

Forestry Leadership: Ahead of the Curve or Behind the 8 Ball?

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Forestry In A Time of Change

- “ Great Accomplishments: plantations, landscapes, ecosystem understanding, rise of social science
- “ Loss of public attention and perceived relevance
- “ We need a leadership reboot.



%The music of Wagner is better
than it sounds+ Mark Twain

- “ Precision forestry
- “ Restoration
- “ Ecosystem services
- “ Biodiversity
- “ Intensive culture
- “ Non-timber forest products



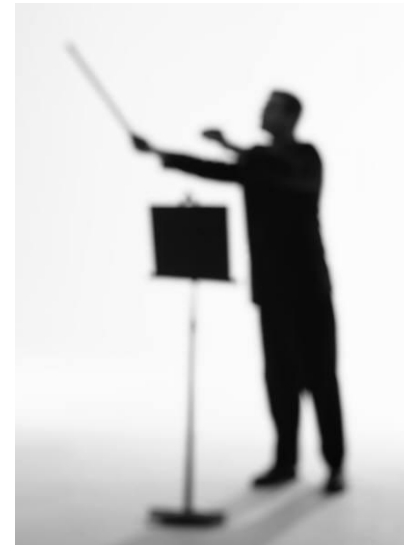
%Perfect places+

” was Garry Brewer’s phrase for organizations or professions that listened to their own propaganda and that of their admirers so diligently that they refused to change with the times and fell from grace to irrelevance.



What Makes a Leadership Organization?

- ” **Standard setting:** BMPs, Forest Practices Acts, accreditation of academics, credentialing, sought after knowledge, emulation, definition and explanation of terms
- ” Forestry grade: C+



What Makes a Leadership Organization?

- “ **Knowledge base:** strength and application of research and education (Mandate); prestige of institutions; attitudes by practitioners toward new knowledge; rapidity of deployment of new knowledge.
- “ Forestry Grade: C



What Makes a Leadership Organization?

- “ **Broad leadership base:** many recognized as leaders by those outside the organization; formal leadership learning and discussion throughout; participation in political and governance processes.
- “ **Acceptance of change:** Brewers perfect places; Nokia
- “ Forestry Grade: D



Individual leaders collectively make leadership organizations:

” **Ability to work organizationally**

%You can accomplish whatever you want as long as you are willing to give others the credit for it+
Ronald Reagan, Dwight Eisenhower

” **Acquire leadership skills and styles**

%Leadership is a learned behavior; good leadership requires its 10,000 hours of practice+George Washington, Winston Churchill



LEADERSHIP IN FINLAND

- “ An abundance of forest and timber resources,**
- “ Forward looking timber related industries**
- “ Impressive forest and timber research which is geared to the needs of every day use**
- “ Close cooperation between research and actual practice as well as between forestry and the timber industry**
- “ Public access to and understanding of forests**
- “ Bernhard Oester, Jari Parviainen Waldwissen.net (Switzerland)**

LEADERSHIP IN OREGON: The Coquille Indian Tribe

” The Coquille’s forest-management plan calls for the tribe to manage ~~the~~ *intensively* for spiritual, cultural, biological, recreation, aesthetic, and economic values+ (italics mine). This requires balancing modern land-management tools and techniques• rooted in the scientific tradition that brought us the industrial social contract and all its blessings and shortcomings• with the traditional ethic of tending, harvesting from, living within, and caring for the land over many generations. [Gail Wells](#). Solutions Magazine Volume 2 | Issue 6 | Page

