

class X newsletter

Seminar VI

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Let's Reflect.

Director's Dialogue -Dr. Hannah Carter, Program Director

For Seminar VI, I'm going to start at the end and work to the beginning. Our final speaker of our sixth seminar (and the halfway point of the program) was Craig Fugate. Mr. Fugate credits his ag teachers at Santa Fe High School as his leadership role models (which is high praise coming from someone who has worked with Governors, Presidents and leaders at all levels). He began as a fireman here in Alachua County and as he says, kept answering the phone when offers came for other positions which led to him taking over as Director of the Federal Emergency Management Agency.

The class (and myself) was held spell bound as Mr. Fugate discussed his approach to leadership. He was the perfect way to end a seminar where we discussed issues that are important to us, to our industries and to the state and how we are going to effectively work on those issues to affect change.

Class X had the unique experience to spend an afternoon and evening in Cedar Key. We strive to always improve this program and with that, we have always lost evaluation points on the Gainesville-based seminars that require too much sitting. So change was finally

"What is the outcome you are trying to change?"
-Craig Fugate, former Director of FEMA



implemented and we boarded the bus to the small island of Cedar Key due west of Gainesville. Having been to Apalachicola and Wakulla County, we saw some similarities, but a few glaring differences. After the Net Ban in 1994, Cedar Key could have been another community lost, with hundreds of people out of work, a way of life ending—but it choose another path—one that included clams. Now it's one of the top producing clamming areas in the country and it is also diversifying into oysters.

There is a lot to learn in Cedar Key—how to overcome adversity, adopt a new industry and find ways to continue to grow and prosper. We could learn valuable lessons here and





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apply them to other communities and industries.

In addition, we learned about humility and bias—if we are trying to affect change—we need to be open, to understand where we are coming from before we can try to understand others. We also learned that telling our stories evolves into telling the stories of the things we are passionate about—and passion can impact change.

This seminar gears us up for our national seminar October 2nd-11th. We look forward to our time in D.C. and then Colorado and Wyoming! It’s hard to believe that this class is at their halfway point—they are an amazing group and I look forward to our national adventures with them!



Class X Member Brad Lundy

Brad is a 3rd generation Floridian and 4th generation farmer. Brad attended Lake City Community College where he studied horticulture. His family has predominantly been in the sugar and beef cattle industries with a little diversity into citrus and peanuts. He is fortunate to have been employed by Everglades Equipment Group for 17 years and manager of the Okeechobee site for the past 16. In addition to his daily responsibilities with EEG, he also farms sugar cane and green peanuts. Brad is married to his wife, Leslie Lundy, and they have an amazing daughter, Carolanne. Brad enjoys the outdoors and any time spent with his family.



Communicating Our Issues -Brad Lundy



Another packed agenda in true Wedgworth style! There is nothing like rushing around on the day before, and trying to make last minute preparations before being gone for three days. Work is crazy, loose ends around the house, family shows up unexpected, just to name a few challenges. However that's what makes it so great, and Seminar VI definitely helps us understand why WLI is so valuable.

Day 1- Tuesday morning we arrived at the Straughn Professional Development Center in Gainesville where we started out with a brief review of last seminar and a few announcements to bring everyone up to speed. It's always interesting to hear everyone share

what's happening with Class X outside of WLI, career changes, additions to family, community outreach, or the awesome vacation that someone just returned from. Then it's off to the races for a packed agenda starting with an in depth report from our issues groups.

The water issue group shared a very interesting plan on how they are going to get involved in at least two local, influential groups within their own region and promote community members to "Show Up" and be a part of the solution process. This group really focused on the idea that our industry must have qualified people in place to make qualified decisions on water policy, and since water issues vary so much by region they felt it was best for each member of this



group to focus on their perspective region.

The marketing group really has a vision, and it start with education. It was very apparent that this group has a desire to involve the young upcoming members of the Ag industry and help these young folks form their own opinions through fact based marketing.

The labor issues group took time to share their challenges as well and is working hard to develop a plan that will free up useful labor and reduce the regulations that create such an uneconomical environment.

