



ORIENTATION GUIDE CLASS 45



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www.agforestry.org

Welcome from the Chairman of the Board



Justin Hall

Class 40 & Board Chair

*Leaders don't create more followers,
they create more leaders.*

-Tom Peters

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Welcome to the AgForestry Leadership Program! You are about to embark on an amazing journey of self-discovery -- with growth, challenges, and opportunities. AgForestry is one of those experiences that you get out what you put in.

Along this journey you will travel many miles, all over this great state, to the "other" Washington, and somewhere international. As you traverse those miles, I urge you to reflect on how you can make this experience the transformative experience that it can be. Your fellow participants will be with you each step of the way, supporting you and challenging you. Rely on them, be there for them, and know that you are joining a network of more than 1,000 leaders that have gone through the program before you, who will do the same for you.

On behalf of the Board of Directors, welcome!
Justin Hall
Chairman of the Board of Directors
Agriculture and Forestry Education Foundation

Vision: To positively impact and enrich lives and communities in Washington State to meet challenges faced by agriculture, forestry, and natural resources.

Mission: We cultivate leaders in agriculture, forestry, and natural resources who communicate, collaborate, inspire, and serve.

THE GENESIS OF AGFORESTRY

Violence broke out, people were arrested, some were beaten, shots were fired, vehicles were damaged, a bridge was burned. This could be the news from last week, but this was from Washington's "Fish Wars" of the '60s and '70s. Sport and commercial fishing industries were competing with Native American tribes. The lawsuit that followed redefined the roles of tribes in natural resource management in the Pacific Northwest, leading eventually to the Timber/Fish/Wildlife Agreement (TFW), which was signed in the early 1980s as a new way to manage natural resources with environmentalists, tribes, foresters, and agencies working together on practices.

Credit for TFW is given to two strong leaders: Billy Frank Jr., a Nisqually tribal leader, and Stu Bledsoe, an Ellensburg rancher turned politician. What these two men accomplished with TFW showed all natural resource industries the need for and value of aggressively pursuing their needs and explaining them to the public- especially in the public policy arena.

As he worked on TFW, Stu Bledsoe also drove the first efforts to build a natural resources leadership program in Washington state, patterned after other state programs.

AgForestry was created on the premise that leaders can be built, cultivated, and that is why you're here. You will take the talent and skills you have today and over the next 18 months, you have the chance to grow and to bloom. The single biggest factor in what you will gain over the course of the program is what you're willing to put into the experience.



AGFORESTRY CULTURE PLAYBOOK

Culture is a group's shared beliefs (or values) and shared behaviors creating shared experiences. Those experiences may be positive or negative, productive or unproductive. All groups have a culture, whether by default or by design. What a group practices, promotes, and permits, collectively, will be its culture. What you permit, you promote.

AgForestry Values: What we believe and how we behave. As our moral compass, values are distilled from our mission, and illustrate the human value in our work.

Behaviors are actionable demonstrations of the value they support and, ultimately, the AgForestry culture. A behavior must be straight forward enough to leave no question as to how it would be practiced.

*Learning is not attained by chance; it must be sought for
with ardor and attended to with diligence.*

Abigail Adams



Collaboration - Intentional, purposeful engagement, partnerships, management, and governance to create and enhance effectiveness. Behaviors of collaboration include being curious about others needs and perspectives; valuing others' vision and input; and striving to know and understand your role.

Integrity - Doing what's right, being honest, honoring your word, keeping commitments. Behaviors of integrity include doing what you say you will do; being consistent; and practicing what you preach.

Respect - Valuing and appreciating others and their time and contributions. Behaviors of respect include listening to understand; being present; and honoring opposing viewpoints.

Service - Taking responsibility to participate in your community as your duty and that sacrifice may be required. Behaviors of service include giving back to your community; sharing your time and skill; practicing foresight; and creating vision.

Personal Growth - Embrace the unknown, change, and leadership that curiosity can reveal and develop. Behaviors of personal growth include engaging in and accepting hard conversations; asking what can be learned from every situation; and being willing to be vulnerable.

PROGRAM OVERVIEW

Module ONE:

Personal Leadership- Seminars: Pullman, Spokane, Ellensburg

Goals:

- Challenge and clarify assumptions about leadership.
- Set intentions and goals for personal leadership journey.
- Gain insights into behavioral tendencies utilizing this information to adapt and become more effective.
- Develop emotional intelligence; self-awareness and self-regulation
- Gain skills in public speaking, inspiring action, providing vision, and using narrative effectively
- Become more effective at communicating in difficult conversations

*If your actions inspire others to dream more,
learn more, do more and become more, you are
a leader.*

John Quincy Adams

PROGRAM OVERVIEW

Module TWO:

Leadership in Public Policy

Seminars: Seattle, Olympia, Washington DC

Goals:

