

# Reinventing Our Educational Models to Train the Next Generation of Environmental Leaders

*9<sup>th</sup> Biennial Conference*

*University Education in Natural Resources*

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*Dean, Warner College of Natural Resources*

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**Session Organizers:**

Joshua H. Goldstein, Academic Director, Conservation Leadership Program

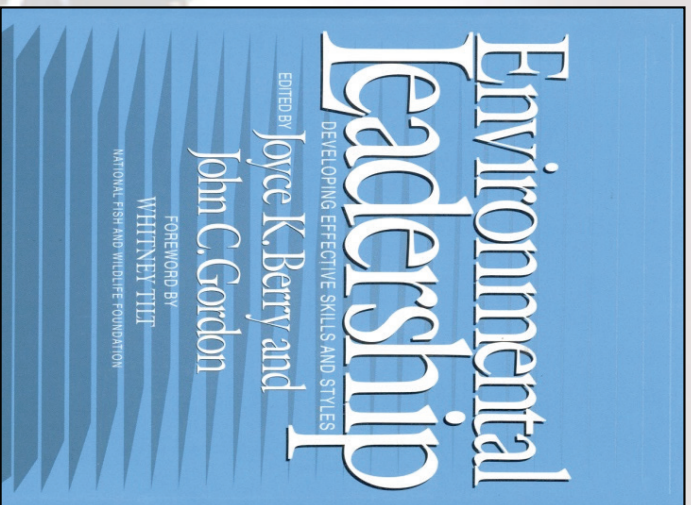
Ryan Finchum, Field Director, Conservation Leadership Program

Joyce Berry, Dean, Warner College of Natural Resources

# Evolution of Leadership Programs

## Researched National Environmental Leadership Literature and Curriculum

- Many books on business, military, and political leadership, but none on environmental leadership
- Outcome two environmental leadership books



...first book described career paths, experiences and advice of environmental leaders about skills and styles (1993)

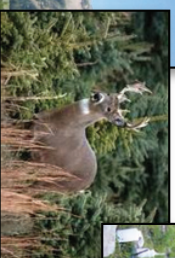
...second book builds on insights from first book with a focus on context, organizational leadership and differences between old and new leadership (2006)



# Why Environmental Leadership Is Different

**CENTRAL PREMISE:** *Environmental leadership is different from other leadership because of the unique characteristics of environmental problems*

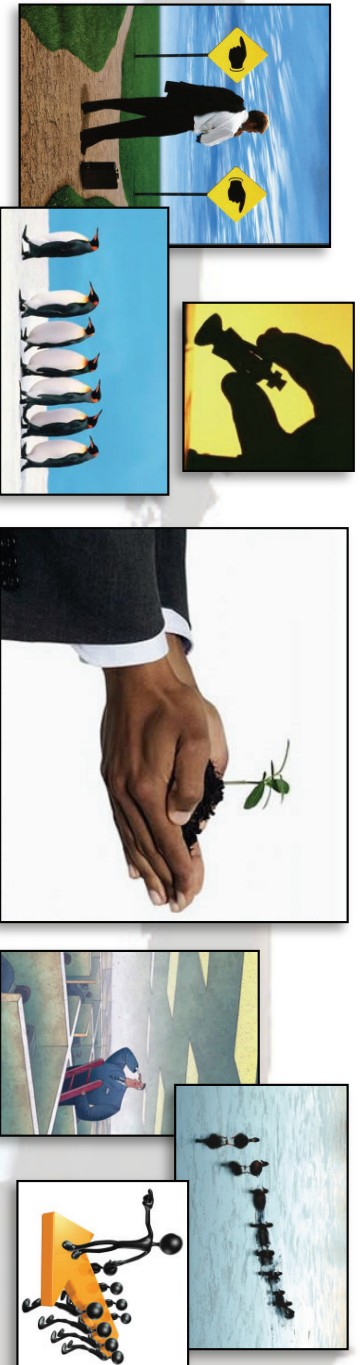
- Long Time to Solution
- Complexity
- Uncertainty and Unintended Consequences
- Emotionally Charged Situations
- Incomplete and Scattered Science Base
- Integration Across Disciplines



# Leadership Hypotheses

**CONTRIBUTING FACTORS:** *several hypotheses noted in the book affect the nature and style of environmental leadership*

- *Leaders are not born; leadership is a set of skills that can be learned*
- *Everyone learns to lead depending on circumstances*
- *Successful leadership requires diversity of skills and styles*
- *There is no single leadership model, however, there are commonly identified traits and characteristics*



# Definition of Environmental Leadership

*“The ability of an individual or group to guide change toward a vision of a more positive future”*



# Critical Skills and Styles

**SKILLS AND STYLES:** *personal characteristics describe environmental leadership—what are they?*

*2004 Survey results...*

- **Understanding societal needs and the ability to articulate how NR management links to those needs**
- **Team approach**
- **Communication with a broad-range of stakeholders to find common ground**
- **Excellent relation building skills**
- **Value diversity**
- **Broad base of knowledge**
- **Adapt to change**
- **Action oriented—take calculated risks**
- **Proactive problem solving**
- **Vision**

