

Oregon SAF Annual Meeting
Global Issues, Local Solutions
Practicing Forestry in the face of Change:
The Need for Leadership

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Change and Leadership

The Face of Change: Context for leading

Leadership per se

How do lead and improve our capacity?

The Changing Context

Our new normal ---

Wicked problems ----

ENR Problems ----

Today's ENR Management Challenges

Wicked Problems

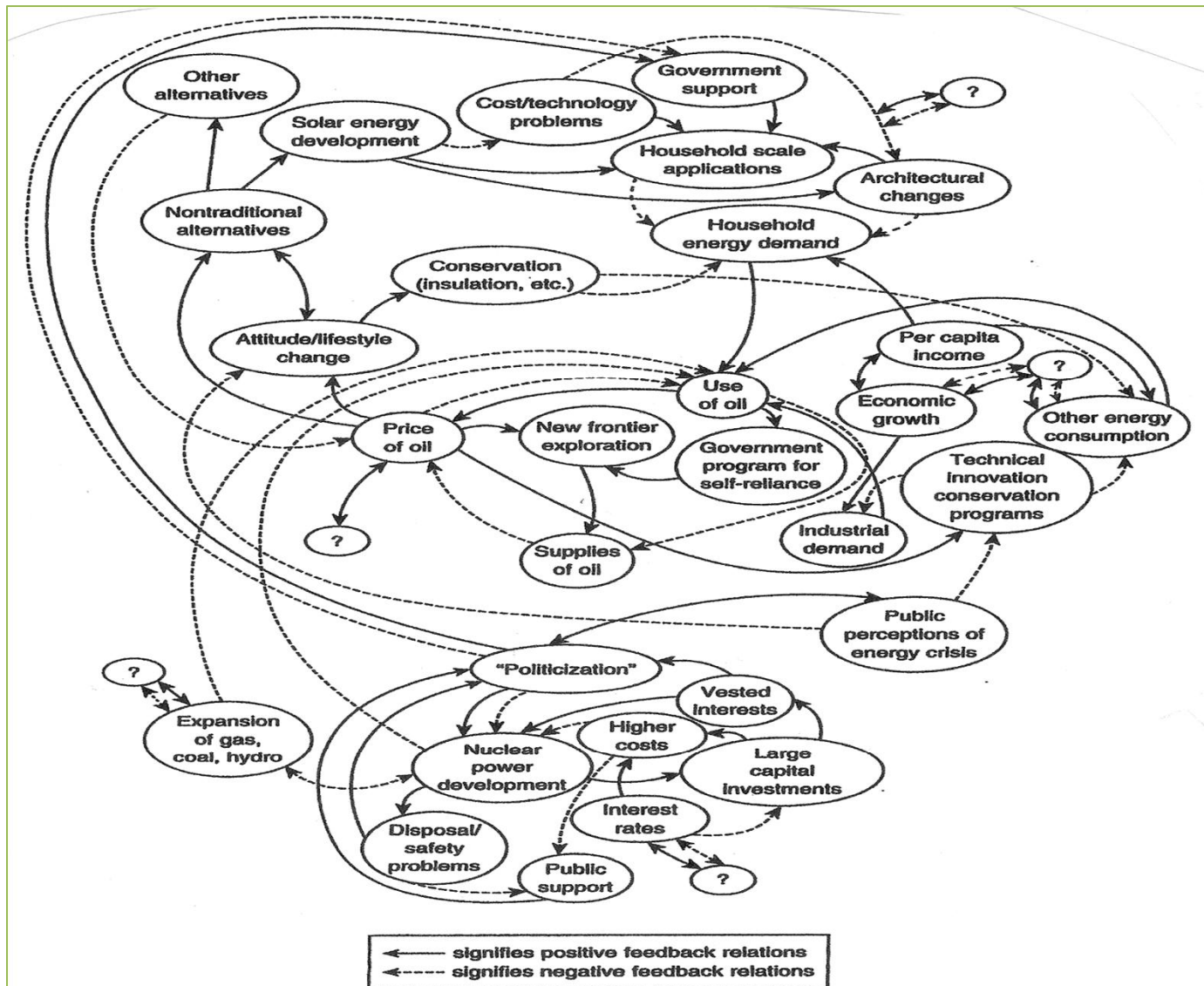


Figure 11.1: Positive and Negative Feedback in the Power Industry.
(Used by permission. Morgan, Gareth. *Images of Organizations*. Sage. Thousand Oaks, California 2006. pp268)