ESSENTIAL LEADERSHIP DEFINED

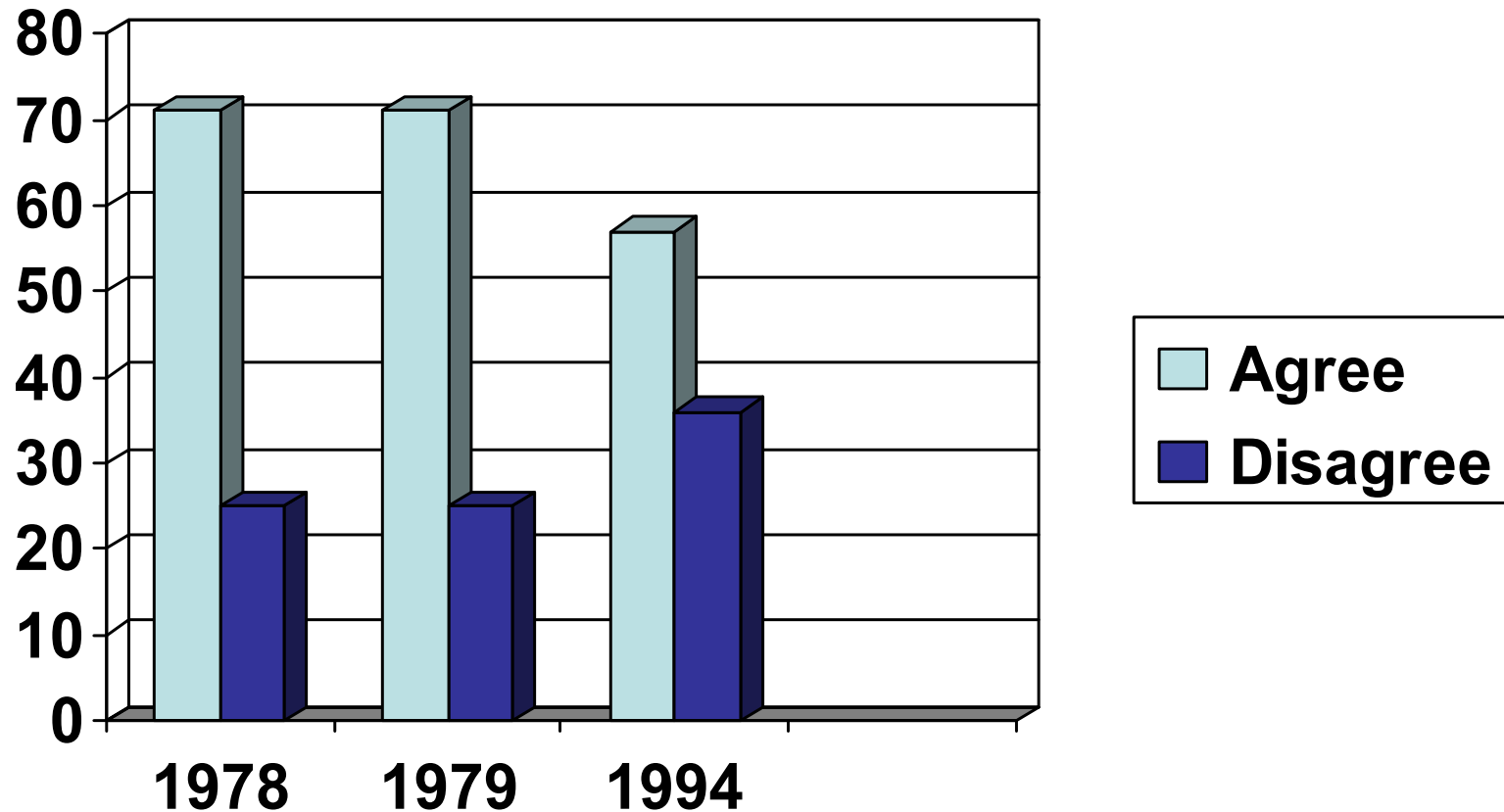
- “ Leadership is learned
- “ Everyone can and should learn to lead
- “ Problem solving is the goal
- “ Integrates science and decision making
- “ Uses individuals as members of teams
- “ Rewards go to teams, then individuals



