

Nuffield Notes

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Nuffield



Canada 

Wally New President



The Nuffield Canada Annual Meeting was held in Leduc Alberta this past November with good representation from across Canada.

The elections brought a change in leadership to the organization as Wally Doerksen '88 of Steinbach Manitoba takes the helm. Wally spent 30 years in the chicken industry growing both chicken broilers and hatching eggs. Because of his Nuffield study, he and his wife Ruth were alerted to direct marketing opportunities and they operated a deli and take out chicken store for 7 years. He spent over 10 years active in provincial and national chicken politics. In the summer of 2005, they sold their chicken quota and are spending their time enjoying the grandchildren and touring inbound scholars.

Barry Cudmore, a farmer from near Brackley Beach PEI was elected as vice chair. The four western directors include Wally, Ian McPhadden '90 of Mildren Sask, Don Roberstson '81 from Carstairs Alberta and

Joe Linnell '61 of Summerberry Sask. Completing their term from Eastern Canada are Barry Cudmore as well as Carolyn Fuerth, Mark Wales and Jack Rigby. Rod Bradshaw was reappointed as secretary treasurer.

Participants Enjoy Pre-meeting Tour

By Jack Rigby

Twenty six participants made their first stop at the "Food Processing Development Division, Centers of Innovation". This facility is available for food processors to scale-up and commercialize new products and processing technologies leading to the successful establishment of their own facilities. Professional, scientific staff from the FPDC is available to assist as needed. It's a very impressive facility.

The next stop was at the "Agriculture & Food Council." The Agriculture and Food Council of Alberta is a non-profit, industry-led organization comprised of volunteers from across Alberta's agri-food industry. The Chairperson is none other than our own Nuffield Scholar Marilyn Sharp. Their vision is to ensure that Alberta's agriculture, food and life sciences industry will be globally competitive, profitable, and sustainable. Their goal is to encourage quality and adaptability across all sectors within the industry. They encourage growth, sustainability, and profitability. They also administer a number of Government grant programs Check them out at www.agfoodcouncil.com.

Next stop was Sunfresh Farm Ltd., a wholesale food terminal established in 1997 by four farmers to market their vegetables and fruit crops. They hired Phil Dixon as their C. E. O. and make him a full partner. He is the driving force behind this operation and has taken the business to marketing a full range of produce sourced from throughout North America. This enterprise has filled a niche in the Edmonton area. Doug Visser '95 is one of the shareholders. Visit www.sunfreshfarms.ca

Following the tour the group was hosted by Doug and Evelyn Visser at their farm. After a brisk walk through the snow in their virgin forest we returned to their new home where we enjoyed a Pig Roast and an evening of Nuffield fellowship.



Ann Gordon '04 Presents Intercultural Leadership Findings

Ann Gordon, a Masters student from the University of Guelph combined her thesis work with her Nuffield study. The purpose of her research was to identify the intercultural leadership skills needed by Canadian agri-food leaders in order to maximize the growing opportunities for trade and

business with China.

From her research and review of literature the following set of intercultural leadership competencies emerged: Adaptation and Innovation; Understanding Cultural Dimensions, Values and Ethics; Knowledge of Host Country and Culture; Relationship Building Skills; Self-Knowledge; Intercultural Communication; Strategic and Organization Skills; and Personal and Professional Commitment. A number of attributes for each of these skills was identified.

Relationship building skills ranked at the top of the intercultural leadership skill framework in the Canada-China agri-food context. This includes skills such as being: inspirational and motivational; supportive; a mentor and coach; and team builder. Being able to develop trust and gain respect (guanxi); manage conflict and problem solve; listen effectively; possess good oral and written skills, including some local language skills; empower collective action; and negotiation skills (saving face) are also considered important in this area.

The framework of intercultural leadership skills developed through this research could provide a foundation for leaders and leadership development programs to assess their skills and incorporate or update training components to include the eight general competency and behaviour areas.

She challenged Nuffield Canada and Nuffield Farming Scholarship Trust to use this inventory to modify their study tour programs so that more intentional intercultural leadership skill development is incorporated into the curriculum.

International corporations, organizations and trade programs should also use this list of competencies and behaviours as an assessment tool in their orientation and business development programs. This would ensure business leaders are more prepared for their international assignment or trade mission involvement.

Harold Perry Receives 2006 Award

Harold, a thirty-five year old farmer from southeast of Calgary is the latest recipient of the Nuffield scholarship. He first became interested in Nuffield when a Nuffield group toured his farm last year. Harold says, "They were a very upbeat group of guys asking lots of thought stimulating questions. This looked to be a great environment for learning and stepping outside of the day to day paradigm to see what and why we are doing what we are doing." Harold is interested in learning about politics and agricultural politics in different countries, and believes it will bring a fresh perspective to his view of Canadian politics.

Harold's study will focus on Soil Health. According to Harold, "I think we are just starting to scratch the surface, no pun intended, of what there is to know about soil biology. It could be to row crops what no till farming was to grains and oil seeds." His study will look at how chemicals, fertilizers, crop rotation, and companion plants affect the soil biology. He will be looking at farming systems working in harmony with soil microbes to grow healthier plants that are better able to resist pests. He believes if we use fewer pesticides we will lower the chemical residuals on our food, giving us an edge on the World's competitive market place that we can be proud of. Canada has to learn to do more with less in order to keep our export markets, with third world countries getting their logistics in order and having a much cheaper labor pool to choose from.

