



# PARTICIPANT HANDBOOK GENERAL INFO



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**Justin Hall**

Class 40 & Board Chair

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

-Tom Peters

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### Welcome to AgForestry Leadership!

You are about to embark on an amazing journey of self-discovery -- with growth, challenges, and opportunities.

AgForestry is definitely one of those experiences that you get out of it what you put into it.

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 a 1,000 leaders that have gone through the program before you, who will do the same for you.

*-Justin Hall*

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**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 I want to take you back to 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, loggers, 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, including agriculture, the need for and value of aggressively pursuing their needs and explaining them to the public- especially as it related to public policy.

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.

Leadership. Some will say, is born.

We believe that leaders can be built, 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.

## **Definitions:**

Values - Distilled from our mission, our core values are our moral compass.

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

## **AgForestry Values:**

Our ethos - What we believe and how we behave. As our moral compass, the values are distilled from our mission, and illustrate the human value in our work.

- Collaboration
- Integrity
- Respect
- Personal Growth
- Service



**Collaboration** - Intentional, purposeful engagement, partnerships, management, and governance to create and enhance effectiveness

*Behaviors of Collaboration:*

I will be curious about others needs and perspectives

I will value others' vision and input

I will strive to know and understand my role

**Integrity** - Doing what's right, being honest, honoring your word, keeping commitments

*Behaviors of Integrity:*

I will do what I say I will do

I will be consistent

I will practice what I preach

**Respect** - Valuing and appreciating others and their time and contributions

*Behaviors of Respect:*

I will listen to understand

I will be present

I will honor opposing viewpoints

**Personal Growth** - Embrace the unknown, change, and leadership that curiosity can reveal and develop

*Behaviors of Personal Growth:*

I will engage in and accept hard conversations

I will ask what can be learned from every situation

I will be willing to be vulnerable

**Service** - Taking responsibility to participate in your community as your duty and that sacrifice may be required

*Behaviors of Service:*

I will give back to my community

I will share my time and skills

I will practice foresight; create vision

# PROGRAM OVERVIEW

## Module ONE:

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### Personal Leadership

#### Objectives:

- Challenge and clarify assumptions about leadership
- Set intentions and goals for personal leadership journey
- Gain insights into behavioral tendencies; use this information to adapt and become more effective in leadership
- 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

#### 3 Seminars:

Pullman, Spokane, Spokane

#### Assignments:

LPI 360 Assessment, DiSC Personality Profile, 5-minute persuasive speech, assigned reading from The Leadership Challenge, and required journaling.

*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:

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### Leadership in Public Policy

#### Objectives:

- 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, and federal 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

#### 3 Seminars:

Seattle, Olympia, Washington DC

#### Assignments:

Required journaling, assigned articles and/or podcasts prior to seminars, begin work on group policy projects

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# PROGRAM OVERVIEW

## Module THREE:

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### Leadership and Systems Thinking

#### Objectives:

- 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

#### 6 Seminars:

The first 4 locations are pending, Walla Walla, International

#### Assignments:

Required journaling, assigned articles and/or podcasts prior to seminars, 5-minute persuasive speech, continue work on group policy projects, begin work on personal leadership philosophy

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

Henry Ford

# PROGRAM OVERVIEW

## Applied Leadership and Graduation

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### Objectives:

- 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

### 1 Seminar:

Everett

### Assignments:

Individual leadership philosophy and group public policy projects to be completed and submitted prior to final seminar



# CAPSTONE PROJECTS

## Individual Leadership Philosophy

Participants will receive journaling prompts after each seminar and submit their responses prior to arrival at the next seminar. Using these prompts and responses as a guide, each participant will complete and submit their written leadership philosophy between the international travel seminar and the Applied Leadership Seminar.

## Group Public Policy Project

Participants in the class will be assigned to public policy project teams of 4-5 participants. Throughout the program, each team will work to develop a policy solution to address a specific public policy issue they have identified and agreed to. Prior to the Applied Leadership Seminar, each team will submit a written report that details project background, processes and outcomes. At the Applied Leadership Seminar each team will deliver a 30-minute project presentation.



# STANDARDS OF CONDUCT

**You are an ambassador of the AgForestry Leadership Program.** Your behavior, at all times, reflects on AgForestry, other participants, your employer, and yourself. You, your classmates, and AgForestry will hold you accountable to a high standard of conduct.

**You bring as much to the program as you will take away.** We expect you to attend and be fully engaged from beginning to end of every seminar. Inattention, tardiness, and absenteeism are detrimental to your development and to the experience of the entire class. You should expect that what you gain from each seminar will far outweigh the time and energy you invested.

- **Deadlines matter.** We expect you to complete all activities, as assigned, within the allotted timeframe. Your graduation from the program is dependent on the fulfillment of this requirement. You should expect to be able to see tremendous growth in yourself and your classmates with the completion of each assignment or exercise throughout the program.
- **Curiosity and respect are not optional.** We expect you be respectful and curious about the viewpoints of everyone you interact with throughout the program. You should expect to rethink some of your deeply held beliefs and values, to consider new perspectives, and to come away from the program with a more refined knowledge of yourself, your values, and your beliefs.
- **Relationships are not one thing, they are everything.** We expect that you will seek out ways to get to know your classmates and to let them get to know you. You should expect to walk away from the program with a deeper understanding of how everyone's skills and talents, including your own, can be used to make a positive difference.