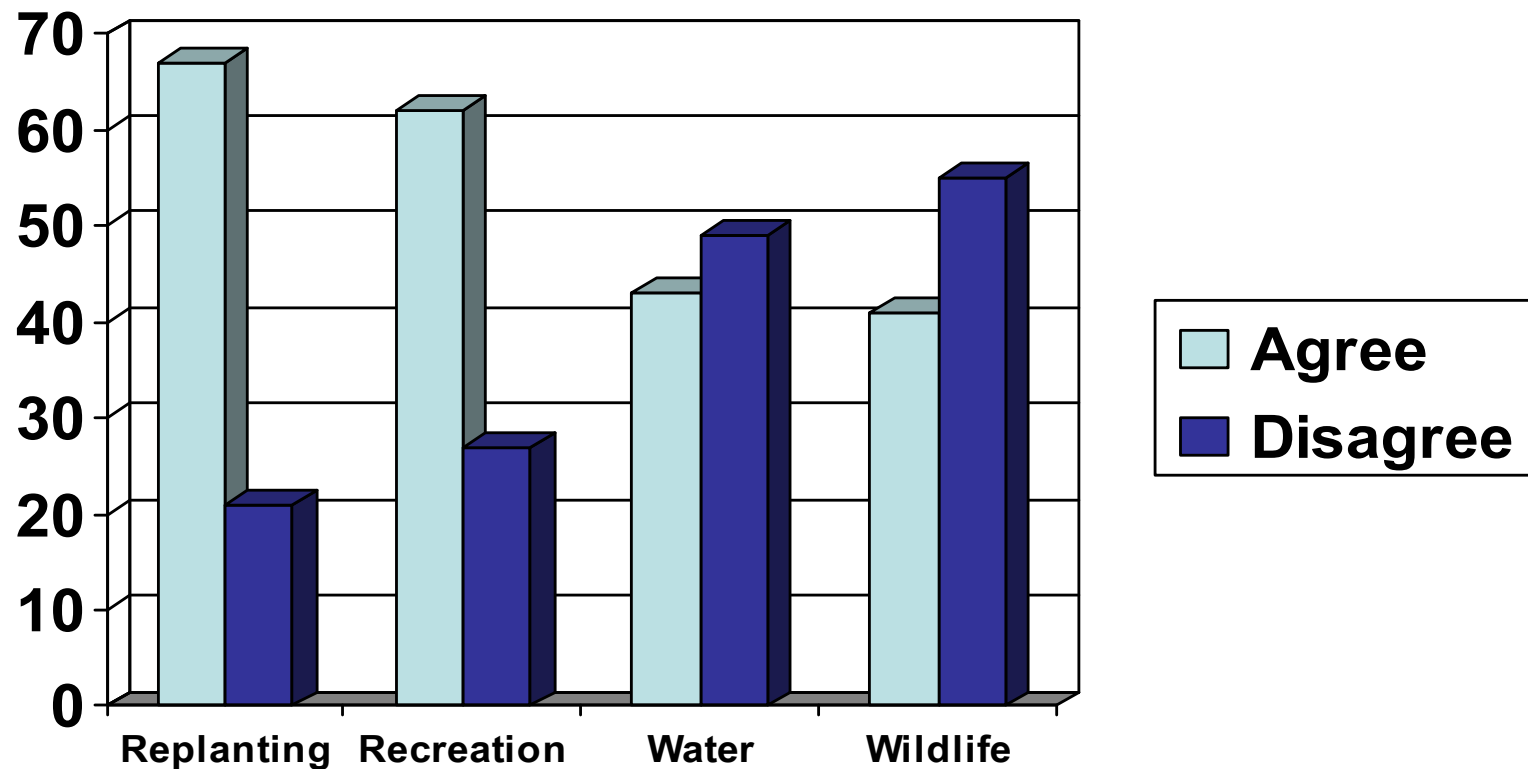
Old Example Of New Leadership

- “ American Forest and Paper Association
- “ Environmental Pressure
- “ Globalization
- “ Shareholder concern
- “ Technology Advances
- “ Credit: Larry Wiseman

