

# When we build it, will they come???

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So, what about our future?

The future ain't what it  
used to be.

Yogi Berra

What can we do better, more affordably and more effectively than anyone else?

# Are we an organization at risk?

## Creative destruction

A process through which something new

brings about the demise

of whatever existed before it.



## Today's conversation

- How are we going to get this stuff done?
  - Hire great talent
  - Create robust work platforms
  - Strengthen our culture of innovation and action
- How will we know if it is working?

# Talent???

## Work Ethic...Perceptions and Attitudes

- **Silent Generation** – hard work; physical labor; conformist and civil instincts
- **Boomers** – working long hours to get the job done; more engaged in mentally demanding work; loyal, focused on work
- **Gen X** – working smarter, not necessarily harder or longer; savvy; entrepreneurial loners
- **Millennials** – means getting the job done as easily and fast as possible so they can get on with enjoying life; short-term perspective; teamwork; social

“This is the most high-maintenance workforce in the history of the world,

...the good news is they’re also going to be the most high-performing workforce in the history of the world.

Bruce Tulgan  
Rainmaker Thinking



## Rural Futures Conf - Youth panel

- Failure is a learning opportunity, we are afraid to fail, we are overly cautious, its too risky, its too bold, it will never work.
- Need to find something that you can stick a flag in the ground and rally.
- Find common interests, connect with them and go do something cool.

# Talent:



tal·ent *noun* \ 'ta-lənt \

: a special ability that allows someone to do something well

## 21<sup>st</sup> Century Attributes

1. Flexible, adaptable and willing to change (46)
2. Passion for Extension and helping others (23)
3. High personal standard of excellence (16 )
4. Engaging personality (9)
5. Listener (8)
6. Positive outlook/optimistic (8)
7. Operates with minimal guidance (8)

Tim Miles – “crave improvement”

## How do we find, hire and inspire talent?

- Recruitment
- Pipeline
- Screening
- Behavioral interviewing
- Salaries
- On-boarding
- Mentoring

# Culture???

## A culture of innovation and action

- Culture – how we do things around here
- How does our work environment help create the behaviors we seek?
- Are we able to answer ‘Why?’

# Merriam-Webster



Excellence:

- The quality of being excellent
- An excellent or valuable quality

Excellent:

- Very good of its kind, eminently good, first-class

# The big question(s)...



What is excellence in  
the context of Extension work?

How will we know it when we  
see it?



<b>Draft strategic initiative</b>	<b>1 (VI) – 5 (NI)</b>
Research-based, unbiased and trusted	1.45
Creativity/innovation	1.48
Stay 'current'	1.54
Extension culture	1.60
Extension marketing	1.61
Partnerships	1.64
Teamwork	1.69
Staffing philosophy	1.70
21 <sup>st</sup> Century Extension professional	1.78
Evolving demographics	1.89
Public policy/issues	2.24

## Excellence in Extension

- Professionalism
- Engagement
- Exceptional teaching/learning
- Innovation
- Relevance
- Meaningful
- Impactful
- Research



## Excellence in Extension (1=VI, 5=NI)

- Exceptional teaching/learning – 1.25
- Professionalism – 1.28
- Engagement – 1.33
- Relevance – 1.35
- Impactful – 1.35
- Meaningful – 1.43
- Research – 1.55
- Innovation – 1.73

## From teaching to learning

- Co-learning
- Technology platforms
  - Facilitated learning
- Next Generation Extension
  - Any path, any pace,  
any time, any place!!!

## Outcomes – Sharpening our Focus

- Enhance quality and effectiveness
- Catalyze innovation
- Strengthen teamwork
- Hire great talent
- Emphasize highly relevant professional development