Diagnosing Wicked Problem: Definitions

Complex - difficult to analyze and understand

Integrated - parts are connected and combined

Interdependent - parts are mutually dependent

Indeterminate - indefinite, vague, unclear

Unbounded - physically and temporally

Polycentric - do not have one clear center

Unpredictable - erratic, random, changeable

Intractable - difficult to deal with or solve

Discontinuous - broken, sporadic, irregular

Nonlinear - vary significantly due to individual factors

Consider in terms of Social, Economic, and Ecological Dimension

* Summary from Vietnam Project, ERMERGE Framework, 564 Seminar

The Nature of Today's ENR Management Challenges

“ *Ambiguity, Complexity, Indeterminacy*

“ *UNCERTAINTY–*

“ *Scope* (more embedded issues at once) and *Scale*
(landscapes, watersheds, ecoregions)

“ *Telescoping* of time (balancing the urgent present and
the optimal long term run)

“ *SUSTAINABILITY*

“ (Shinn, 2002)

Characteristics of ENR Problems

- “ Long time to solution*
- “ Complexity*
- “ Weak and scattered science base*
- “ Integration across disciplines*
- “ Emotionally charged atmosphere*
- “ Uncertainty and unintended consequences*

(Gordon and Berry, 2006)

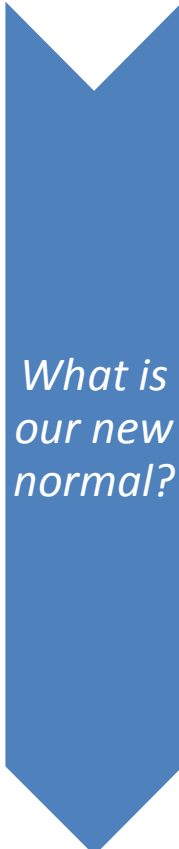
The Face of Change: Context for Leading

ENVIRONMENTAL AND
NATURAL RESOURCE
ISSUES

ARE

WICKED PROBLEMS

Changing Face of Forestry



*What is
our new
normal?*

- *Declining % knowing forestry by hand*
- *Changing infrastructure – economic and civic*
- *Lateral rather than vertical organization*
- *Landscape – Parts and Wholes*
- *“Glocalization” (Global – Local Connectivity)*
- *“The New West” – and next generation*

Changing Face of Forestry

What is

- Total Economic Value

Our New

- Ecosystem Services

Normal?

- Environmental Finance

Mt. Hood LUCID Project

We worked in the three broad areas of a sustainability framework:

*Ecological,
Social*

and Economic wellbeing

Mt. Hood LUCID Project

One location of a six site policy experiment in localizing criteria and indicators of sustainability for use in Local Management Units, i.e. National Forests.

Mt. Hood – PSU Partnership began in 2001

Estimated Annual Ecosystem Service Values For Mt. Hood National Forest

- “ Recreation: ~ \$56 M Recreation: ~ \$56 M
- “ Water supply: ~ \$45 M
- “ Energy: ~ \$ 33 M
- “ Harvestable timber: ~ \$15 M
- “ First estimates of MHF ecosystem service values
- “ Cautioned that they be interpreted as relative values given biophysical and economic data limitations

(Simple Ecosystem Valuation of National Forest .
Ervin, Larsen & Shinn. AERE Spring 2012)

Footnotes

?

Leadership

“ Leadership is

Good question

What might leadership look like if we see it?

Leadership

“ Leadership is a social property

A relational property

Leaders and followers in relationship

Leadership

Leaders create direction by –

“ Riding the waves of change”

Absorbing uncertainty , accepting complexity

Expressing a vision for the future & how to get there

How do lead and improve our capacity to lead?

