

Class X newsletter

Seminar III
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Let's Reflect.

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

"People who work together will win, whether it be against complex football defenses, or the problems of modern society."

-Vince Lombardi

I begin with this quote, not because it mentions football (and I'm a good New Englander who never lost faith in the Patriots!), but because this seminar was all about problems—and just not ordinary problems—the “wicked” problems that seemingly have no solution. That was the foundation of this seminar as I began laying it out—exposing Class X members to the leaders and the issues that they were dedicating their energies towards—with the expectation of not finding an easy solution, but for simply making a community, an industry, or even one person—better off than they were.

From a programming standpoint, this seminar presents many “opportunities” (which is a positive way to say “challenges”). Miami is highly complex and I'm profoundly thankful that I have WLI alumni and strong supporters of the program who live there and who are willing to share their time and political and social capital with me to make this seminar happen!

Our time in Miami was spent discussing

Cuba, cancer care, homelessness, issues around imports/exports and immigration. In addition, we learned about new ways to look at leadership and innovation and also to look at politics and just what is happening here in the US. None of these things are easy, they have many different “frames” for which to look at them, they engender strong opinions and they have no simple answers. But the one commonality between all of them is that they have individuals who have dedicated their passion, their energy and their time to work on these issues for the betterment of individuals, industries, organizations and communities. That is what this program is all about and our time in Miami exemplified it.

In Miami, Sylvia Gordon (Class V) was instrumental in getting us access to the newly built Miami Cancer Institute. Elizabeth Pines (Class VII) spoke on her work in the immigration arena and also invited the entire class to her home for dessert one night after programming was complete and Jorge Abreu (Class VII) was helpful in sharing contacts, ideas and resources! In addition, Charles LaPradd, the Agricultural Manager for Miami-Dade County, spent the day with Class





X and added his perspectives along with providing access to many people and areas most people do not get to see in Miami-Dade County.

But this seminar was not all about Miami-Dade County—the last 24 hours of programming occurred to the north in Palm Beach County. I was happy to leave the traffic and high rises for the muck fields of the Everglades Agricultural Area (EAA). Our visit was extremely timely as there is a great deal in the news about Senator Negron's bill to buy 60,000 acres in this area. It is one thing to hear about this bill, it's another to sit on a bus and go to the sugarcane and lettuce fields in this area that is critical to Florida agriculture. Keith Wedgworth (Class VII) did a wonderful job, in not only organizing our day in Palm Beach County, but in also explaining the sugar

industry from field to table and why he is working so hard to make people aware of this bill and what it will do to agriculture in this area.

We had a wonderful dinner on the last evening of this seminar with over twenty alumni from the area—it was great to see so many familiar faces and for Class X to be able to interact with so many alumni! This seminar seemed to really mark the “crystallization” (to put it in sugar terms) of the Class—they have come together to form a pretty extraordinary group!

Our next seminar takes us to Tallahassee! Please plan on joining Class X and WLI Alumni for our annual legislative reception on March 22, 2017 at 3:00 p.m. at the Florida Forestry Association!



Join us

for the

Annual WLIANR Legislative Reception!

Who: WLIANR Alumni in the Tallahassee area

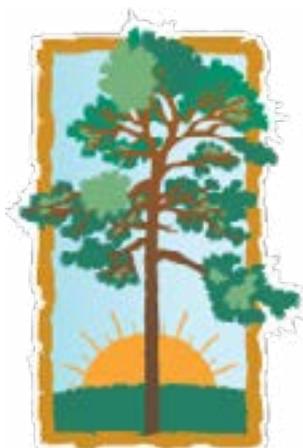
*When: Wednesday, March 22, 2017
3pm - 5pm*

(Class X will be in Tallahassee during this week for Seminar IV.)

Where: Florida Forestry Association

402 E Jefferson St,
Tallahassee, FL 32301

For more information
or to R.S.V.P. for the event,
contact Dr. Hannah Carter at hscarter@ufl.edu.



