



Surprises Ahead!

Exploring Some Assumptions of 21st Century Food Production

Beef 2007

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My Role



This Conference

- What used to work, is no longer adequate
- Trade patterns have changed significantly
- The major loser from bio-fuels is livestock
- We must be flexible
- Poultry is winning the fight for “stomach share”
- Australia will be hotter and dryer... what about here?
- We live in interesting times
- Take a partnership/cooperative approach
- Step back from the minutia
- Coordinate to cooperate
- Heavy capitalization needed
- Vertical alignment required
- Differentiate or perish
- It is a paradigm change
- A very scary time
- Provenance of food
- Underlying philosophy needs to change

Themes in Our Lives

- **We are pressured to overwhelmed**
 - ✓ **Global competition**
 - ✓ **Food quality and safety**
 - ✓ **Conflicting claims on the land**
 - ✓ **Sustainability demands**
 - ✓ **Promising new technologies**
 - ✓ **Pride in our past**
 - ✓ **Paradigm changes**

Caution

**'The trouble with people is
not that they don't know,
but that they know so
much that ain't so.'**

Josh Billings

“Learning is not required, neither is survival”

Edwards Deming



Premise

**What we think and assume
about the present and the
future really matters.**

AND

It is hard to make sense of it all.

Lesson 1

Context is King



Lesson 2



**Contexts
Change**

Lesson 3

Adaptability is required

“It is not the strongest of the species that survives, nor the most intelligent, but the ones most responsive to change.”

Charles Darwin

Lesson 4: What We Do, Matters

Our world confronts rapid and potentially profound transitions...

It is increasingly clear that today's decisions could play a decisive role in determining whether the 21st Century offers **peace and prosperity** or **crisis and collapse**.

The Challenge of Long-Term Policy Analysis
Rand Corporation

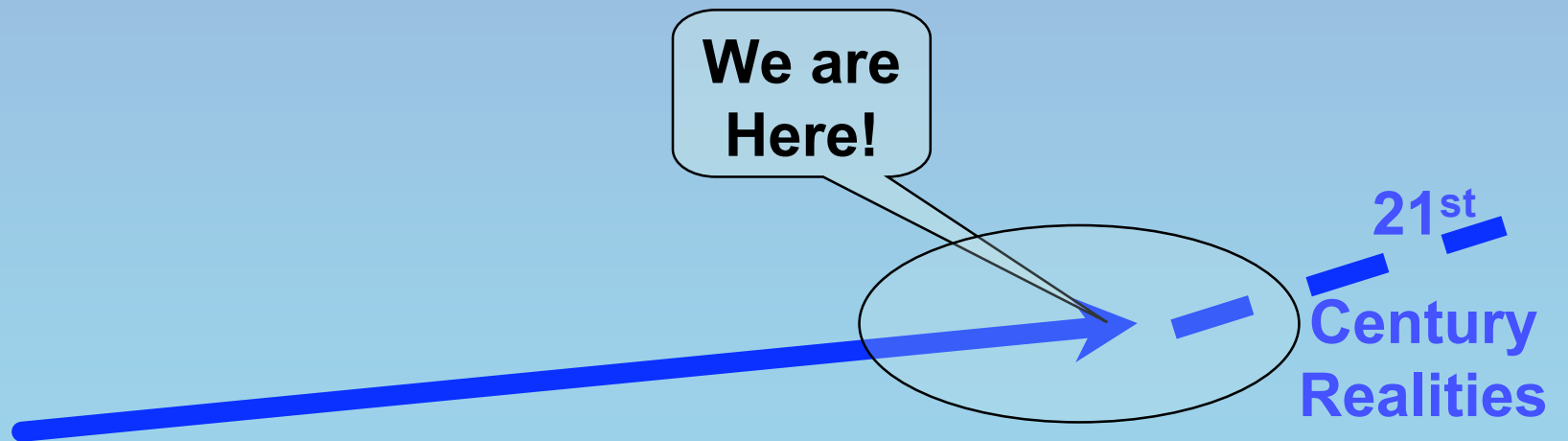
Lesson 5: We Create Our Future

**The future is not some place we are going,
but one we are creating.**

**The paths to it are not found but made,
and the activity of making them changes
both the maker and the destination.**

John Schaar
Richard Nixon's
White House Science Advisor

Our Apparent Situation



Carry On... Onward

Our Taken-for-granted World

Today's business executives have lived, matured, and succeeded in a world in which the business corporation has been essentially unchallenged – except by other business corporations.