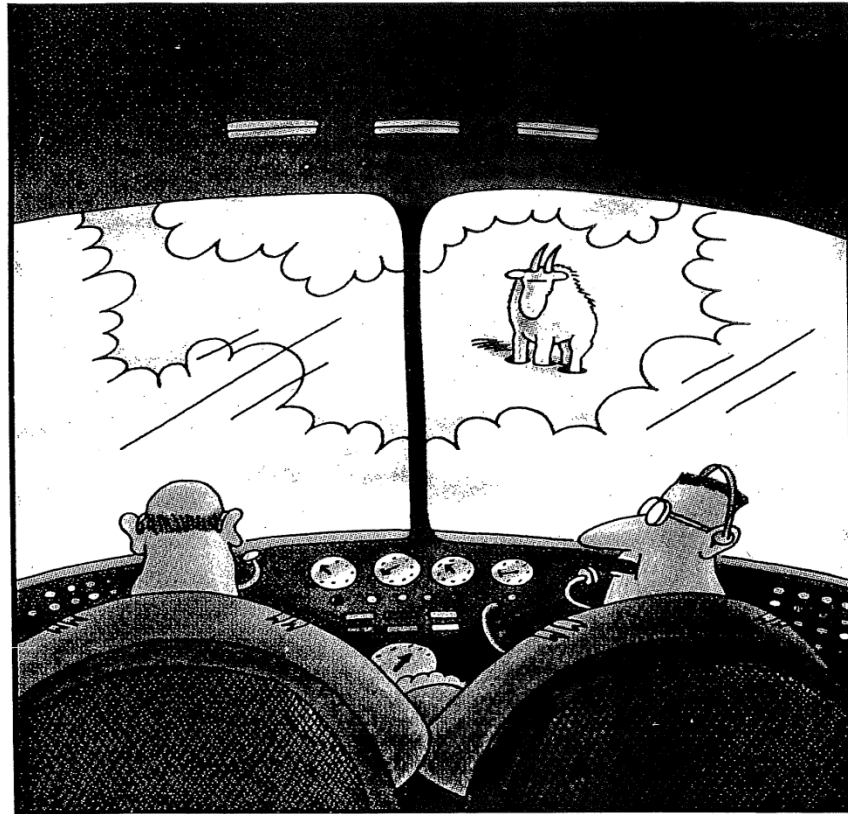
Leading is an everyday practice which we can improve ---

What is your plan for improving your leadership competency & capacity?

Preparing to Lead

- “ Practice leading and following
- “ Think broadly, embrace uncertainty, learn
- “ Connect the past to the present to the future
- “ Think often about a changed future
- “ Practice expressing vision
- “ Mind the store – tend to you values and ethics, relationships and well-being
- “ Practice communicating – listen to hear first

THINK!



"Say ... what's a mountain goat doing way up here in a cloud bank?"

Leading ... in a power shared world

Why work with others?

..... if you are not in charge!

When do you work with others?

Collaborate.....

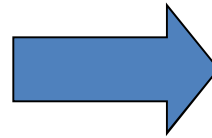
.....when conditions require it!

Conditions requiring it!

- “ When policy issues have high degrees of uncertainty, ambiguity or indeterminacy
- “ When authority is overlapping
- “ When solutions require joint action
- “ When you require their information
 - . Or their resources
 - . Or their concurrence