**FLORIDA
FORESTRY
ASSOCIATION**



Meet

Class X Member Sarah Spatola



Sarah Spatola is the Marketing Coordinator for Ecologel Solutions, LLC – an Ocala, FL based company specializing in the production of environmentally responsible solutions for plant science and water conservation. After earning a BS Degree in Marketing and Sales from the University of Central Florida, Sarah joined her family business in 2009. As the Marketing Coordinator she is responsible for the company's marketing and advertising programs. Raised in Ocala, Sarah currently resides in Winter Springs, FL with her husband, Nick, and son, Jack. As foodies, the Spatola family enjoys great restaurants and entertaining as well as crafting and golf.

A City of Passion -Sarah Spatola



I must admit that I was not exactly looking forward to Seminar III. Though excited to reunite with the other members of Class X, I was apprehensive about heading to Miami. As a sales rep, traffic challenges and safety concerns while traveling alone through warehouse districts and the less desirable areas of the metroplex left me a bit jaded towards that part of our state. With traffic concerns alleviated by bus and carpooling (shout-out to Melissa Syfrett for her ability to weave that Tahoe in and out of city traffic like a seasoned NASCAR driver), and the comforting sense of safety in numbers, I was able to experience Miami in a whole new light.

During Seminar II, State Representative and Wedgworth Class V Alumnus, Halsey

Beshears spoke to our class about the power of purpose. As he spoke, I wrote down the words, “if you have a why, you can do anything.” This message remained etched in my mind throughout our days in Miami as we encountered a multitude of speakers whose passion and purpose have driven them to take on the tough issues and seek new opportunities to make a positive contribution.

On Tuesday morning, our seminar kicked off with a spirited presentation on Cuba by Dr. Elsie Miranda. The Associate Professor of Theology at Barry University, taught us about the Cuban Revolution and the current state of affairs all the while making connections between the intertwining of religion and political power. While she spoke, her desire to help lift the weight of oppression from the Cuban people seemed to be a part of her, as if

the passion were woven into the fabric of her DNA. The daughter of political refugees of the revolution, Dr. Miranda experienced crisis of identity growing up as she struggled to find her place as a Cuban-American. Though her parents and grandparents have no desire to return to Cuba, a few years ago, Dr. Miranda was asked to make the trip to impart her knowledge. Through her time and experience in the impoverished country, she connected with the people and found an opportunity to make a difference. In 2014, Dr. Miranda started the Cuban Evolution Foundation to support the resurgence of human dignity. In an area where most people would be afraid to actively support change, Dr. Miranda simply states, “you have to be willing to lose in order to win.” She also credited her religious beliefs for her resolute attitude when she joked, “Catholics never ask for permission, because they can always ask for forgiveness.”

Tuesday’s programming proceeded by directing our attention to one of the biggest issues facing our society today. According to a recent study from the Center for Disease Control, cancer may soon surpass heart disease as the #1 cause of death in the United States. For Sylvia Gordon, the passion to help provide comfort to those fighting the disease was born out of her own personal battles. Having survived four separate cancer diagnoses, Sylvia is no stranger to life in and out of the hospital. During

“In an area where most people would be afraid to actively support change, Dr. Miranda simply states, “you have to be willing to lose in order to win.”

two of those diagnoses, she was forced to leave the Miami area to seek treatments. As a result, Sylvia became adamant that a person should not have to leave the comfort of their community to receive proper cancer care. She got involved in an advisory committee for the Miami Cancer Institute, and Class X was fortunate to see the results of her efforts as we visited the one-week-old facility. Through our discussions with President and CEO, Vice President, COO, and Director of Patient Experience, it became clear that the leaders at the Miami Cancer Institute are focused on providing humanized treatment and unparalleled patient care. Many of their programs and practices are a direct result of Sylvia and the other advisory committee members who have made it their mission to ensure the availability of state-of-the-art care within the local community.

Tuesday’s speakers concluded with a tour of Block Botanical Gardens. Dr. Jeffrey Block is an American Board-Certified Anesthesiologist. A modern medicine man, ‘DocBlock’ acknowledges the historical prevalence connecting botany and medicinal treatment. His passion for plants emanated as he proudly guided us through his world-class menagerie of subtropical plants. Developed and nurtured over the past 25 years, Block Botanical Gardens features plants sources from six continents.





