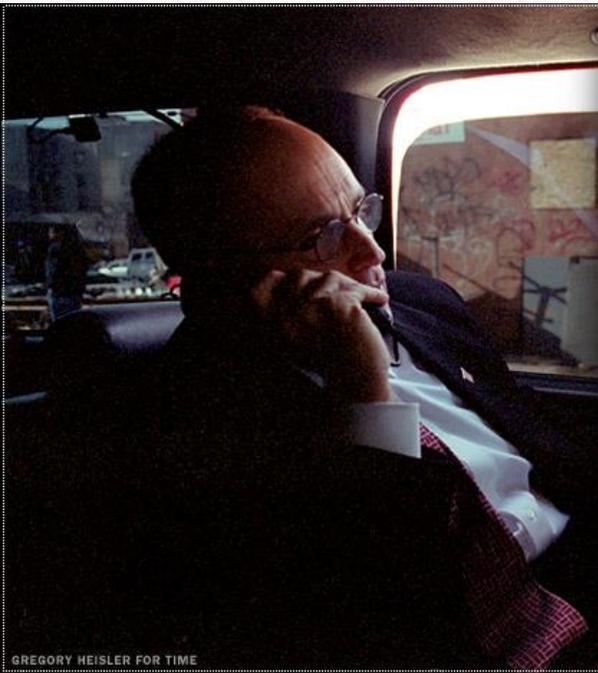
Leaders need to be able to sublimate their needs, beliefs, biases, & perspectives to meet those of others & move their agenda forward...all while remaining authentic and comfortable in their own skin

How do you handle a bad day?

**Monday, September 10,  
2001**



# Being able to get over your own stuff...



"The number of casualties will be more than any of us can bear, ultimately,"  
...But New York will be stronger—in many ways

"Tomorrow New York is going to be here. And we're going to rebuild, and we're going to be stronger than we were before... I want the people of New York to be an example to the rest of the country, and the rest of the world, that terrorism can't stop us."



# Leadership Attributes

## 22 UNIVERSALLY LIKED

Trustworthy      Honest  
Just      Foresight  
Plans Ahead      Encouraging  
Positive      Dynamic  
Motive Arouser  
Confidence Builder  
Motivational      Dependable  
Intelligent      Decisive  
Effective Bargainer  
Win-win problem solver  
Administrative Skilled  
Informed      Communicative  
Team Builder      Coordinator  
Excellence Oriented

## 8 UNIVERSALLY DISLIKED

Loner  
Asocial  
Non-cooperative  
Irritable  
Non-explicit  
Egocentric  
Ruthless  
Dictatorial

What

I

Shall

Do

On

Monday

What is wisdom?

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Great Leaders  
know themselves

Great Leaders  
know it isn't about  
them

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