**COMPETITIVENESS
has been the theme.**

The Enlightened Corporation
IFF

A “New” Normal?

What might happen if, in the coming decades, it's less about competitiveness and more about adaptive-ness – the ability to adapt to quite fundamental shifts in the social environment in which the corporations are working?

What challenges does that present?

The Enlightened Corporation
IFF

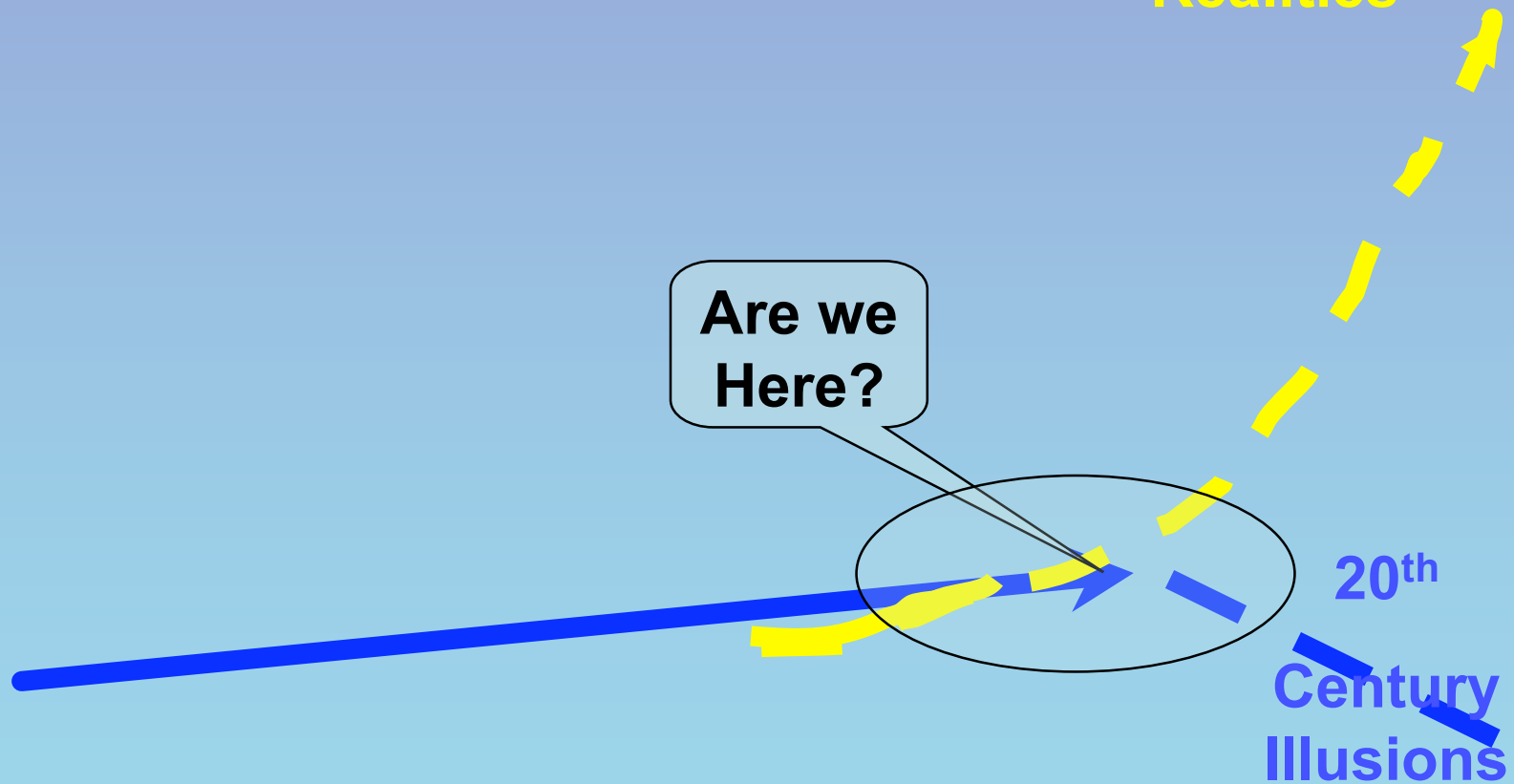
A Possibility?