Our lesson on the power of passion continued Wednesday as we encountered two speakers with vastly different stories to tell, both of which are rooted in the drive to help others find success. First, we had the opportunity to meet Dr. Susan Amat, CEO and Founder of VentureHive®. A self-describe serial entrepreneur, Dr. Amat, founded VentureHive to foster entrepreneurial spirit into the development of sustainable, scalable and successful businesses. After finding her own success in the entertainment and health care industries, Dr. Amat earned her PhD in Strategic Entrepreneurship and has become an ardent supporter of entrepreneurship education. She iterated the importance of developing people over ideas, and mentioned that bad ideas can, and often do, succeed with the right people behind them.

Next, our class traveled to Chapman Partnership's downtown Miami Homeless Assistance Center where we met Volunteer Specialist, Heather Wilson. As we stood in the cafeteria listening to how Heather serendipitously found her calling to help homeless individual and families become self-sufficient, I was reminded of the movie, Serendipity, in

which character Dean Kinsky is quoted as saying, "You know the Greeks didn't write obituaries. They only asked one question after a man died: 'Did he have passion?'" For Heather's, the answer to that question is resounding, "Yes." Reeling from the ethical challenges that she faced during her career in politics, Heather's mom suggested that she volunteer at the Center. While she spoke about that experience and the career that has followed, her genuine smile expressed the pride that she feels in serving others.

Nelson Mandela said, "There is no passion to be found in playing small – in settling for a life that is less than the one you are capable of living." Throughout Seminar III and through my time with the Wedgworth program thus far, I have learned a lot of facts about different industries and gained once in a lifetime experiences, but above all I have gained insight into the value of passion. Leadership cannot exist without passion, for it is passion that provides the strength to withstand challenges, the energy to grow, and the power to inspire others.

Meet

Class X Member Kyle Straughn

As an owner and full time manager of Straughn Farms, Kyle Straughn spends most of his time on one of his three main blueberry farms; he also manages cattle, honey bees, and sharecrops watermelons. Born and raised in Alachua County just west of Gainesville Florida, he graduated from the University of Florida with a BS in Food and Resource Economics. He continues to live in his hometown with his wife Kimberly and six year old son Ethan. He enjoys doing activities outdoors such as hunting, fishing, taking long walks in nature, and spending time with close friends and family.



South Florida Hits Close to Home

-Kyle Straughn

Seminar III's trip started a day early

for me on Monday morning, January 23rd. I met with Wedgworth classmates and alumni on the way to South Florida to tour a citrus packinghouse; during this time we had the opportunity to discuss many of the obstacles facing the citrus and honey bee industry and the connectivity of the two. Anxiety filled my mind as I thought of the tasks I had left behind and the future seminars that would land during our farm's concentrated blueberry harvest. This was quickly put into perspective after seeing my classmate have to walk away from his large scale citrus packinghouse so we could head south to Miami for the seminar.

During this seminar, we heard from successful and educated speakers who discussed current society issues such as the hardships of Cubans, cancer survival and technology, homelessness, the Miami Port, fostering entrepreneurship, immigration, current politics, and the issues facing agriculture in the Everglades Agricultural Area. Many of these issues hit home and were very personal for me, and the timing was oddly relevant, having dealt with cancer technologies and survival, immigration effected by current politics, and the issues such as labor and environmental pressures associated with the large scale farming in the Everglades.

To start off the seminar, we were introduced to Dr. Elsie Miranda who gave us a history review of the Cuban revolution and its relation to south Florida. Her insight and perspective was like

“Many of these issues hit home and were very personal for me, and the timing was oddly relevant...”

none I had ever heard. She spoke about “lying as a way of survival” which was not a new concept but in the past had always rubbed me the wrong way; however, she presented it in a way that made sense and helped me better understand many of the people I have worked with in my life and rely on in my industry. Next we met Wedgworth Alumni Class V member Ms. Sylvia Gordon, a Miami resident in the wholesale landscapes business and a four time cancer survivor. She gave a sobering presentation on her battle with cancer and the many hurdles she had to overcome to seek treatment and to get the care she needed. This led into her testimony on “why” she became a pivotal participant by sitting on the Board of Directors and Advisory committees for the Miami Cancer Institute we would visit next. Her straight forward talk discussing cancer and how it permanently affected her as a person was a stark reminder for me. Almost 12 years ago I myself became a cancer survivor. I realized I could not simply block out this pivotal time in my life and that no matter how taboo it had become it was something that will always be part of my story. It was clear that it was not easy for her to talk about her struggle with survival standing in front of us that morning, but she bravely laid it all out in front of us, ending by sharing how she had been an advocate for an all-inclusive cancer hospital here in Miami. As she ended her story, I found myself speechless with a lump in my throat. After I privately thanked her for her time I realized that even though I had not been willing to



share up until this point, cancer survival was truly my biggest “ah-ha moment” in life.