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

Abigail Adams

# DRESS CODE

## Business

Men- Suit or Sport Coat and Slacks, Button-up/Collared Shirt, Tie, Dress shoes

Women- Suits (Pant Suits), Dresses, Jackets and Skirts, Dress Shoes

## Smart Casual

Men- Sport Coat with Dark Jeans or Slacks, Button-up/Collared Shirt, Tie is Optional, Dress shoes

Women- Dresses, Jackets and Skirts, Dark Jeans with a Nice Blouse/Top and Blazer, or Dress Pants with a Nice Blouse/Top, Dress shoes

## Business Casual

Men- Slacks, Sweater, Button-Up/Collared Shirt, No Tie, Dress Shoes

Women- Slacks, Sweater, Blouse/Top, Dress Shoes

## Casual

Men- Jeans, Polo Shirts, Tennis Shoes or Boots

Women- Jeans, Shirt, Tennis Shoes or Boots

## General Guidelines - always applicable

- Clothes should be clean, pressed and neat in appearance
- Attire should be modest, professional:
  - Not reveal too much back or chest
  - Stomach and underwear should not be visible
  - Sleeves are always required
- Shoes should be comfortable for walking regardless of attire
- Hats are for protection from weather and should not be worn indoors
- Sheer fabrics, t-shirts, tank tops, mini-skirts/-dresses, sweatpants, and cut-offs are inappropriate for any official AgForestry function
- Please consider cologne/perfume allergies when deciding if or how much to apply

*What you wear is how you present yourself to the world, especially today, when human contacts are so quick.*

Miuccia Prada

# 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**  
Sr. Director of Operations

*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



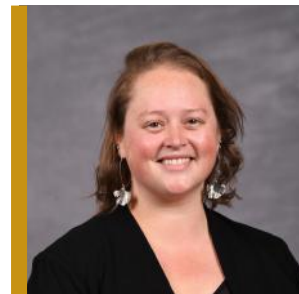
**Hannah Poush**  
Program Director

*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



**Lindsey Williams**  
Interim Program Manager

*You don't lead by pointing and telling people some place to go. You lead by going to that place and making a case.*  
-Ken Kesey

# 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

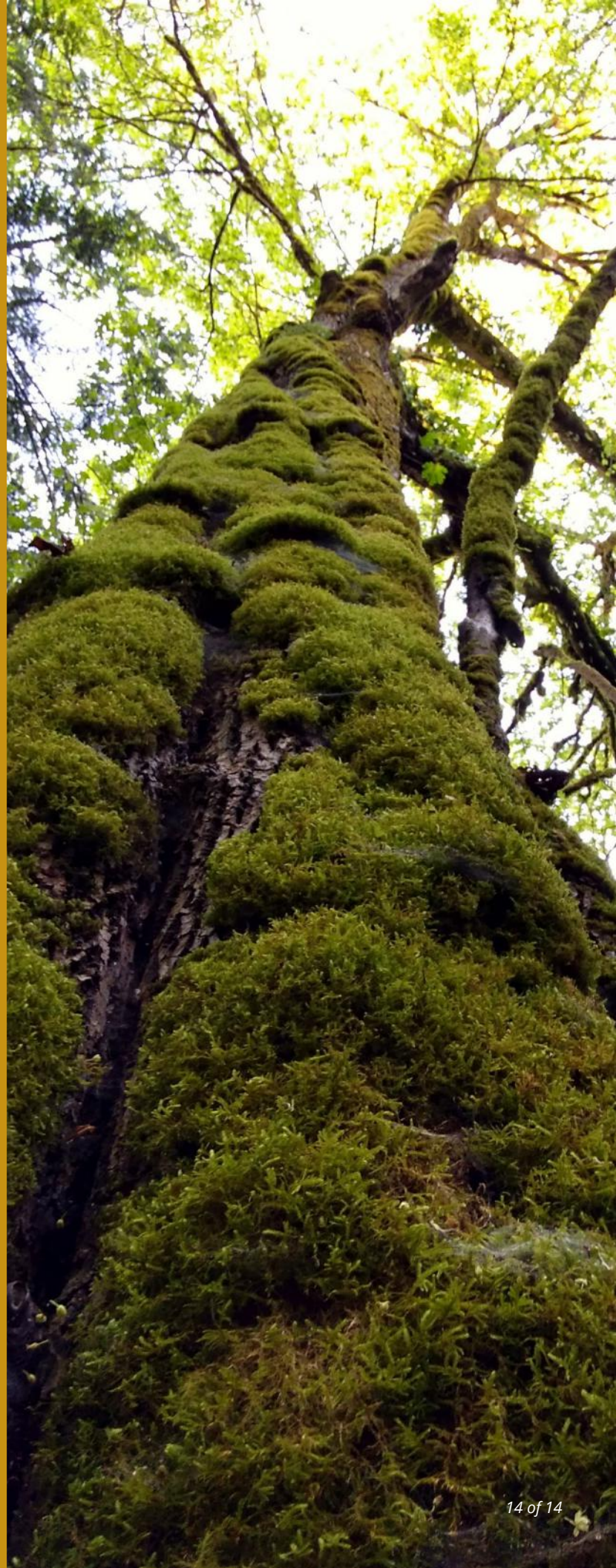
## Module THREE:

### 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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