The urban/rural Interface group really has a specific challenge that they are focused on. This group knows that there is a public transportation issue in the Tampa Bay area and recognizes that evolvment of this issue will be expensive. It's also apparent that the rural communities are not totally on board with any assessment that may be necessary to offset the cost of a project that doesn't directly affect their lives. However it is the group's determination to show how it will benefit not only the urban but the rural communities as well with an improved public transportation system in this particular region. The group expresses that this is in an investment and will bring positive results to all community members, urban or rural.

Our final group to report on their issue of regulation really came together and has big plans. This group will be working with policy makers to develop a state managed, informative website on Medical Marijuana. The group strives to bring a complex but functional solution to the web that producers, doctors, and patients can observe to have full understanding of the current regulations in regards to medical marijuana. It is the hopes of this group to have a site/portal that is easy to navigate through and provide access to further resources, so anyone interested in the topic can easily find factual information.

Moving into our afternoon sessions we had the privilege of hearing from Ms. Valerie McKee talk on the topic of "How to Effectively Work together" leading teams and solving problems with the KAI. Ms. McKee shared with us the importance of problem solving and the importance of creativity in doing such. In this session we were separated into small groups of innovators and adapters who had to work together assembling a project that would allow us to exercise each of our skills. However, as it was planned some groups didn't do as well as others due to the different critical thinking and planning techniques of the individuals in the group, while other more balance groups arose to the top and completed their project much more efficiently. It became quite apparent through this workshop the importance and value that both adaptive and innovative styles offer in planning and problem solving.

Upon conclusion of the KAI discussion we moved directly into planning for our National trip to Washington D.C., Denver, CO and Cheyenne, WY led by Dr. Carter. Everyone is very excited about the opportunity to visit DC and the reality it brings to the forefront that this group of leaders will for some begin and others continue their quest to promote Florida Agriculture and preserve its positive identity. Dr. Carter shared what to expect while we are traveling and what not to expect, "we will not be visiting the White House", said Dr. Carter. Everyone was encouraged to prepare for a visit with their congressman and share their story.

So, at no coincidence due to the complex planning of WLI session by the faculty, our next session was led by Mr. Brandon Telg and Dr. Jaron Jones on the topic "Telling our Issues" Stories. As in the past when Class X has had the opportunity to hear from these two individuals, the group really learns how to express themselves



individually and together as one. This seminar really helped everyone become focused on what our messages really are and how to express them effectively while visiting with policy makers in D.C. as well as back home on a local or regional level. This was great follow up from the last time we met with Mr. Telg and Dr. Jones and was a great way to end day one of Seminar VI.

Day 2- Wednesday morning we arrived back at the Straugh Professional Development Center for another traditional WLI day. Our morning started with guest speaker Ms. Becky Raulerson who led us in the discussion of “Effectively Communicating to the Public”. Ms. Raulerson provided a great lecture on the subject and shared some valuable techniques to consider when speaking in public. Ms. Raulerson also shared a catch phrase when she said, “we have two ears and one mouth, so we should always listen twice as much as we should talk”. I thought this was very valuable because it is our nature to not slow down and truly evaluate what’s happening around us. Following the lecture by Ms. Raulerson we broke out into small groups where everyone had the opportunity to challenge themselves in communicating their issues with

others. This breakout session was not only entertaining but successful and allowed Class X members to exercise their public speaking skills and to recognize any weaknesses that may need improvement before we meet for our National trip in October.

The remainder of the morning up until our departure for Cedar Key we had the great pleasure of meeting Dr. Mike Allen, director with Nature Coast Biological Station. Dr. Allen gave us a brief overview of the station and prepared us for our visit to Cedar Key later that afternoon.

The first day and a half of Seminar VI was packed with great speakers and beneficial topics. It provided valuable experiences for members of class X, and opportunities for us to implement our learning in current and future leadership roles.

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Meet

Class X Member Andrea Johnson



Andrea Johnson lives in Bowling Green and works with her husband, Steve, in their citrus, fruit harvesting, cattle, and trucking operations. She is a proud graduate of the University of Florida and previously worked in the Farm Credit system. Andrea and Steve have three children - BJ (12), Emma Jane (9), and Lainey Kate (5). In the little bit of spare time that she does have, Andrea enjoys spending time at the lake, fishing with Steve and the kids, and reading.