Harold and his wife Jill and three children Chloe (6), Charlotte (4), and Elise (1) raise llamas and grow potatoes. His brother and he are fourth generation farmers. With their father, they have grown the family farm from 1100 acres to 3145 acres. They grow 1000 acres of irrigated potatoes



for processing at Frito Lay Canada and McCain Foods Canada. They are on a four-year rotation and crop share or trade out the other crops to be grown on our land.

He is a director with Potato Growers of Alberta (PGA) currently chairs the research priorities committee of PGA. He is an avid skier, enjoying most outdoor sports.

Past Scholar Receives Wm Morris Certificate

As all good Nuffielders know, William Morris founder of the Morris Motor Company established The Nuffield Foundation, a British charitable trust, in 1943. The trust name was chosen because when he was honoured with a title and elevated to the peerage he chose to become Lord Nuffield. When in 1948 the Morris Motors Agricultural Division launched their tractor range the name Nuffield was chosen to be the brand name for the company.

Nuffield Canada created the Wm Morris Certificate to show our appreciation to individuals who have donated \$5000 or more to the organization for the funding of new scholars. In the same spirit of generosity and desire to enable others to grow and develop that William Morris showed, Ruth and Wally have contributed to Nuffield Canada. We sincerely thank for their ongoing contribution to agriculture.



Outgoing President Jack Rigby (left) presents Wm Morris Certificate to Ruth and Wally Doerksen

Travel Plans For 2008

Developing friendships, seeing agriculture in different parts of the world and sharing views on issues are all part of the on-going Nuffield experience. There are two meetings coming up in 2008, which will provide you an opportunity to continue these activities.

The next annual meeting of Nuffield Canada will be in **Cuba** in late January 2008. People have expressed concern about the time of year of our annual meeting and the unfavourable weather in many locations in Canada in November so the members in attendance at the AGM in the fall decided we should try something different. Farm tours will be arranged prior to the meeting.

The second travel opportunity is to participate in the Nuffield International Conference. It is held every three years. It is planned for June 5th – 17th in **Ireland**. There will be a three-day pre tour of Northern Ireland and a post tour of SW Ireland.

Membership Dues are Long Past Due

Your membership dues are needed to

- Help support outbound scholars
- Support inbound international scholars
- Support board operations

Are you a member in Good standing?

To Be a Leader you need...

1. A lively intellectual curiosity, an interest in everything — because everything really is related to everything else, and therefore to what you're trying to do, whatever it is
2. A genuine interest in what other people think, and why they think that way - which means you have to be at peace with yourself for a start.
3. A feeling of special responsibility for envisioning a future that is different from a straight-line projection of the present. Trends are not destiny.
4. A hunch that most risks are there not to be avoided but to be taken.
5. A mindset that crises are normal, tensions can be promising, and complexity is fun.
6. A realization that paranoia and self-pity are reserved for people who don't want to be leaders.
7. A sense of personal responsibility for the general outcome of your efforts.
8. A quality I call 'unwarranted optimism' the conviction that there must be some more upbeat outcome than would result from adding up all the available expert advice.'"

Reference: Cleveland, H. (2002). Nobody in charge: essays on the future of leadership. San Francisco: Jossey-Bass.

This is courtesy of the Ohio State University Leadership Centre. <http://leadershipcenter.osu.edu/>

From the President's

Desk.....

My first exposure to Nuffield came in the form of a small newspaper ad. I was intrigued by what it offered but it was so far beyond the scope of my normal routine that it was almost as if this was merely a fantasy.

Three years later that fantasy turned into reality for me and the Nuffield experience is ongoing as I meet and interact with international farmers from year to year. In less than a week I get to experience the international conference in Calgary. It does not get much better than that - all because the Nuffield organization placed a small ad in a newspaper. It should encourage us to keep placing the ads and to keep on interviewing new scholars and to put them on this path of learning and experience.

We have a tendency to compare our organization with those of other countries. Sometimes that causes us to see that we are not progressing as rapidly as Australia or England. What I think we need to do is to see what we are doing that is an improvement for us. We want to send three scholars next year, and the year after. That is good progress for us. We have been getting larger donations in the last several years. That is good progress for us. We have been hosting Australian and New Zealand scholars both winter and summer for the last number of years and this year the international conference. That is good progress for us. It means we have the resources to do these things and we become a stronger organization for doing them. It does not mean that we will magically jump from sending a scholar a year to sending 5 or 6 a year. It does mean that we are not where we were 10 years ago.

We have moved forward and we can continue to do so because we possess the resources and manpower to accomplish that. At our AGM, I speculated that it would be nice to have scholars from all parts of the country. The biggest lack we have right now is from Quebec and BC. Are we merely wishing that it

would be nice to have scholars from these areas as well? Actually, I think we have the contacts and the resources to pull these regions in the next year or two.

Therefore, my message to us is quite short. I think we are the people we have been waiting for. We have the resources. We have the energy. We have the aptitude. We have been showing that over the last number of years with our actions. We need to keep looking at our strengths and building on them.

Wally Doerksen **N**

Looking for New Scholars

Do you know someone who's:

- Actively engaged in farming or a related industry
- Generally in the age range of 25- 45
- A leader in their community
- Willing to travel internationally to explore agriculture methods and processes
- Willing to act to positively affect practice and policy in Canadian agriculture.

Share your Nuffield experience with them.

Encourage them to apply for a Nuffield Scholarship.

Have them visit the website to learn more details at www.nuffield.ca

Applications are due May 31^s 2007