Later that afternoon we boarded the bus, with Ms. Sylvia at the front pointing out iconic parts of her beloved city. We soon arrived at the Miami Cancer Institute that she had so proudly been speaking of. It was a newly constructed building with glass walls and beautiful architecture; clearly it had world-class appeal. As we walked in, there was a lady playing a large golden harp. It was clear that this center was not only about providing the very best medical care, but also about creating the best environment and support for these patients who have been given this life-halting news. The underlying mission of this center is to be a one-stop outpatient center for all types of cancer patients so that not only can a patient get all the expertise in one building, but they can also schedule it all in one day rather than having multiple appointments throughout the week as the patient’s experience is the number one priority. As past cancer patients, Sylvia and I both experienced the hardships of traveling to different states for second opinions to seek care and feeling more like a number than a patient with everything on the line.

As we made it upstairs inside the cancer institute, they offered us a large conference room as well as their valuable time and full attention. One of the center’s first moves was to recruit surgeon Dr. Michael Zinner as the President and CEO. He is clearly a smart and accomplished man, and based on his personality I would assume has great bedside manner, which is not always easy to find in a

doctor. Ms. Michele Ryder is the Chief Operating Officer; she, too, was very knowledgeable, and as an R.N. with 37 years of experience she and Dr. Zinner clearly made a good team. They explained their honorable mission to be a one-stop center, and to make the patients their number one priority through creating a mind-body environment that promotes healing, wellness, and recovery. They offered all forms of treatment including the newest technology proton therapy treatment, an innovative treatment that precisely targets cancer cells to avoid healthy tissue.

Later that afternoon, we returned to the Miami Hilton Tenor room. There we heard from two well-known and accomplished speakers: Mr. Justine Sayfie, president and CEO of Sayfie Media speaking on “The Political Climate in Florida and beyond,” and Ms. Elizabeth Pines, Immigration Attorney at Elizabeth C. Pines, P.A. and Wedgworth Alumni from Class VII. These two gave compelling talks on the dramatic changes we are facing in politics and immigration. Mr. Sayfie elaborated on the how the old model of politics has changed much because people no longer are relying on just three dominate news sources, but instead are reading one tailored to them through social media where there is no monitoring of credibility. Ms. Pines elaborated on the broken immigration system and the uncertainties under the current administrations.

Clearly by design, the first two days in Miami had given me many pause moments and honestly made me stop and think about what is most important in this short life. Seeing the complexities of the Miami





Port, business life in Miami, the children and mentally ill in the homeless center, and the all too familiar cancer hospital had me briefly reevaluate my personal career-driven ambitions. The voice of Dr. Susan Amo, CEO of Venture Hive, stating there is “no balance” between work and family as a business owner and entrepreneur reminded me of the somewhat haunting words from Mr. David Melvin from Seminar II when he said that someone or some entity of your life is going to be “cheated” if you do not strive for balance between work and personal life.

As we headed out the next day into the open fields of the Everglades, sampling sugar cane and lettuce fresh from the fields, and seeing the collaboration of the co-ops and family-run business, I was reinvigorated in my personal and career-driven quest of preserving this type of industry, way of life, and family tradition that had clearly chosen me as much as I had chosen it.

On the third day of our trip, I was extremely excited to travel down HWY 27 through the Everglades Agricultural Area (E.A.A.) in Palm Beach County. I had only heard of this rich “muck” soil that had been left behind by thousands of years of decaying vegetation; it was such a contrast to the

sandy soils I am accustomed to farming. It was like nothing I had ever seen before; the soil was as black and rich as any top soil I had ever seen, with a hard layer of lime rock below. Seeing the fields of sugar cane reminded me of my great-grandfather who maintained a small stand of cane so that the family and community could come together after the first frost of each year and harvest the cane by hand, run it through a press and cook it down to cane syrup, a family tradition we have kept going so many years later with that same press and outdoor cooker.