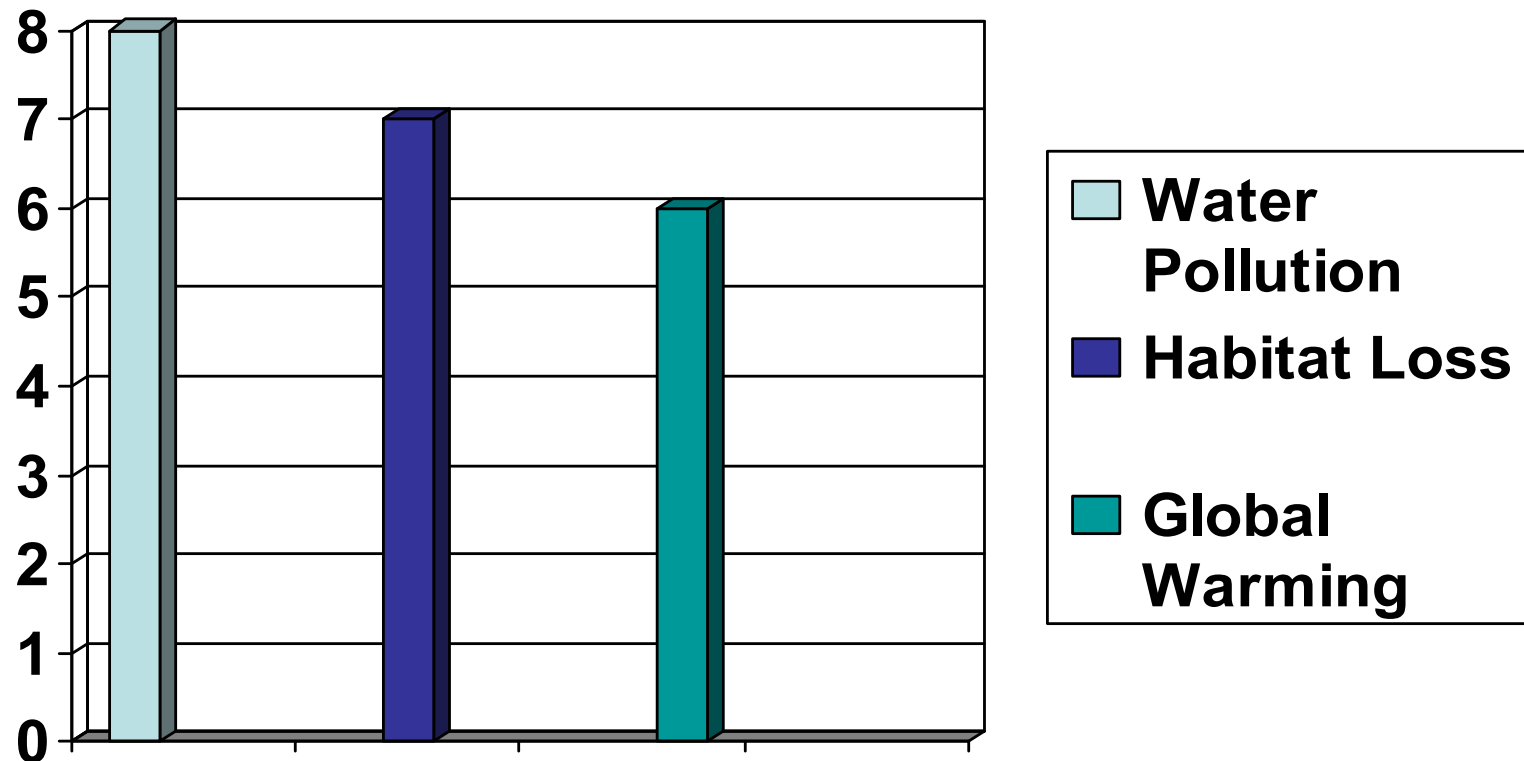
U.S. Public Opinion Changes: Do Most Companies Harvest Responsibly?