Cedar Key & Humility -Andrea Johnson

After spending almost an entire day in the classroom,

we were all very excited to bust out of those doors and venture over to Cedar Key. We loaded the bus and set off for the FWC Marine Lab, where Ms. Leslie Sturmer-Taiani with IFAS Extension provided a very informative and comprehensive presentation of the history of aquaculture in Cedar Key and the clam farming industry that developed after the net ban took effect over 20 years ago. In the face of adversity, the 750 inhabitants of Cedar Key work together. They are described as tenacious, like-minded individuals that want to see the community preserved. In too many cases, lines are drawn and people are asked and sometimes encouraged to take sides. The setting we witnessed in Cedar Key was different. Along the same lines as preserving the community, everyone

in Cedar Key understands and appreciates the value of clean water and works together to preserve this precious natural resource. The local chamber of commerce initiated the efforts to remove all septic tanks some time ago, and the environmental groups work well with the fishing and clam farming industries. All parties want to see the quaint community preserved and the water quality remain high, and they are all willing to work together to ensure that it does!

Before visiting a living shoreline demonstration site and the future site of the Nature Coast Biological Station, we made a stop at Southern Cross Sea Farms to see the various growing stages of the clams up close and personal. While we did not get to go out on the water to see the clam bags





on the bottom of the sea floor, we did get to see the process from the time they are microscopic in size to the final sorting and bagging. At the very tiniest stages, the clams are kept in controlled conditions and nurtured before they are moved to the real-life “do or die” conditions out in elements. Transitioning from the indoor controlled climate to the docks outside, we walked across net bags lining the dirt parking lot and learned that the clam bags are spread out to dry in the sun and flattened by cars driving over them before they are used again. On the docks, we met a character of a gentleman, Mr. Marco, who not only filled us in on the growing stages of the clams but also shared his preference for eating them – smaller in size because the smaller ones are more tender and steamed with a little butter and garlic! We wrapped up the tour with a walk through the refrigerated sorting room, where we watched the clams being sorted, bagged and tagged, ready to be shipped out with a Fresh from Florida sticker!

Our long and busy day ended with a lovely dinner at the historic Island Hotel & Restaurant, where a fair number of our group enjoyed clams for dinner! We were privileged to have the mayor of Cedar Key, the Honorable Heath Davis, his wife, and Dr. Jack Payne join us for dinner. Mayor Davis shared with us what it is like to lead in Cedar Key. He said the best thing you can do is stick together. He avoids using terms and vocabulary

that he knows will draw lines in the sand and create division among his people. Mayor Davis is proud of the strong heritage in Cedar Key and has found that using story telling helps to communicate his message. He shared with us the history behind some of the photographs in the restaurant, where

“In too many cases, lines are drawn and people are asked and sometimes encouraged to take sides.”

several years ago, a researcher sat across the table from a fisherman, and the two of them just talked. As a very task-oriented person who is always looking to check items off my to-do list, one of the things that I took away from dinner that night was the value of having what Mayor Davis referred to as a “good old-fashioned conversation”. We were welcomed all afternoon with gracious hospitality, and we left that evening





with a little more knowledge of the clam farming industry and a glimpse into a setting where people with different thoughts and perspectives work together for the greater good!

Our third day in Gainesville for Seminar VI was just as jam packed as the previous two and started with a presentation by Dr. Matt Sowcik with UF/IFAS on humility as something that the world and leadership needs. The exercise that he lead us through revealed how we perceive ourselves in regards to certain criteria as compared with how the general public perceives themselves in that same criteria. Unsurprisingly and humorously, the gentlemen of our class perceive themselves as quite good-looking, but more importantly, we learned that 75% of people that voluntarily leave their jobs don't quit for any other reason than their perception of their leadership. And many people believe that they would be better leaders than the leaders they currently have. Humility plays an important role in how we are as leaders. Humility was defined for us as a proper perspective of oneself, one's relationship with others, and one's place in the larger environment. We were challenged with developing



and utilizing humility by (1) understanding the “bigger picture” and our connection to the larger environment, (2) accurately appreciating others, and (3) working on our relationship with ourselves because it sets the tone for every other relationship we have.