Mr. Keith Wedgworth, Class VII member, met us all at the Sugar Cane Growers Cooperative. He boarded the bus with us and proceeded to answer questions about the operation and tell us some of his family’s history, all the while driving through thousands of acres of sugar cane. The bus stopped in the road where several harvesters were cutting sugar cane while simultaneously loading it in the adjacent trailers that were then loaded in road-worthy trailers, which were weighed and brought to the sugar mill. I laughed to myself as I noticed the bus didn’t seem so bad now that we had left the concrete jungle of downtown Miami. Later I was in complete awe as we entered this huge

“...I was reinvigorated in my personal and career-driven quest of preserving this type of industry, way of life, and family tradition that had clearly chosen me as much as I had chosen it.”

warehouse on our tour bus to see the mountain of unprocessed sugar that was brought in by the dump truck load, it was larger than I ever could have imagined.

Back at the Co-op, we enjoyed a wonderful lunch and overview from Mr. John Hundley, the Chairman of the Co-op Board, as well as from Ms. Barbara Miedema, Vice President of Public Affairs and Communication and member of Class IV. They discussed the issues they have faced in the past with markets, government policies and the ongoing threat of eminent domain caused by arguably a misinformed public. The scale and mechanization of the sugar cane operation that Keith Wedgworth and his people shared with us was mind blowing, and I cannot thank him, Mr. John Hundley, Ms. Barbara Miedema and the rest of his team enough for sharing it with us.

The Basore family's operation was something I will never forget. Both the field harvesting and state-of-the-art packinghouse were immaculate and operating efficiently. Everything was labor intensive, from planting, weeding, thinning, harvesting to packaging at the packinghouse. The Basores have clearly invested in the best and newest technology both in the fields and in the Cypress Cooling Facility to help produce the highest quality produce for the consumer. Mr. Stephen Basore, the Food Safety Director for TKM-Bengard Farms and a Class VI Wedgworth member, led us through the packing facility and explained the detailed process from start to finish. I gained a good understanding and appreciation of the way things must work in a timely order to go from the field, to being cooled in less than four hours, then bagged in a controlled atmosphere, and how all of that affects the quality

and shelf life as it makes its way to the store. It was inspiring to see how relaxed David, Stephen, and Michael Basore all were in the midst of all they had going on. Many of the issues they face such as labor, water, environmental pressures and the ever-changing food safety rules are some of the issues facing other sectors of agriculture and are certainly problematic for use in the blueberry industry. To see the four generations of this family working together and growing their business with their sights on the future seemed both rare and encouraging.

Two days before we visited the A.E.E. incoming senate, President Joe Negron had declared to make it his number one priority to mandate a federal land-buying program to obtain agricultural land south of Okeechobee, the proposal would impact so many of our WLI alumni and others in this area. As I drove home on Friday, I hear on the radio that there are protestors in Miami-Dade because the city was complying with Trump's executive order on immigration enforcement. Then I get two separate phone calls that two people close to me have been diagnosed with cancer. Dr. Hannah Carter has done a wonderful job timing these programs so the arguments contradict one another and are thought provoking, but at the same time clearly not even she could have been behind the ironic timing of these events related to our trip. Already this program has opened my world up to places and concepts I otherwise would not have seen; at times it has changed my way of thinking, humbled me and, yes, taken me completely out of my comfort zone. I would like to say I am extremely honored and grateful to have the opportunity to be a part of this life changing Wedgworth experience, so thank you to all who participate and make it possible.



Meet

Class X Member James McWhorter

James McWhorter is the Livestock Agent for UF/IFAS Highlands County Extension. In his role, James focuses on livestock production and management, pasture management and forage production, and agri-business efficiency. He graduated from the Auburn University in 2012 and 2014 with both a Bachelor of Science degree and a Master of Science degree in Agricultural Economics. Prior to attending Auburn University, James served in the United States Army from 2003-2009. James currently resides in Sebring, Florida, with his new wife, Katie, a fellow Extension Agent in Highlands County.



A Port, A Tail, & A Stormwater Treatment Area *-James McWhorter*

As I packed and prepared for Seminar

III, I noticed I was excited to be headed to Miami. Large cities are not my usual destination. Even my vacations tend to explore some remote part of the country with great scenery and little development. I realized I have lived over half my life in South Florida and have only seen Miami through a windshield from I-95 a few times. So, I was excited to experience Miami and see what it is like to be in the eighth largest metropolitan area in the United States, which is less than three hours from my house surprisingly.