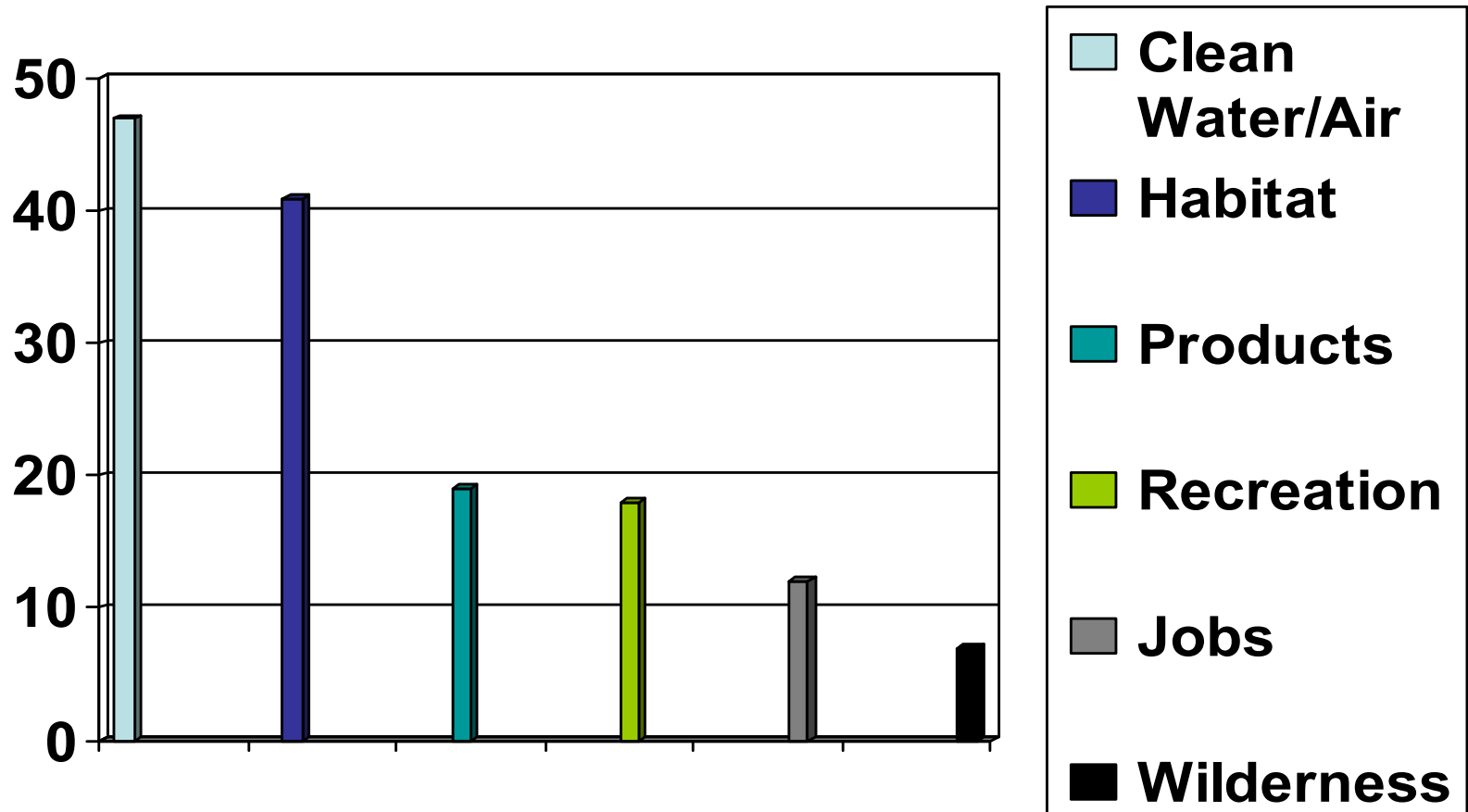
Companies Are Doing A Good Job With:



How Important Are Environmental Issues? (1994)



Forest Benefits As Seen By Publics (1994)



What Should The Leadership Response To These Data Be?

- “ Question the validity of the data
- “ Educate the public
- “ Disregard
- “ Formulate an on-ground response





SUSTAINABLE FORESTRY INITIATIVE

Certified Chain of Custody
At Least X% Certified Forest Content

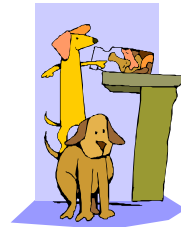
www.sfiprogram.org

WHAT SHOULD OUR RESPONSE NOW BE?

- “ Listen more carefully and work off the SAFC results; it is not too late
- “ Work on making the descriptions of integrated natural resource management clear especially in pictures
- “ Explain why it is good for everyone
- “ Establish our leadership credentials by concentrating on learning and applying leadership skills

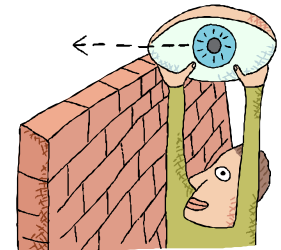
WE ARE EQUIPPED WITH POTENT LEADERSHIP CONCEPTS

- “ Vision: we specialize in the long view
- “ Knowledge: we are science based (or work in that direction)
- “ Sustainability: we believe in long-term productivity
- “ Ethics: we have adopted the %Land Ethic
- “ Problem solving: complex situations are everyday life



WE SPECIALIZE IN VISION

“ for example, who else makes detailed plans for what will happen 100 years or more in the future? But time is wasting and we need to talk less to ourselves and listen more to %outsiders+; those from our sister professions and those from the %general publics+. I think if we do that, the way to greatness will become clear.