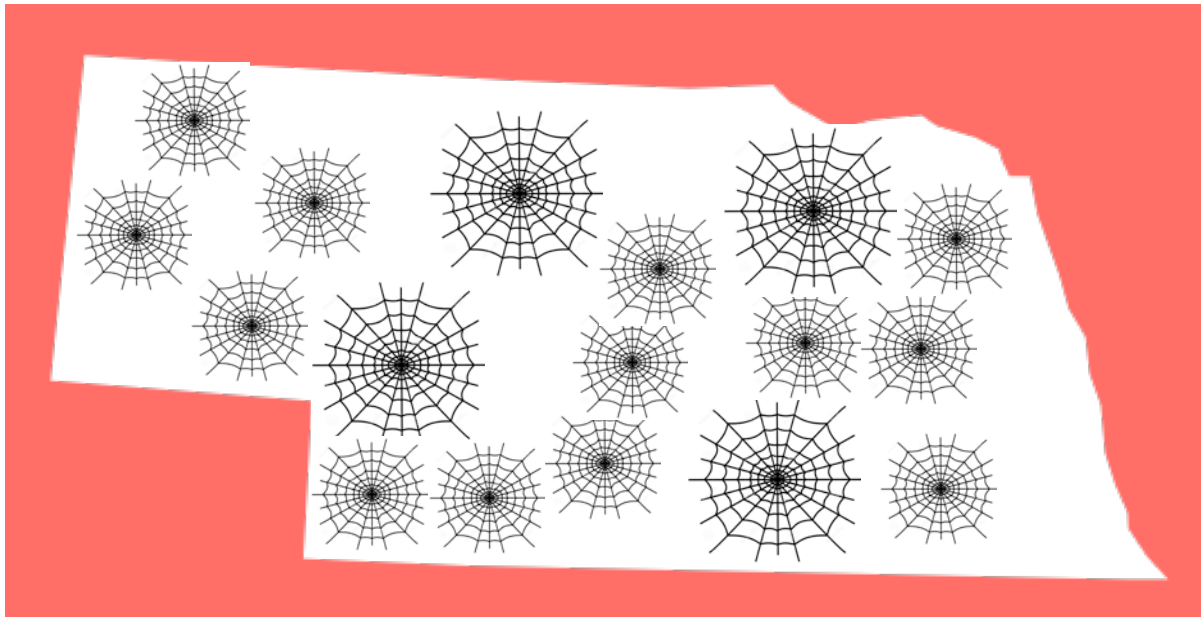


## Proposed Program Initiatives

- Beef Systems
- Community Vitality
- Crops/Water
- Food, Nutrition & Health
- 4-H
- Learning Child
- Urban Ecology

## Our Programming Model

- Live locally
- Be part of a strong team
- Program regionally and statewide



## Position Descriptions

- Program focus – 80%
- Organizational commitment – 20%
  - Done well, this organizational commitment with strengthen UNL Extension
    - 97% True



## Expected benefits

- Talent acquisition
- High performing teams
- Focused professional development



***If you have knowledge, let others light their candle in it.***

***Margaret Fuller***

We are what we repeatedly do.

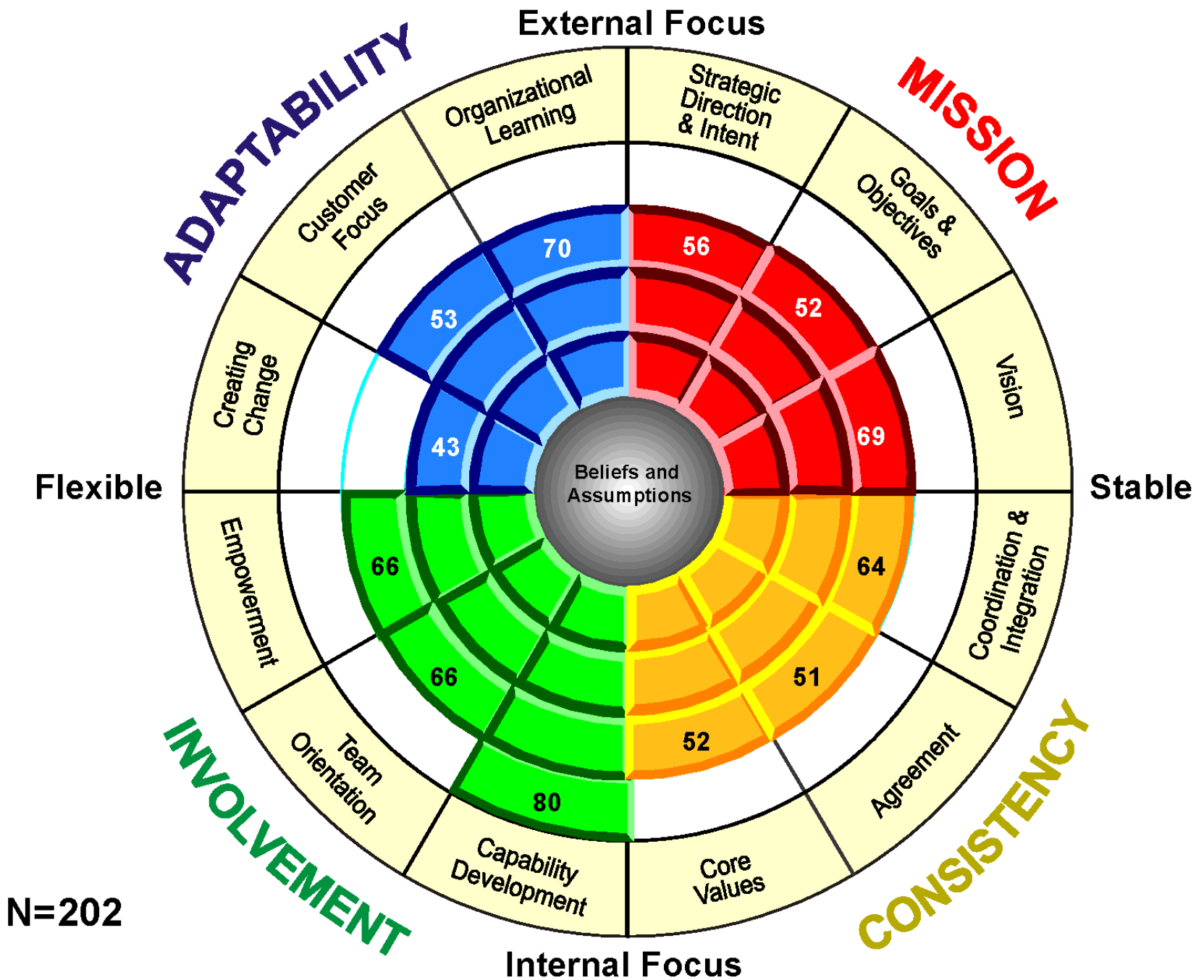
Excellence, then, is not an act,  
but a habit.

