We’ve learned:

Leadership in Forestry today demands more:

- A deeper understanding of larger trends affecting forests
- The ability to quickly adapt…climate, technology, economic forces, public demands, community needs, new tenure arrangements
- Excellent communication skills, ability to engage, political savvy, ability to work with new constituents, partners, collaborators
- Reaching across the globe for new ideas, support and participation in a network of peers
Forest Service Changes...

FROM:
- Experts
- Foresters
- Managing forests
- “Tell” the public what is needed
- Check the box public involvement & tribal engagement
- Strong “program” delivery and accountability
- USFS delivering mission

TO:
- Offer expertise & value expertise of others
- Multi-disciplinary specialists – integrators & holistic practitioners
- Managing risk & disturbance and seeking to provide broad range of ES
- Invite the public to co-create shared vision and set of actions
- Tribal leaders consulted – value traditional ecological knowledge & scared sites
- Integration and holistic thinking about social, community, economic and ecological values of place
- USFS and partners (tribes, states, federal agencies, non-governmental organizations) delivering conservation and connection to citizens

Caring For the Land and Serving People
Internal Culture Shifts

**Safety** – learning journeys, intention statement, agency wide engagement, incorporating learning in reviews, established an office of learning, ongoing employee engagement

**Inclusion** – shifting demographics, increased urbanization, relevance and connection to people we serve

**Leadership Engagement** – hard truths, employee viewpoint survey, virtual engagement followed by face-to-face, virtual work and fostering connection ongoing
The purpose of the Leadership Forum Sessions is to create deeper understanding and agreement on critical issues facing the agency, and to generate shared responsibility for taking action to deliver new results. Field Leaders named the following compelling issues as the focus of the sessions:

- Creating a leadership community with stronger capacity to work together on agency-wide strategic issues and achieve aligned actions.
- Evoking a deeper sense of the Forest Service mission in today’s world – to gain clarity around mission, purpose, and capacity to deliver conservation.
- Deepening understanding around and commitment to an inclusive and diverse workforce and a shared intention to move the agency forward.
What are examples of current business and cultural practices that build an engaged, coherent, and dynamic leadership community?

- Listening, communication, and information sharing among staff
- Behaviors and feedback that promote open, engaged, inclusive, and focused leadership
- Support for new ideas, diversity, and creativity among leaders
- Shared core values, vision and goals among leaders
- Collaboration and teamwork
- Peer networks
What are examples of business and cultural practices that impede the creation of a leadership community?

- Use of business processes and systems that are inefficient, not well tested or out of date
- Limited or inappropriate forms of communication
- Failure to clarify mission, focus priorities and provide accountability
- Lack of trust in leaders and limited decision-making authority
- Lack of time and capacity
What leaders have said:

- We need to craft a mission statement that “brands” the agency
- We need to teach the mission to new people
- Our priorities are clear and tied to mission
- Employees are more inspired and connected to the mission – every employee finds meaning and purpose in the mission
- Strengthen people's connection to the land…the public understands and supports the mission
- We build constituents for the future
- Our mission, our agency, our work is exciting and inspiring – its attracts the best and the brightest
- Inspire – Educate – Unite
- Mission should serve as our guiding light – our reason for being here
USFS Identity Matters

We’re asking ourselves three key questions:

• What do we stand for?
• How do we show up?
• How do we bring people together?
Our world is changing dramatically in terms of threats to the land, urban migration & climate influences and our workforce, work and operating environment are rapidly evolving.

People are asking for an anchor point that explains what the Forest Service is all about amidst this change.

We want to reconnect with our core purpose and create understanding about why we do what we do.

Our roadmap for clarifying identity is to articulate the core values we stand for as an agency that drive our behavior; the unique value we deliver to society; and the authentic voice we use to show up in the world.
Pursuing Identity

Our journey will require us to engage a broad cross section of people so that employees and the public can find themselves reflected in our identity.

The direct result of this effort will be a unified Forest Service that is widely known for building relationships that inspire and empower support for natural resource conservation.

A clear and compelling purpose keeps us aligned and motivated to meet diverse needs of our public, deliver on our ideals of functioning democracy and sustainable society, and ensure land and people prosper together.
Habits

How We Tell Our Story
Asset-based story telling builds trust and collaboration

Missing Middle
Engage more voices to find solutions that bring people together

Relationship Loop
Investing in relationships will help us get work done (and vice versa)
How We Tell Our Story

for the greatest good

Choice point

Deficit frame

Asset frame
Missing Middle
Relationship Loop

Future state

Current state