

2008 Executive MPA Portland State University

Leadership Within the Oregon Department of Forestry

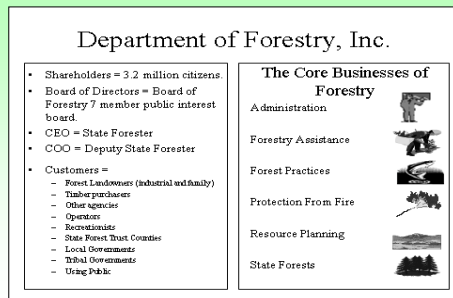
August, 2008

James E. Brown, Governor Kulongoski's
Natural Resource Policy Director, Retired

Oregon Department of Forestry

- Typical line/staff organization
- 05-07 biennial budget of \$235 million
- 912 FTE
- 1292 positions
- 5 businesses

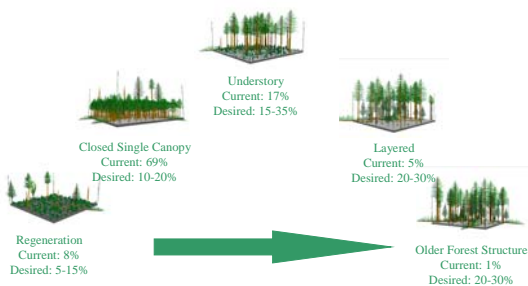
Corporate Model



Significant ODF Accomplishments

- Aligned/empowered organization
- Large political capital
- New vision for Tillamook State Forest
- Science based Forest Practices Act
- A new statewide policy framework—sustainable forestry

Structure Based Management Stand Structures



MONTREAL PROCESS CRITERIA AND EXAMPLE INDICATORS FOR SUSTAINABLE FOREST MANAGEMENT



How did ODF make these accomplishments

Teaching & leading the organization, and all the employees, in three dimensional leadership

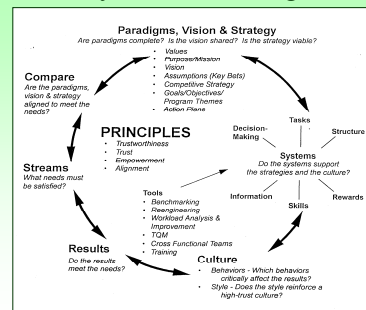
Key Responsibilities of A Leader

- Are you in the right jungle?
- Set clear goals for accomplishment
- Identify limiting issues facing the organization
- Foster healthy debate among diverse interests
- Synthesize the debate
- Make a decision
- Oversee the implementation of the decision
- Provide the tools necessary for accomplishment

As a new leader, you are asked:

- What you want to accomplish;
- What your philosophy is; and
- How you are different than the last person to occupy this job.
- Tell me what to do, boss-- did not work for me.
- Aligned & empowered organization.

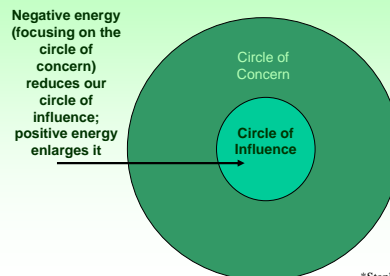
Covey Circle of Progress



1. Building Relationships—trust building and intelligence gathering

- Agency employees
- Governor's office
- Elected officials
- Environmental groups
- Landowner groups
- Media, public opinion polls, etc.
- Other agencies & organizations
- Meaningful public involvement

Circle of Influence/Circle of Concern – Reactive versus Proactive*

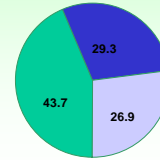


2. Understanding Streams

Balance Desired in the Management of *Private* Forestlands

Environment	Economic	Social
Protection of water quality and wildlife habitat.	Growing forests for products people use.	Meeting a wide range of social needs such as employment, recreation, revenues to support healthy rural communities, and providing aesthetic and spiritual values.

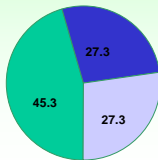
2002 OFRI Survey



Balance Desired in the Management of *Federal* Forestlands

Environment	Economic	Social
Protection of water quality and wildlife habitat.	Growing forests for products people use.	Meeting a wide range of social needs such as employment, recreation, revenues to support healthy rural communities, and providing aesthetic and spiritual values.

2002 OFRI Survey



Public Opinion is in Direct Conflict with Public Behavior-Jo Ellen Force

- Public opinion-want high quality of life
 - education, public safety, human resource services, family wage jobs, quality environment
- Public behavior
 - 1950 average house-1094 sq ft; 1994 average house-2100 sq ft.; yet, household size decreased from 3.37 to 2.62 persons per household
 - paper consumption: 221 lbs in 1950 to 409 lbs in 1994
 - SUV's

Citizens Want A High Quality of Life

- Jobs
- Education
- Public Safety
- Human Resource Services
- Quality Environment

3. Systems, Culture & Principles

- Managerial training—three dimensional leadership
- Language
- Guiding principles
- Succession planning
- Workforce diversity

Language for Discussions

- Seven Habits of Highly Effective People
- Covey Circle of Progress
- Working guidelines
- Improving Personal Effectiveness
- Agency Leadership Program—3D Leadership
- Myers-Briggs
- 360 feedback
- Corporate model

Building Learning Organizations

- Creative tension between vision and current reality
- Designer of governing ideas, purpose, vision and core values
- Policies, strategies, and structures that translate guiding ideas into business decisions
- Effective learning processes—training grid
- Employees make aligned decisions

Succession Planning

- Key bets
- Projected turnover
- Key areas of concern
- Developed a plan

Details of Recruitment/Development

- Recruitment
- Diversity
- Employees' goals
- Training
- Moving policy
- Pay
- Retirement equity

4. Paradigms, Vision, Strategy, & Results

A conversation lead by the Leadership Team

Board of Forestry Strategic Planning *Forestry Program for Oregon*

- Mission
- Vision
- Values
- Objectives
- Policies
- Programs

Agency and Program Business Plans

- Program goals
- Key bets
- Issues
- Strategies
- Themes
- Action plans
- Accomplishment reporting

5. Ceremonial Functions— Showing that you care

- Funerals
- Retirements
- Bill signings
- Receptions
- Public speaking
- Other

6. Stand-by Organ for Major Crises

- Fire
- Forest Practices
- Political
- Other

7. Do Real Work

- Help the organization solve important problems it faces
- Do more than walk around and look good

8. Supervise

- Oversee the implementation of the organization's activities against the desired results

Attributes of Leadership

- Strong oral and written communication skills
- Ability to “get along”
- Ability to synthesize complex stuff into a story that others can understand and, in the end, provides leadership to the organization
- Build partnerships with diverse interests
- Build own shadow

Attributes of Leadership (cont.)

- Think ahead—multi-tiered chess game
- Keep staff inside the fog lines
- Make necessary organizational changes
- Listen to your guts
- Lead while being lead
- Manage your ego
- Life long learning

Summary

- Think through the mission of the business
- Standard setting
- Maintain & build the human organization
- Build relationships
- Ceremonial functions
- Stand-by organ for major crises
- Do real work
- Supervision

Six Ingredients of Environmental Leadership*

- Prepare to be a leader and a follower
- Think frequently and positively about change
- Strive to develop the capacity to think broadly and flexibly
- Learn to listen effectively
- Know and practice your values and ethics
- Be a lifelong learner

*John Gordon and Joyce Berry

A Footnote

Interpersonal skills are your key to
your future—not technical skills