# Curriculum Development

**YALE LEADERSHIP COURSE:** “*Leadership in Environmental and Natural Resources Science and Management*”

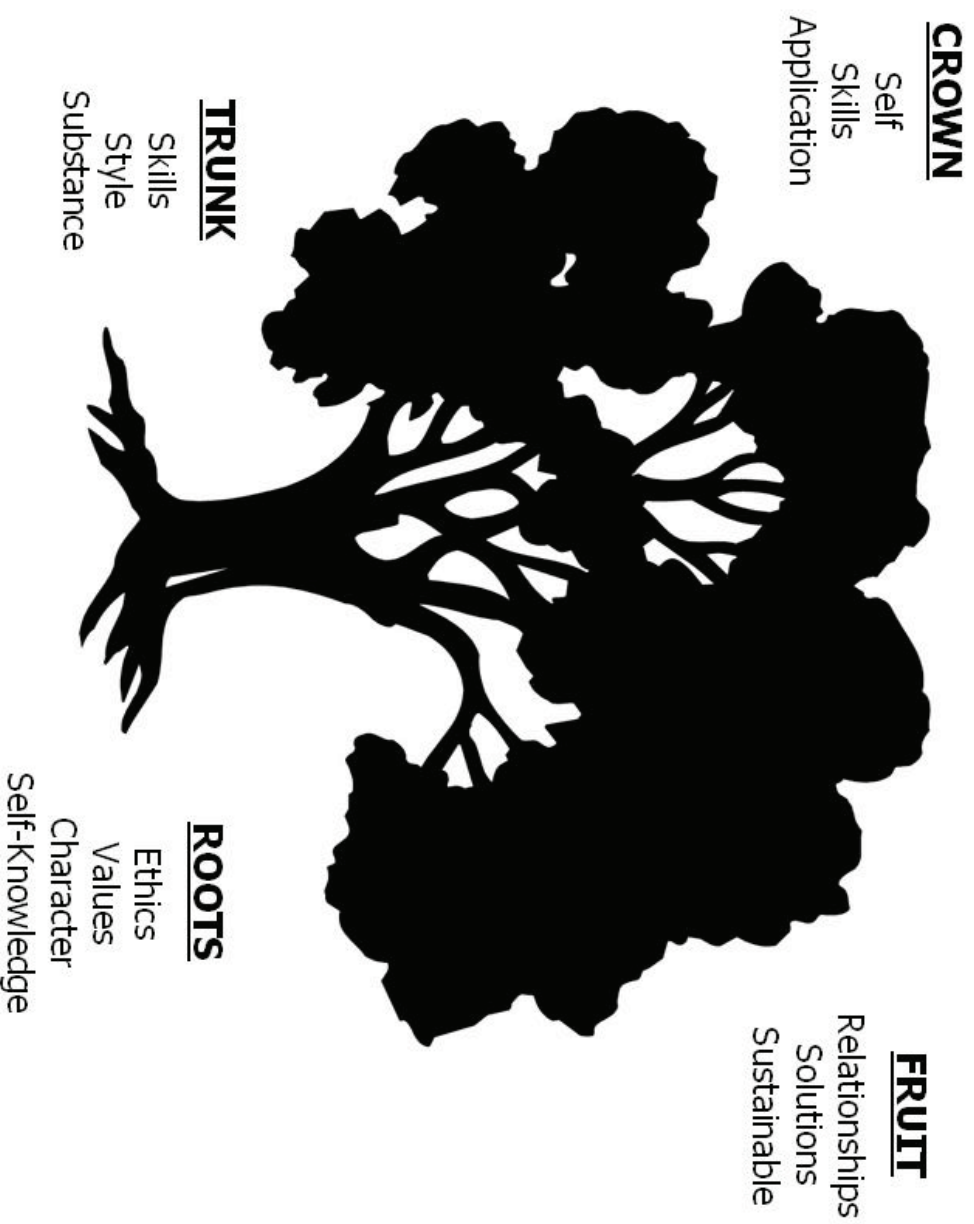
- **Course Components**
  - *Identify and examine leadership skills and styles ; develop list most common traits*
  - *Observation and Interaction with diverse leaders; real life examples of leaders & leadership*
  - *Leadership organization prescription exercise; current status, problem or challenge, options for solving problem; indicators to track success/problem solved*



# Leadership Tree

*Elements of Personal and Lifelong Leadership*

## A Leadership Tree





# 21<sup>st</sup> Century Global Leadership

## CONTEMPORARY CONDITIONS: *two overriding conditions*

*that are impacting environmental leadership*

- Environmental leadership is more complex today than in the past
- Environmental leadership has never been more important than it is today



Al Gore



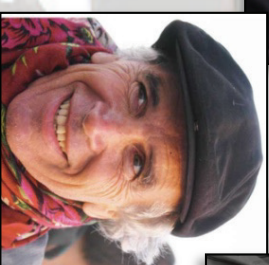
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