- Challenge and clarify assumptions about public policy issues
- Discover tactics and strategies for influencing public policy
- Become familiar with the structure and operations of local, state, federal, and tribal government, including the legislative, judicial, and executive branches
- Explore the leadership skills necessary to be effective in public policy development
- Understand how lobbying and informational organizations influence public policy
- Expand knowledge of the breadth of our government, including its history, traditions, operations, and future vision



PROGRAM OVERVIEW

Module THREE:

Leadership and Systems Thinking

Seminars: Five in state seminars and one international seminar. Locations to be announced during the first year of the program

Goals:

- Gain perspective about the economic, environmental, social, and cultural importance of agriculture, forestry, and natural resources in Washington State and abroad.
- Gain insight into the complexities involved in producing and transporting agricultural and forest products to customers
- Become familiar with the interrelationships among competing uses for Washington's natural resources
- Better understand significant natural resource policy issues--the impacts, various perspectives, and how they are being solved
- Gain understanding of various social issues and how they intersect with natural resources
- Compare and contrast the US culture, history, political system, and natural resource management with that in other countries

Coming together is a beginning, keeping together is progress, working together is success.

Henry Ford

PROGRAM OVERVIEW

Applied Leadership and Graduation

Seminars: Locations to be announced during the first year of the program

Goals:

- Demonstrate acquired skills
- Obtain valuable feedback from panelists and peers
- Reflect on the AgForestry experience, personal growth in leadership, and the public policy projects
- Cast a vision for one's future in leadership
- Celebrate shared and individual accomplishments in the AgForestry Program



CAPSTONE PROJECTS

Individual Leadership Philosophy

Your leadership philosophy serves as a compass to help navigate the complexities of leadership and align decisions with values. It explains the rationale behind actions and fosters effective collaboration. This assignment presents an opportunity to develop self-knowledge, self-confidence, and leadership effectiveness. Based on journal reflections, a leadership philosophy is crafted between the International Seminar and Applied Leadership Seminar.

Group Public Policy Project

The Public Policy Project offers hands-on experience in collaborating with others to analyze a significant public issue and develop a proposal for addressing the issue. This includes identifying an appropriate decision-making body and advocating for the issue before that body. Each project includes group of 4-5 participants and this team will work on the project throughout the program. Prior to the last seminar (Applied Leadership Seminar), each group will share a written report detailing the project background, process, and outcome, along with a 30-minute presentation.

SUPPLEMENTAL ACTIVITIES

Reading The Leadership Challenge by Jim Kouzes and Barry Posner

Reading The Leadership Challenge will challenge your existing beliefs about leadership and begin shaping your personal leadership philosophy.

Collaboratively exploring the book will establish a shared vocabulary and conceptual framework, guiding the Cohort throughout the program. This collective reading provides a solid foundation for meaningful discussions and shared growth.

Leadership Practices Inventory (LPI) 360 Assessment

The LPI 360 assessment, developed by the authors of The Leadership Challenge, is a widely used tool for assessing leadership behavior. It measures the frequency of 30 key behaviors of effective leaders. This assessment offers valuable insights into your leadership practices, highlighting strengths and areas for growth. The assessment is taken before the first seminar and then a reassessment during at mid-program between the first and second years of the program.

DiSC Personality Profile

The DiSC Personality Profile is a valuable tool for gaining insights throughout your leadership journey. It provides a deep understanding of behavioral tendencies and communication preferences, fostering self-awareness and enhancing interpersonal effectiveness. Leveraging the insights from this profile will help you navigate diverse work environments with ease, improve teamwork, resolve conflicts, and build stronger, productive relationships.

Journaling

Reflection is vital for understanding beliefs, actions, and perceptions. Journaling gives minds the space to pause, process experiences, and find meaning in observations. Throughout the AgForestry journey, the class will receive journaling prompts aimed at helping identify and refine your personal leadership philosophy. Journals serve as a record of growth over the 18-month journey. Allocating 30-60 minutes after each seminar for journaling is recommended.

SUPPLEMENTAL ACTIVITIES

Public Speaking

Leadership requires effective communication, especially confident and articulate public speaking. The AgForestry Leadership program prioritizes public speaking as a crucial skill for leaders. Improved public speaking not only benefits everyday activities like team meetings but also boosts confidence in social interactions and saying yes to career-building opportunities. To enhance skills and confidence, practice with repetition, embrace best practices, and seek feedback. The AgForestry “leadership laboratory” provides a low-stakes environment for practicing and receiving valuable feedback from experienced speakers. Activities at seminars include various public speaking exercises like speeches, evaluations, table topics, introducing speakers, seminar reflections, and mock media interviews.

Thematic Articles, Videos, and/or Podcasts

Assigned before seminars, thematic articles, videos, and/or podcasts enhance the learning experience and provide foundational context for deeper discussions during the seminar. Preparing in advance promotes active engagement, critical thinking, and meaningful dialogue, maximizing the value of face-to-face interactions and ensuring lasting benefits from the program.