We moved on from there to three more presentations by UF personnel on bias, the importance of partisanship, and what data means when it comes to perceptions about agriculture. We finished our day hearing from Mr. Craig Fugate, the former director of FEMA, where he shared with us on the difference between an emergency and a disaster, how day-to-day processes can't be scaled in a disaster situation, and how reasonable people don't succeed in his line of work. Mr. Fugate sees his job as building teams where you check your ego at the door and work together as one team, and that mindset pretty accurately summarizes the theme for this seminar.

I continue to be humbled to be a part of this program and am so appreciative of the opportunities it provides. Thank you all!



“A Cup of Joe” with Dr. Joe



Inspirational
Reading Reviews from Dr. Joe Joyce,
Program Faculty Advisor



“The Rise of Theodore Roosevelt,” by Edmund Morris

The Rise of Theodore Roosevelt is the first of a series of three biographies by Edmund Morris and was first published in 1979. Why did I read this series? I guess I must have slept through my high school and college American history classes because I had very little appreciation for his personal life or the political, social, economic, environmental, or strategic impact of his presidency. My curiosity about TR began when WLI Class IX visited Mount Rushmore and I began to wonder why he was one of the four US Presidents enshrined there.

TR was born on 27 October 1858 in New York City to the moderately wealthy Theodore (Sr.) and Martha Roosevelt. As a young child through young adulthood he suffered from various respiratory ailments. He compensated for this by pushing his body to physical and mental challenges his peers could only imagined and could not duplicate. This book chronicles the early life to Presidency of TR and explains experiences that resulted in the beginnings of the progressive movement in America. At an early age he was an insatiable scholar reading classics (it has been estimated that he read the equivalent of one book per day throughout his life), learning French and German, and an amateur taxidermist and ornithologist. The book documents his career as follows:

- Published author at 18 of “The Naval War of 1812”, that became a textbook at both

“It takes some time to read but is
nonetheless fascinating.”

the US and British Naval academies.

- Married to Alice Lee, father and widower at 25, remarried to childhood sweetheart, Edith Carow at 28 and father of five more children.

- Acclaimed historian
- New York Assemblyman at 25
- Pioneer North Dakota cattleman at 28 (spending many months each year exploring the Dakota and Badlands)

- US Civil Service Commissioner
- New York Police Commissioner
- Failed candidate for Mayor of New York City at 36

- Assistant Secretary of the Navy at 36 and authored the naval battle plan that defeated the Spanish in Manila

- Resigned as Assistant Secretary and became Colonel of the 1st US Cavalry (known as the Rough Riders) and became a war hero at 39 in the battle of San Juan Hill in Cuba.

- Became Governor of New York at 40
- Vice President of the US and 26th President at 42 due to the assassination of President McKinley

- As leader of the Republican party he began policies that led to the “progressive movement”

The book is based upon and frequently quotes the writing and letters of TR. It is an interesting historical read (741 pages) and is considered a biographical classic. It takes some time to read but is nonetheless fascinating. The next “Cup of Joe” will review the next book in the series “Theodore Rex”,

that chronicles the Presidential years.





Coordinator's Corner

Why Does the KAI Matter At All???

-Valerie McKee, Program Coordinator

Personality assessments are *the worst*.

That's not new knowledge. Class X was asked to take another "test" during Seminar VI to tell us more about themselves--as though they don't know who they are already, as though they haven't been functioning or doing just fine prior to learning this new element about themselves! Good grief! And, Class X is an entire year into this program! Why did they need to learn something else about themselves right as they are also attempting to address their complex issues in their Class group projects?! Why did they need to take the KAI as they prepare to articulate these issues to their Congressional Representatives in DC during Seminar VII?

I struggle with these questions the same way I struggle with the questions, "Why interpersonal assessments? Why do they even matter?" I used to preach the adage (and Class X actually heard me say this as I presented the KAI to them during Seminar VI) that leaders must first come to an understanding of themselves before they can attempt to lead others. This made sense to me when I thought self-awareness was important to leadership. But, I'm starting to think differently.

The week after Seminar VI, I was traveling in a vehicle with Dr. Joe Joyce, our Program Advisor, leaving the Annual Meeting for the Alumni Association of the Wedgworth Leadership Institute. We were discussing personality assessments and their effectiveness.