Leading is Working with Others

Leadership



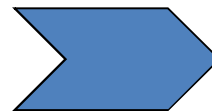
CHANGE

CHANGE



Purposeful action

Purposeful action



Tracking - ends,
means & values

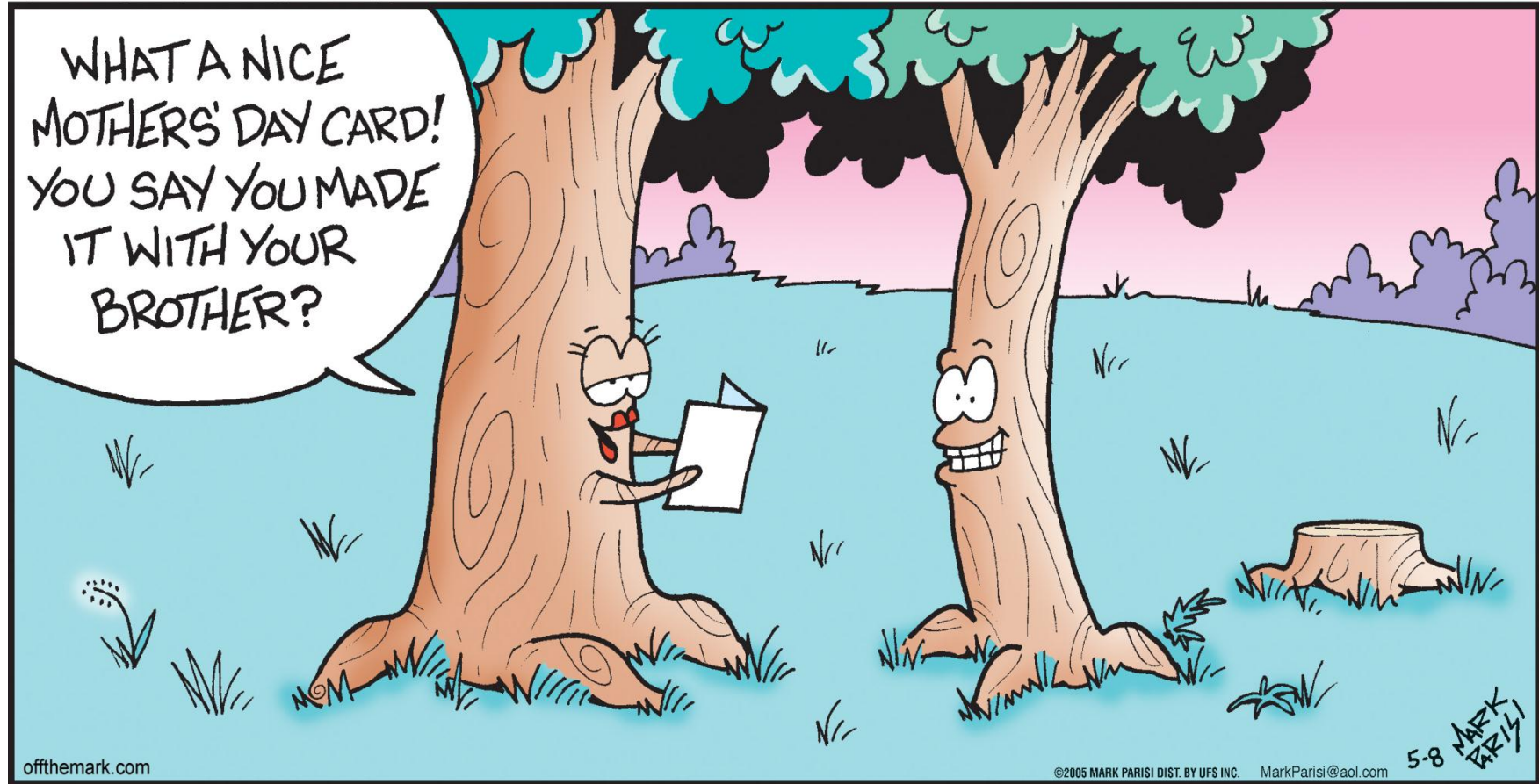
How do you collaborate successfully?

- . Social work as well as task work
- . Leading rather than managing
(even from behind!)
- . Observing, learning, expressing, acting –
»ENGAGING

Ah! Collaboration

off the mark.com

by Mark Parisi



Coming to Agreement

KEY TO SUCCESS #1

Keep track of what people care about!

Keep track of values!