Aristotle

## Extension's workplace culture

- NC Region (Ohio State coordinated)
  - [www.DenisonCulture.com](http://www.DenisonCulture.com)
- UNL Extension
  - 202 respondents, 26%
  - Assess organizational culture
  - Organizational change initiatives
    - Core values
    - Operational methods
    - Recognition & reward





## UNL Extension Culture – Top 5

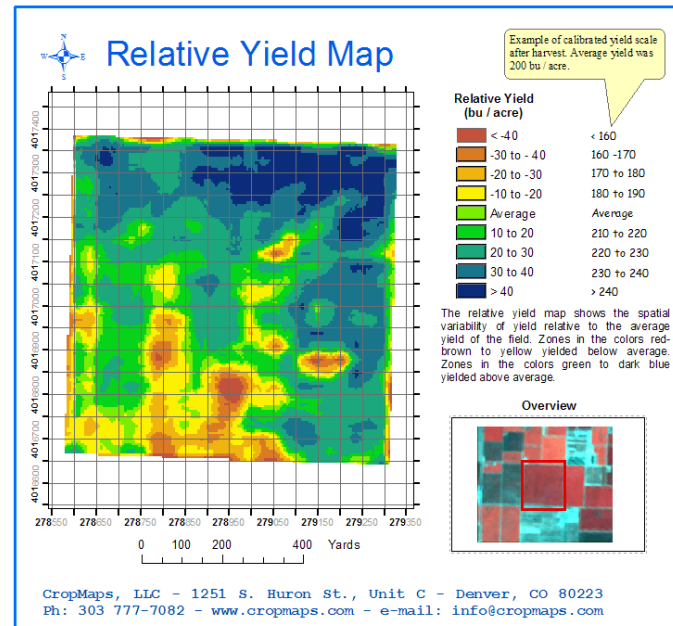
- 87 Innovation and risk-taking are encouraged and rewarded
- 84 Cooperation is actively encouraged
- 82 There is continuous investment in the skills of employees
- 82 Learning is an important objective in our day-to-day work
- 81 We encourage direct contact with clientele

## UNL Extension Culture – Bottom 5

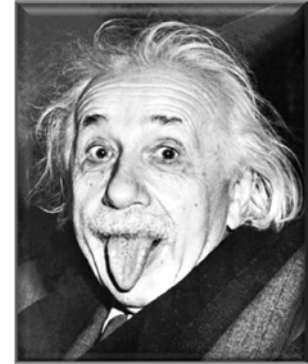
- 22 We respond well to competitors
- 30 All members have a deep understanding of clientele wants and needs
- 30 The interests of the clientele often get ignored in our decisions
- 31 Its easy to reach consensus, even on difficult issues
- 35 The way things are done is very flexible and easy to change

# Innovation

- Issue identification
  - Mine social media?
- Scope
  - Incremental vs leapfrog
- Audiences
- Funding
  - Crowd-source?
- Partnerships/teams
- Learning environments
- Delivery methods
- Evaluation



# Initiatives



1. Innovation grants
  - \$100,000/yr
2. New audience engagement grants
  - \$100,000/yr
3. Professional development grants
  - \$100,000/yr
  - 1:1 for individuals, 2:1 for teams
4. Technology 2020 Task Force
5. Eureka! 2014



## How will we know if we are successful?

- Productivity
- Engagement
- Effectiveness
- Team dynamics
  - Grants
  - Risk-taking
- What kind of language do we use?
- What kinds of conversations occur?

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## Questions

- What are your top three most important elements of a preferred Extension culture?
- How do you describe talent in the context of highly effective Extension work?
- What is holding us back?