When I received my agenda from Dr. Carter through email, the one place that stood out was Port Miami. I was eager to tour a commercial port. On the second day of the seminar, we were introduced to Mr. Eric Olafson, the Manager of Trade Development for Port Miami, Mr. Page Stribling, the Manager of Public Outreach, and Mr. Richard de Villiers, the Senior Executive Assistant to Port Director. We learned the port had just finished a one-billion-dollar project to dredge the area around the port to allow larger ships to dock. The port had expected to have one of the larger cargo ships docked while we were on the tour but the ship had been delayed; however, we could watch a smaller American flagged ship being unloaded at the dock. Page Stribling informed us it was rare to see an American flagged ship since there are so few. Apparently, the cost of operating an American flagged ship is high compared to other countries. In fact, 11 small countries have 55% of the world's fleet since their operating cost



are lower and laws are less restrictive. Even though the owners of the ship may be Americans, they can register the ship to other countries to save money. To put this in perspective, the Bahamian fleet ranks sixth worldwide.

As the bus passed the docked cargo ship, I began to fathom how much commercial activity each one of those shipping container holds. Each container provides an income to the truck drivers, warehouse workers, and retailers all over Florida and even the East Coast. Port Miami's trade activity was \$25 billion dollars, but the number that stood out to be me was the \$4.6 billion trade deficit. The United States has operated with a trade imbalance for many years, but agricultural trade has run a surplus since 1960. I do not believe this will last forever without some hard work. Developing countries have shown they can be competitors on the world market and may challenge the United States' agricultural dominance. Food

security is national security, so helping the public understand this is on our shoulders as leaders.

On Wednesday evening, Justin Sayfie met us at the Hilton, in Miami, and informed us that one of our jobs to educate the public about agriculture has become harder. Justin was Governor Jeb Bush's top advisor and is deeply immersed in Florida politics. He explained to us the long tail of politics and how this has affected every election since 2008. To be brief, the long tail is the large number of people that donate a small amount of money to a campaign while the head is the small amount of people that donate large sums. President Obama and President Trump have both received more total campaign donations from the long tail than from the head. In essence, the voters do not trust the establishment in either party and are voting for the outsider. He also discussed the term "fake news". He explained that falsehoods are the truths if you believe it to be true. So, tying this with the water quality issues that face South Florida, our jobs as Agricultural leaders to inform the public about how agriculture interacts with the environment has become harder since the public has a mistrust of the establishment and



have more access to biased news and information outlets.

Our last stop of the seminar was on Highway 80 between Belle Glade and Wellington. I have driven down this road a half dozen times and noticed the large pumping stations, but I never appreciated how large those pumps were until we were inside. You got a feel for how large of a project creating the storm water treatment (STA) areas was for the South Florida Water Management District. Laura Corry, the regional representative for SFWMD, introduced us to Luis Bianchi, the chief operator of the pumping stations and he explained how the pumping stations operated and how quickly those STA's can fill up in the summer rains and storms. We also heard from Eric Crawford who manages the vegetation in the cells. Part of his responsibilities is plant vegetation that will absorb the phosphorus in the soil that has been deposited so the water leaving the STA's has an acceptable phosphorus load. This stop sparked a lot of side conversations in the class. We all knew these projects had taken agricultural land out of production with the intention to send cleaner water to the coast and the everglades and to provide flood control to the developed areas south of Lake Okeechobee. Dr. Carter told the class her aim for this seminar was to highlight both sides of some large problems in South Florida that do not have a simple answer. I think she achieved her goal.

At the end of each seminar, my mind is usually racing trying to absorb everything we had experienced during the week. I am sure my new wife gets tired of my stories when I get home but it is amazing how much you learn in this program. I am truly grateful to be a member of Class X and the Wedgworth program.



