

## **FSLI Residential Session #1, October 8-12, 2023**

On Sunday, October 8, 2023, the Food Systems Leadership Institute (FSLI) started the 19<sup>th</sup> Cohort of Fellows in Raleigh, North Carolina. Twenty-seven new Fellows were welcomed into the FSLI, a leadership development program designed for experienced leaders with a mission to create leaders dedicated to developing broader, more integrated, collaborative food systems focused on healthy humans, environments, communities, and economies.



The FSLI curriculum is designed around three primary objectives:

- Enhance individual leadership performance to improve the effectiveness of the individual in any leadership role;
- Develop skills and knowledge required to lead organizational change in one's own organization as well as larger systems and
- Broaden food systems perspectives to provide a vision for change toward broader, more interdisciplinary, and collaborative food systems.

The following is a summary of the residential session, organized using these objectives.

### **Personal Leadership**



Reading the Tea Leaves was the first activity related to Personal Leadership that the Fellows participated in while at the session. Dr. Claudia Fernandez, FSLI's leadership core director, helped Fellows think about how they can orchestrate culture, including the four layers of diversity that impact culture. The Fellows were challenged to take what they learned during the week and put it into practice when returning to their home institution.

Before arrival in North Carolina, the fellows completed three leadership assessment instruments: the Myers Briggs Type Indicator, the California Psychological Inventory 260 (CPI 260), and the Discovery Learning 360. These instruments were then discussed during the residential session.

Claudia, led Fellows to discuss how personality structure influences management and communication styles. The main focus was on how to lead and manage others and form productive partnerships by considering how people are motivated and “what makes them tick,” using the Myers Briggs Type Indicator. The 360 Feedback instrument provided insights from peers, boss(es), direct reports, and others on 40 critical leadership skills.

Dr. Mitch Owen, from Mitchen Inc., helped the Fellows understand the assessment from the California Psychological Instrument 260 (CPI 260) and the Coaching Report for Leaders, which benchmarks leadership behaviors against the general population and successful leaders and managers, respectfully. Mitch encouraged Fellows to have a personal board of directors comprised of a variety of individuals who can help you in your leadership journey.



Dr. Dave Henard from NCSU presented a session on “Negotiation.” Fellows learned about four “cardinal rules” about negotiation: 1) Separate the people from the problem/issue; 2) focus on interests, not positions; 3) Keep it short and simple; and 4) take an integrative vs. a distributive approach to ‘expand the pie,’ in addition to how to prepare (and keep confidential) their BATNA. Fellows practiced negotiation skills in progressively more complex situations through

experiential sessions. The session practiced the concepts of IQ (hard skills of tactics and strategies), EQ (building relationships), and CQ (cultural intelligence and cultural implications of the negotiation and common biases).

On Wednesday, October 11<sup>th</sup>, Fellows met privately with a professional executive coach to discuss in detail the results of the leadership assessment instruments, their thoughts on their Personal Development Plans, and areas they wish to address through the FSLI. Personalized leadership coaching will continue between residential sessions with Claudia. Fellows also worked with each other in small groups on peer coaching skills and participated in a session on mentoring led by Dr. Sam Pardue, FSLI Director.



Bob Treadway of Treadway & Associates, Inc. walked the Fellows through exercises where they envisioned the future. He had them look into the future and forecast, not predict it. One of the concepts he shared with Fellows was the “cone of relative certainty” to help them see the big picture. He shared that the things that most affect the future are hidden in plain sight and have already been discovered. He challenged the Fellows to think about how they could see around the corners.

## Organizational Change/Leadership

The week began with a thought-provoking presentation by Dr. Blair Shepard, Global Leader, Strategy and Leadership for PricewaterhouseCoopers. Blair leads the team, focusing on strategy and leadership for the PwC network. He is also Professor Emeritus and Dean Emeritus of Duke University's Fuqua School of Business. During his presentation, Blair discussed both short-term crises and long-term megatrends. He shared the five megatrends and how they are all a given (they cannot be stopped), and the closer they get, the more significant and more extreme the impact.



Michael J. Gerhardt, J.D., Burton Craige Distinguished Professor of Jurisprudence with UNC School of Law, spoke with our Fellows about this history of Supreme Court appointees and how recent decisions, including the striking down of Affirmative Action, will have on Higher Education. Fellows had the opportunity to ask questions and glean additional information from being able to engage with Michael.

The Fellows participated in a simulation led by Rick Rocchetti of "Rocchetti & Associates." Fellows were put into different organizational roles and instructed to examine their different relationships with other group members. There was time given to reflect on how their roles changed as the events changed in the system and how they interacted with other group members.



The changing demographics in the US present many challenges for food systems leaders. Dr. Jim Johnson, a distinguished professor at the Kenan-Flagler Business School, led a provocative "futuring" session with Fellows to discuss the browning and graying of America and the implications for who will be doing the living, working, eating, educating, and studying in the next 25 to 50 years. He discussed diversity and related how we have an invisible diversity in society. He encouraged Fellows to consider the students they serve and how they may be coming to schools without the resources to succeed.

## Food Systems

Dr. Dara Bloom, Assistant Director for “The Center for Environmental Farming Systems” (CEFS), gave the fellows an overview of the program. CEFS is the nation’s foremost center for research, extension, and education in sustainable agriculture and local food systems. Dara also facilitated a small group activity where Fellows had to “purchase” a meal from a local grocery store to feed a family on a minimal budget.



## And More...



North Carolina State University College of Agriculture and Life Sciences Dean Garey Fox (Cohort 14) spoke to Cohort 19. He shared about this leadership journey and the vital role that FSLI continues to play in his work. He reminded Fellows that many institutions are facing similar challenges and opportunities and that we can learn from one another. He also encouraged Fellows to integrate their families into their work because everyone leads busy lives.

The Fellows had the opportunity to network with several NC State Administrators one evening for a reception. Chancellor Woodson brought greetings via video and shared thoughts on leadership and higher education. He thanked the Fellows for stepping up and being part of FSLI and encouraged them to continue growing and seeking opportunities for greater impact. At the end of the evening, guests were treated to Howling Cow ice cream!



## Looking Ahead

Between residential sessions, Fellows can participate in numerous topical virtual meetings with leadership and food systems experts and begin working with an executive coach to advance their leadership development.