Coming to Agreement

(We) I (don't) like that because

because

because

*because of what I (we) **value** !*

Coming to agreement

Key to success # 2

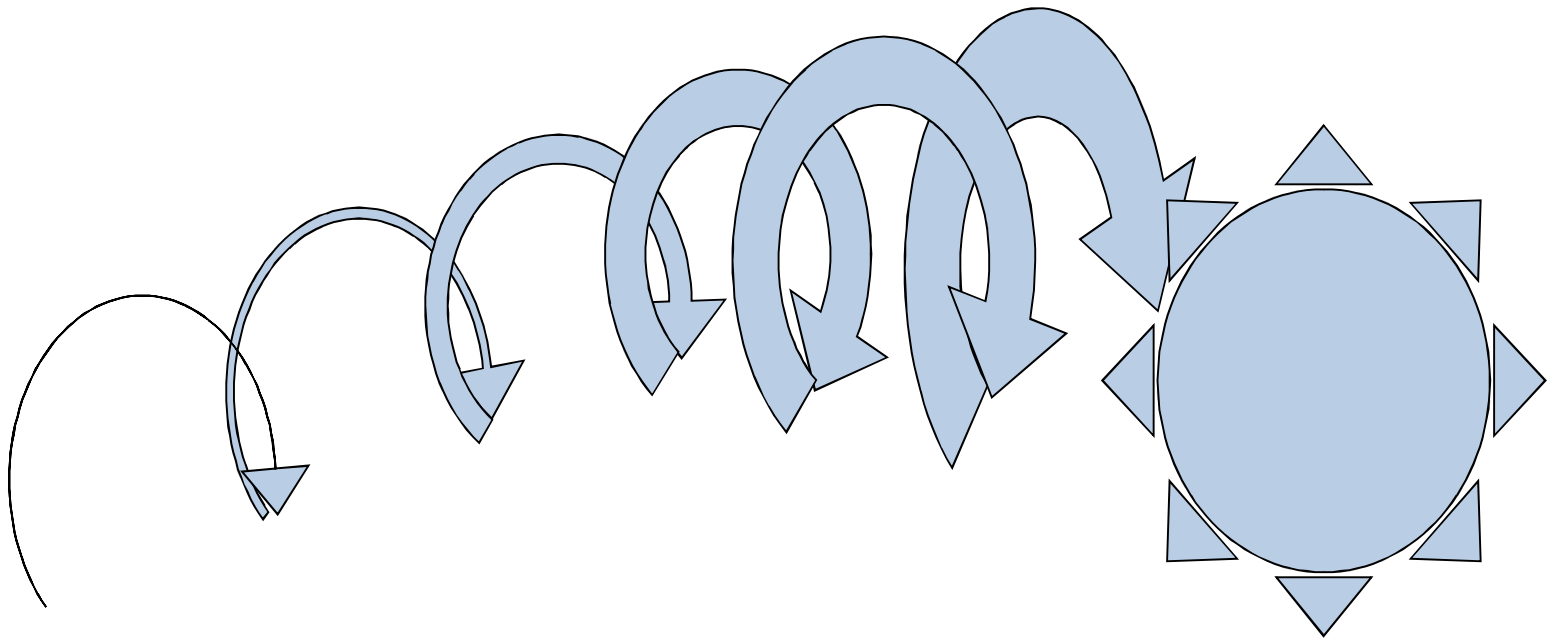
Discover what people care about ---
ask questions!

Person 1: I (don't) like

Person 2: **WHY?**

Person 1: because _____!

Conciliatory Leadership Practices



Conditioning Leadership

“ Leading from where you are

“ Situational awareness

“ Connect your voice and your touch

“ Connect locally, regionally & connect globally

Facing of Change

All we need to do to ...