“A Cup of Joe”



with Dr. Joe



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



Good to Great by Jim Collins

As I explained previously, I'll use this space to share with you books I have found to be both interesting and insightful in my leadership journey. The first two reviews dealt with biographies of two men who shaped the US presidency – Washington and Jackson. I want to explore some of the classic writings on personal and organizational leadership. One such classic is the book “Good to Great” by Jim Collins which has sold over one million copies. Jim Collins and his team analyzed 28 companies according to a standardized set of criteria to see why some made a leap from mediocrity to greatness and held the position for at least 15 years. In sorting through the data, they discovered the key factors that allowed some of these companies to make the leap and others to remain mediocre.

The first words in Chapter 1 are “Good is the enemy of great.” If that doesn't make you want to read the remaining 218 pages of the book, put it down, but it will be your loss. If you continue, you will learn that we get complacent and comfortable with being good and don't want to make the changes or decisions to become great. In the book, the key determinants of making the transition are:

Level 5 Leadership - The types of leaders that made the transition were more like Lincoln and Socrates than big bold personalities like Patton or “celebrity” leaders. Most were quite, self-effacing, reserved, some even shy, but they all processed an unshaking commitment to see that their company succeed rather than they personally.

First Who....Then What – The level 5 leaders did not begin with a new vision and grandiose strategy. They instead got the right people on the bus, the wrong people off the bus and the right people in the right seats and then they charted the direction. As Jim Collins said, “The old adage ‘People are your most important asset’ turns out to be wrong. People are not your most important asset – the right people are.”

Confront the Brutal Facts (Yet Never Lose Faith) - Every good to great management team followed the former prisoner of war, Admiral Stockdale, paradox: “you must maintain unwavering faith that you can and will prevail, regardless of the difficulties.” But in doing

so you have to have the discipline to confront the most brutal facts of your current situation.

The Hedgehog Concept - This concept is a little difficult to describe in the limited space but is based on the ancient Greek parable: “The fox knows many things but the hedgehog knows one big thing.” In a confrontation the hedgehog always wins because the fox pursues many things at one time and is often scattered and confused, moving in many directions in order to capture the defensive minded hedgehog. Whereas, the hedgehog purses a basic principle, direction or concept that guides its vision and business purpose.

The Culture of Discipline – As Collins puts it, “ all companies have a culture, some companies have discipline, but few companies have a culture of discipline.” Put another way, when you combine a culture of discipline with an entrepreneurship ethic, you get great performance.

Technology Accelerators – These companies carefully selected the technologies that would help them succeed but technology by itself was never the root cause of either greatness or decline.

The Flywheel and Doom Loop - There were no dramatic revolutions or restructurings that caused these companies to succeed. It was rather like a giant flywheel where there was a relentless pushing of the organization in one direction which resulted in a building momentum to the point of breakthrough to greatness.

I promise you this book will make you think about your organization and how you lead or interact in it. My favorite analogy in the book is the concept of your organization as a bus and the key to success is a leader who focuses on getting the right people in the right seats on the bus and the wrong or ineffective people off the bus! The latter part is tough, as managers we tend to want to help all our people succeed, but in spite of all our efforts we finally realize it want work for some and kick them off the bus. Not surprisingly, the good people still on the bus are thinking – what took you so long! Just think about how many great football coaches have taken some other coaches' players and made them into champions by putting players where they can contribute the most and go from “Good to Great”.

“...The old adage ‘People are your most important asset’ turns out to be wrong. People are not your most important asset - the right people are.”



Coordinator's Corner:

Crazy Leadership -Valerie McKee, Program Coordinator

“Crazy” is one of

those adjectives that can have so many different meanings depending on what it is describing. Life can be “crazy.” Traffic in Miami? Definitely “crazy.” Some of the most fun moments in life have been what we would call “crazy.” I’m sure I have driven my co-workers “crazy” at times over the last year since beginning my position with the Wedgworth Leadership Institute and the Alumni Association. Honestly, if I let myself think too much, I begin to convince myself that I, too, am a tad “crazy.” Again, the word “crazy” can encompass different connotations and undertones depending on how you interpret it.

I believe it is one of the educational goals of this program to bring us to a place where we can recognize the common threads in the various topics we cover—threads we can trace to see where we can step in and “stitch holes” and solve these problems as dynamic leaders within a very dynamic industry. And so, throughout Seminar III I found myself making a rather absurd connection between our topics—all I kept hearing and thinking was how seemingly “crazy” everyone seemed for what they were doing!