Mid-Program Check-In

Check-ins at mid-program allows reflection on program experience, capturing lessons, and assessing the impact of leadership. The check-in includes feedback and goal-setting for the second year. The check-in includes an LPI 360 reassessment and peer feedback.

STANDARDS OF CONDUCT

You are an ambassador of the AgForestry Leadership Program, your behavior reflects on AgForestry, other participants, your employer, and yourself. Each participant is held to a high standard of conduct.

You will take from the program as much as you bring: expect gains from seminars to far outweigh the time and energy invested. Leaning in will be important. That looks like attending all seminars and being fully engaged from beginning to end. That looks like pushing aside inattention, tardiness, or absenteeism to take advantage of your development as well as that of your entire class. Other standards of conduct include:

- Making deadlines: activities as assigned and on time allowing tremendous growth in yourself and your classmates with each assignment and exercise.
- Being curious and respectful: about the viewpoints of those with which you interact allowing rethinking of deeply held beliefs and values, considering new perspectives, and coming away with a more refined knowledge of yourself, your values, and your beliefs.
- Building relationships: getting to know classmates will allow a deeper understanding of the skills and talents, including your own, that can be used to make a difference.

GRADUATION REQUIREMENTS

Graduation requirements are a set of expectations to achieve that allow each member of a cohort to benefit from as much of the AgForestry Leadership Program as possible. While merely a piece of paper, an AgForestry certificate is a symbol and recognition that you:

Attended and fully engaged in all seminars.

- Communicate with program staff as early as possible with unforeseeable conflicts and while there isn't a seminar redo, staff will work to generate a plan.
- Upheld high standards of conduct.
- Successfully completed assignments and projects.
- Prepared and delivered a presentation to your industry or community that shares the impact and insights gained.

EXPECTATIONS FOR ATTIRE

In many of the experiences and environments during AgForestry, a dress code is necessary. The following standard definitions will be useful to guide your choices. Additionally, some site visits have specific clothing or footwear requirements for safety.

Business attire represents a conservative and professional style suitable for an office or political environment.

- Typically includes dresses, blazers, suits with ties, and pantsuits.

Business Casual combines business and casual attire, striking a balance between professionalism and comfort suitable for a professional setting.

- Typically includes slacks, skirts, dresses, dark jeans, collared shirts, blouses, and sweaters.

Casual is a relaxed and informal style, allowing comfort and ease; still professional as we never know who might be encountered, even while traveling.

- Typically includes jeans, khakis, casual pants, skirts, blouses, and casual shirts.

Additional guidelines that apply in all situations:

- Shoes should match the style of attire and be good for standing and walking for long periods of time.
- Clothing should always be clean, wrinkle-free, and well-maintained.
- Modesty plays a significant role in professionalism, as it demonstrates both self-respect and consideration for others. Avoid excessive exposure of the back or chest, while also ensuring that the stomach and underwear remain covered.
- Hats are generally for weather protection, rather than indoors.
- Consider those with sensitivities to fragrances.

Each agenda will include suggested or required attire.

MEET THE TEAM



Vicky Scharlau
Executive Director

A true leader has the confidence to stand alone, the courage to make tough decisions, and the compassion to listen to the needs of others. He does not set out to be a leader, but becomes one by the equality of his actions and the integrity of his intent.
-Douglas MacArthur



Julie Grenfell
Network Engagement Director

A leader is best when people barely know he exists, when his work is done, his aim is fulfilled, they will say: we did it ourselves.
-Lao Tzu



Hannah Poush
Leadership Development Director

*If you want to go fast, go alone.
If you want to go far, go together.*
-African Proverb



Holly Henning
WSU Curriculum Advisor

*A leader takes people where they want to go.
A great leader takes people where they don't necessarily want to go, but ought to be.*
-Rosalynn Carter



Kyle Brooksher
Program Manager and Facilitator

The very best teams have three things: trust, a sense of common purpose, and a relentless focus on results.
-Patrick Lencioni

CLASS 45 SCHEDULE

Module ONE:

Personal Leadership

- **Pullman** - Oct. 4 - 6, 2023
- **Spokane** - Nov. 1 - 3, 2023
- **Ellensburg** - Nov. 29 - Dec 1, 2023

Module TWO:

Leadership in Public Policy

- **Seattle** - Jan. 10 - 12, 2024
- **Olympia** - Feb. 7 - 9, 2024
- **Wash. D.C.** - March 16 - 23, 2024

Module THREE:

Leadership and Systems Thinking

- **TBD** - May 15 - 17, 2024
- **TBD** - Sept. 11 - 13, 2024
- **TBD** - Oct. 2 - 4, 2024
- **TBD** - Oct. 30 - Nov. 1, 2024
- **Walla Walla** - Nov. 20 - 22, 2024
- **International Trip** - Jan. 25 - Feb. 8, 2025 (dates could vary slightly)

Applied Leadership and Graduation

- **TBD** - April 10 - 12, 2025



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