Dr. Joyce voiced the fact that True Colors affected him deeply later on in life, but he wasn't sure it would have been as impactful when he was first starting in his career. Really, Dr. Joyce admitted that he wasn't so sure he really knew himself near as well back then starting out in the US Army Reserves, but he didn't think that affected his leadership as he served and advanced. His

words made me question whether self-awareness is really necessary in good leadership. Now, I'm not so sure that the self-aware leader is the best leader. If anything, I want to believe that the others-aware leader is a far greater leader of people.

This brings me to the KAI. Kirton's Adaption-Innovation (KAI) Theory is one way we can look at people's creativity and problem-solving styles. The theory delineates two different styles displayed on a

dichotomous continuum: adaption style and innovation style. The continuum includes scores that fall under these two styles, divided by the average mean score in the middle of the continuum. "Adaptor" scores range from 45 to 95, while "innovator" scores range from 96 to 145. The lower the score, the more adaptive you are considered in solving problems and being creative. Similarly, the higher the score, the more innovative you are in solving problems and being creative. Class X averaged a KAI score of 100.5, with a range of scores from 71 to 127.

Essentially, adaption styles to creativity and problem solving involve attempts to do things better by improving what has already been done in small steps. Adaptors use the known rules to their advantage as they attempt to solve complex problems, often working within the established parameters so as to maintain stability and continuity. Adaptors care about details and precision, and often times come up with creative ideas that, while may not be very exciting or new, are successful.

In comparison, innovation styles to creativity and problem solving involve attempts to do things differently by trying something very new in major steps of progression. Innovators tend to "break the rules" and disregard details in the process of coming up with solutions to complex problems. Innovators embrace change and optimism as they come up with exciting and creative ideas for how a given problem can be addressed from a different angle.

"Now, I'm not so sure that the self-aware leader is the best leader. If anything, I want to believe that the others-aware leader is a far greater leader of people."

Why do these styles matter for Class X? The best part of the KAI theory is that it really only matters in conjunction with other people with KAI scores other than your own. Understanding the process for how you like to go about solving problems and being creative only matters when you're working with other people. If you're stranded on an island by yourself, who cares how you come up with ideas for getting yourself off the island? No one! But, if you're stranded on an island with at least one other person who thinks about solutions differently than you do, then you'll have to understand how they think to come up with agreeable ideas.

Similarly, as Class X works in groups to solve complex problems related to our industries and communities, they must consider NOT how they themselves think about problems and solutions (because honestly, they already pretty much know how they think about things) but rather how others in their groups think about problems and solutions. This is because the KAI scores only have value when compared to each other. Even if you have an adaptive KAI score, if your score is greater in number compared to someone else's KAI score, then you will approach problems and creativity in a more innovative approach than they would.

During Semianr VI, we spent a lot of time learning about persuasive communication and issues communication, all in preparation for our congressional visits in October. While Class X will certainly not be able to give their Congressional Representatives the KAI assessment to determine their problem solving and creativity scores, they can look at how their Representatives have attempted to answer problems within their Districts during their terms and consider if these approaches were more adaptive or innovative in nature. With this in mind, Class X members can make pitches, share their stories around their key issues, and hopefully be more persuasive in whatever they are asking for using an adaptive or innovative "frame."

I can't lie. I fight with myself every day because as much as I love the KAI, I hate knowing that I am a high innovator (129) and as such I frustrate the more adaptive world I live in.

But, I also know that it doesn't matter so much about me understanding my score and contemplating its significance. It just matters that I know how to use my understanding of others to work towards finding creative solutions --solutions that will not only work but that everyone can also get behind.



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please see our website:

wedgworthleadership.com.

Office location:

University of Florida
121 A Bryant Hall
Gainesville, FL 32611

Mailing information:

PO Box 112060
Gainesville, FL 32611

Program Director information:

Dr. Hannah Carter
Tel: 352-392-1038
hscarter@ufl.edu

Program Administrative Assistant information:

Janice Shephard
Tel: 352-392-1038
jeshephard@ufl.edu

Program Coordinator information:

Valerie McKee
Tel: 352-273-2584
vmckee@ufl.edu

WLI Alumni information:

wedgworthalumni.org
wli alumniassociation@gmail.com

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