Barry University Associate Professor Dr. Elsie Miranda, for example, told of her trip to Cuba, told of her conviction to go back to her native country, told of the foundation she started to help restore Cuban community. Upon completing her presentation to our group, she was asked a question by Dr. Joyce in regards to her bravery in the face of so much danger. Her response made me chuckle but also made me think deeply afterwards. She responded, “You call me brave...but I also think I’m a little crazy, and that really helps.”

That level of bravery? It is the evidence of leadership, of determination and vision beyond that of the average person. But not just any leader would attempt what Dr. Miranda has already accomplished in Cuba, where she privately supports locals to rebuild Cuba’s sense of worth using education and community networks. No,

this kind of leader must have another fundamental element going for them to make them attempt the impossible, the scary, the unimaginable. This kind of leader must be CRAZY.

Sylvia Gordon, Class V alumnus and one of my favorite people I have met over the last year in my role with the program and alumni association, took her personal story of surviving cancer to a crazy level of leadership. While most would hear her testimony and simply applaud her for continuing a successful career as a nursery business owner, Sylvia went above what was expected of her and found more ways to apply her leadership. Because of her own tenacity and burden for other cancer patients who would go through what she went through herself, Sylvia tacked a feat that seems almost unreal to put into writing here. It was Sylvia’s

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leadership and service to the Board of Directors for the Miami Cancer Institute that helped establish this new cancer treatment facility in South Florida. Her advocacy for something so grand of a scale is remarkable, especially knowing it would benefit others and not herself directly.

Then, there was that crazy lady at Venture Hive! Dr. Susan Amat, CEO of an educational, entrepreneurial consulting business in Miami, shocked many members of Class X with her bluntness and sarcasm, while confusing others in our group with what it is she actually does for a living. Her work with companies of all different sizes and purposes is both conceptual and individualized according to their needs. When describing what Venture Hive sets out to do, Dr. Amat said, “We work with all kinds of crazy companies... We build the people so they can go and build the things.”

Build the *people*? That sounds a little crazy, especially when you start to think about how different people can be, how *messy* people can really be. As we learn from this program, people come with their own personalities, their own strengths sets, their own style in how they go about thinking, their own experiences and biases and prejudices. Who would be crazy enough to take on “building

people” as a way to make a living? (This is where I cough under my breath as I realize this is the essence of leadership programming such as what we do in this program: building people to be better leader-versions of themselves.)

Heather Wilson, the Volunteer Specialist at Chapman Partnership, a large homeless shelter in Miami, told us her “crazy leadership” story. Heather, young but already successful in her career running local political campaigns in Miami-Dade County, left her job to work for Chapman Partnership. As a die-hard fan of the tv drama *Scandal*, I imagine Heather, an obviously intelligent and gifted individual, to have been like an ‘Olivia Pope’ type in her former life, handling politicians in South Florida with style and grace. But she chose to walk away from all that to instead serve the poor and the least of these - *as her full-time job!* I suspect this might be one of the craziest stories we encountered while in Miami; yet it was in the craziness of her story that made it so inspirational and humbling.

Not to forget the tours in the Everglades Agricultural Area (E.A.A.), I recognized what “crazy leadership” looks like in production agriculture. My cousin Keith Wedgworth, Class VII, and Ms. Barbara Miedema, Class IV, both spoke to Class X about the present fight to protect agricultural production in the Everglades from environmental activists and the misinformed public that live just outside the E.A.A. I was amazed at their unshaken conviction in their message, the measures that they and others have taken to advocate for agriculture production in South Florida. These farmers probably feel like they are arguing and fighting against “crazy,” but I believe the “crazy” they face is no match for their crazy amount of determination and passion for what they do.

A few years ago, I read a book entitled, “A First-Rate Madness.” The author, Nassir Ghaemi, made the case for why so many well-known leaders in history were successful leaders despite the critical obstacles they faced because of their mental illness, including Napoleon, Lincoln, Churchill, MLK, and others. Understanding that mental illness is not an easy subject to broach, I do not want to offend or upset anyone with these thoughts. Instead, I hope to highlight the possibility that perhaps our real moments of “crazy” - when we attempt the impossible, the scary, the unimaginable - are actually evidence of achieving a new level of leadership, daring, courageous, creative, selfless, determined, passionate, *crazy* leadership.



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