*leave a ruined world to our children &
grandchildren is to keep doing exactly what
we are doing today ~*

James Gustave Speth, Dean,

Yale School of Forestry and Environmental 2008

A more resilient civil society

* *Being mindful of ---*

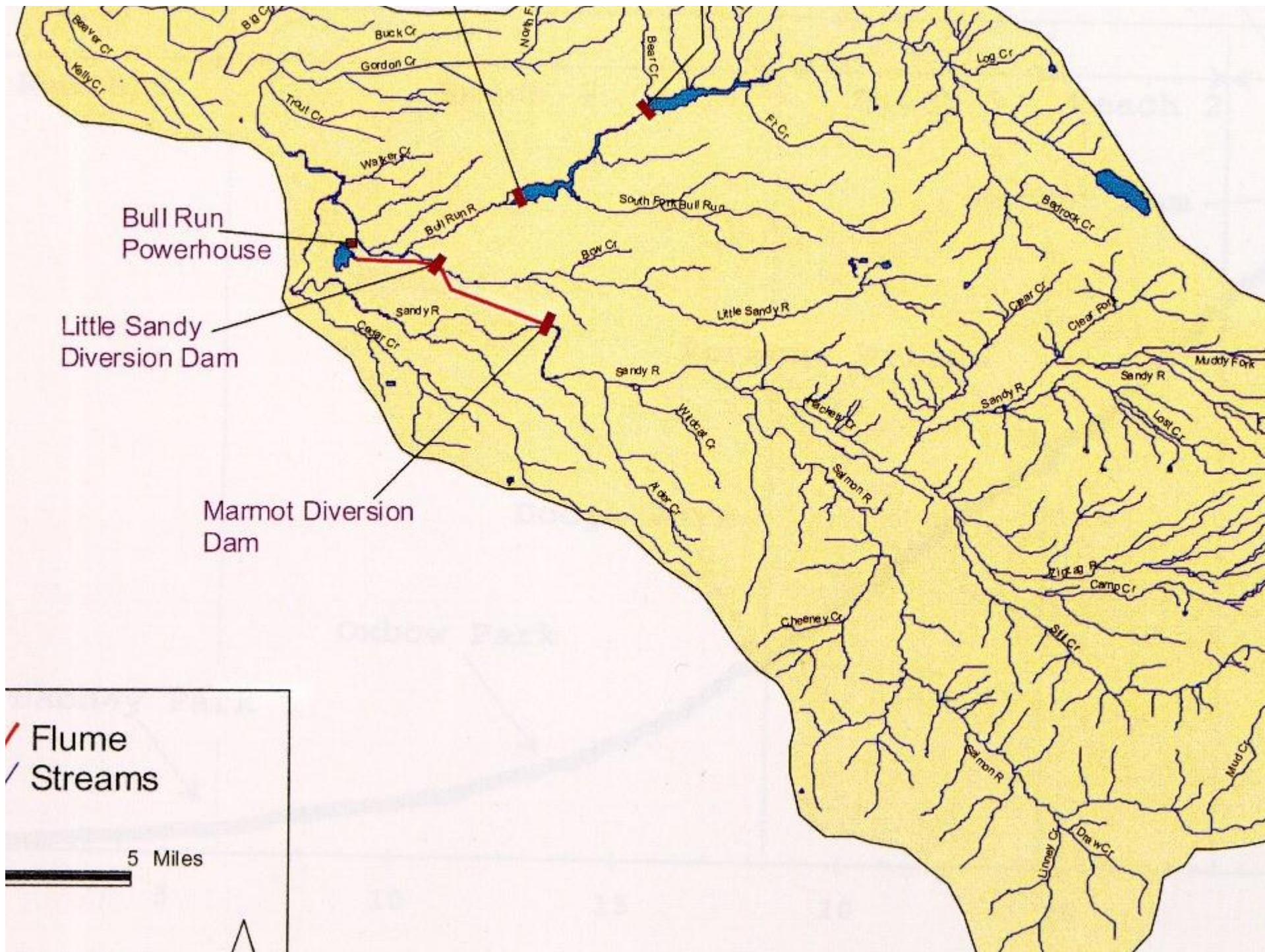
- . What we do
- . Why we do what we decide to do
- . How we do what we do