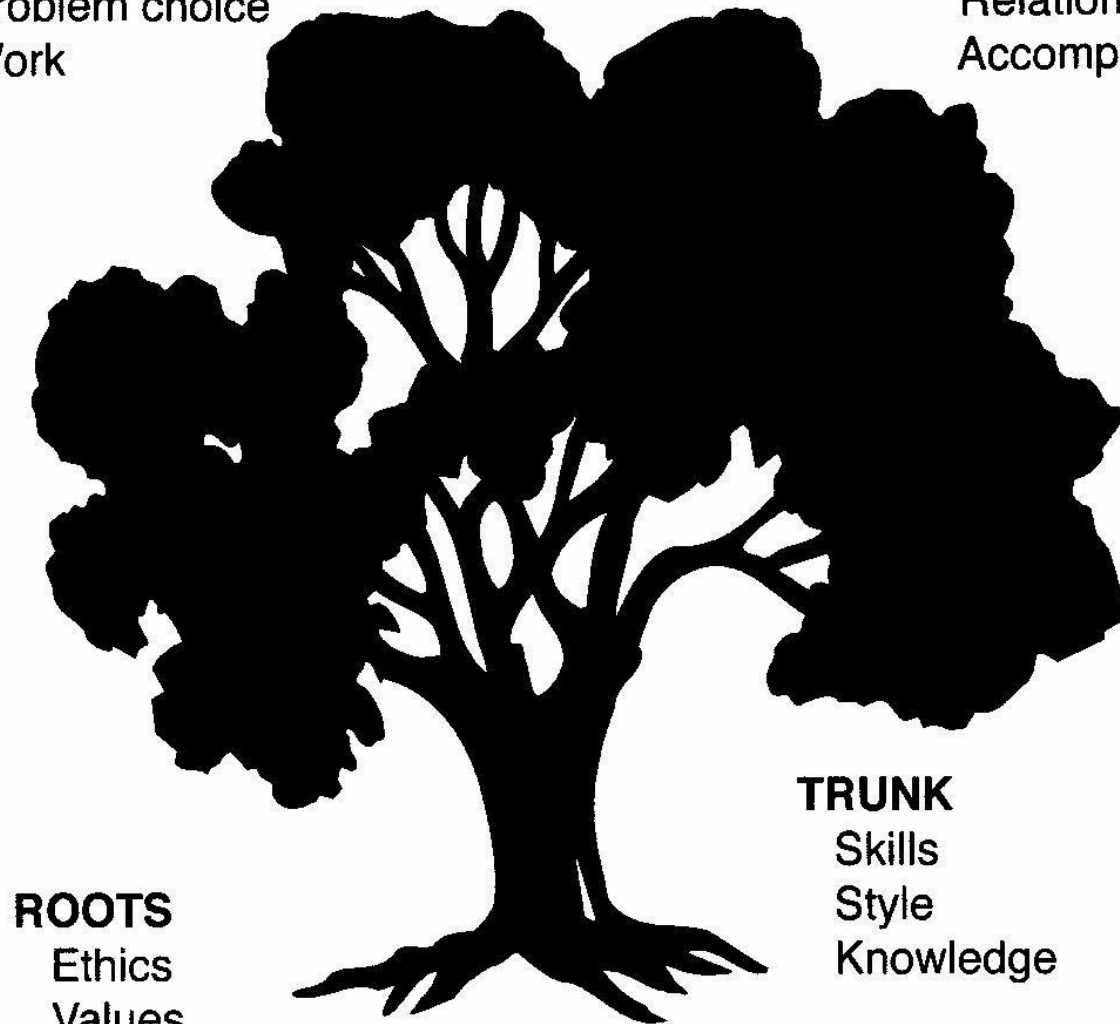
A Leadership Tree

BRANCHES

Application
Problem choice
Work

FRUIT

Solutions
Relationships
Accomplishment



ROOTS

Ethics
Values
Self-Knowledge

TRUNK

Skills
Style
Knowledge