Connecting up the Landscape

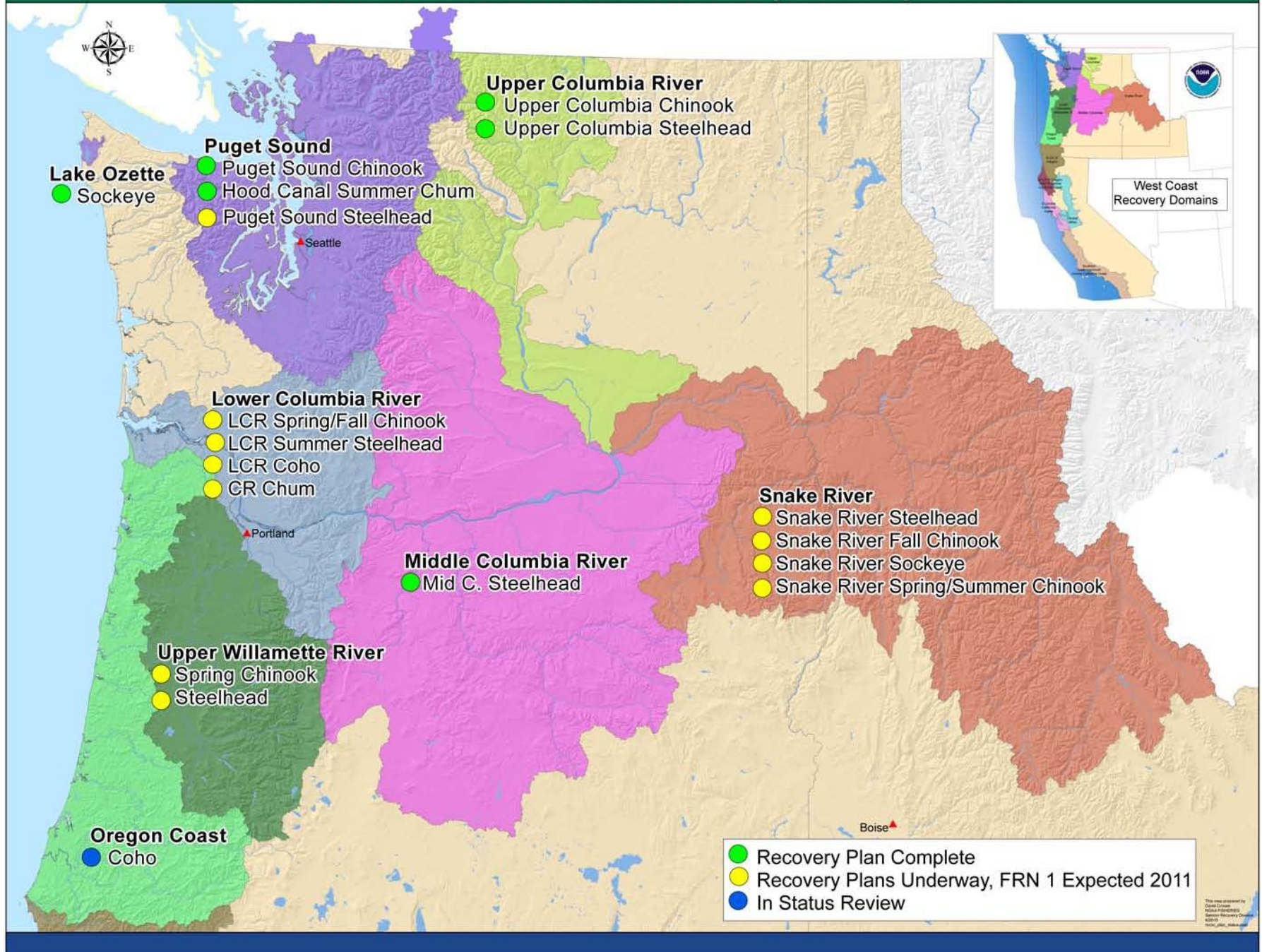
*What might this look like when we consider
landscape scales?*

relative to Ownership? Jurisdiction ?

Organizational capacity? Civic capacity?



NWR Salmon ESUs and Steelhead DPSs by Recovery Domain



Original Distribution of Genus *Oncorhynchus* (Pacific Salmon)

© 2005 State of the Salmon, a joint program
of Wild Salmon Center and Ecotrust



Deep Structure of American Society