21st Century
Realities

Are we
Here?

20th
Century
Illusions

A Watershed – New Directions



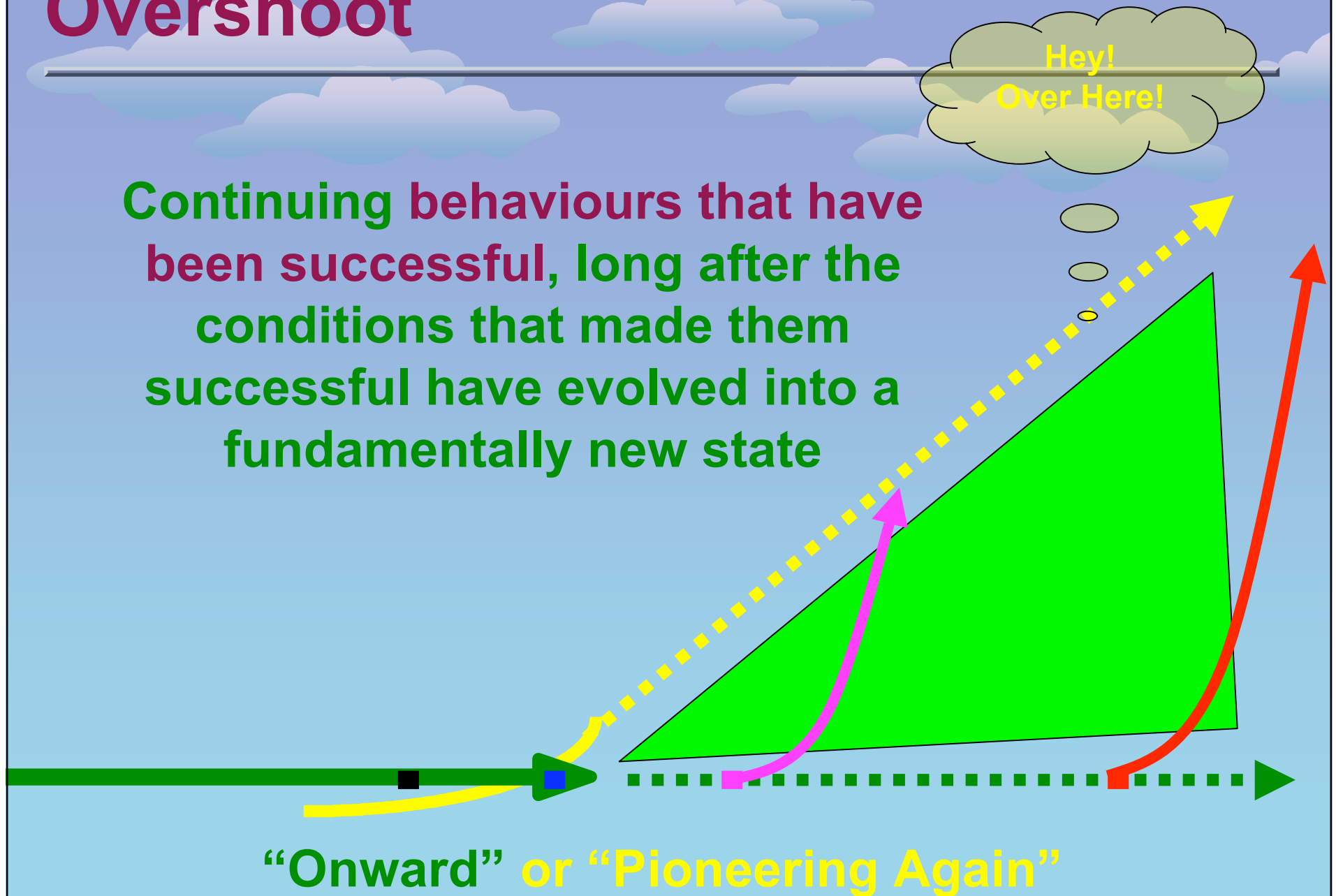


Really BIG Danger

Overshoot

Overshoot

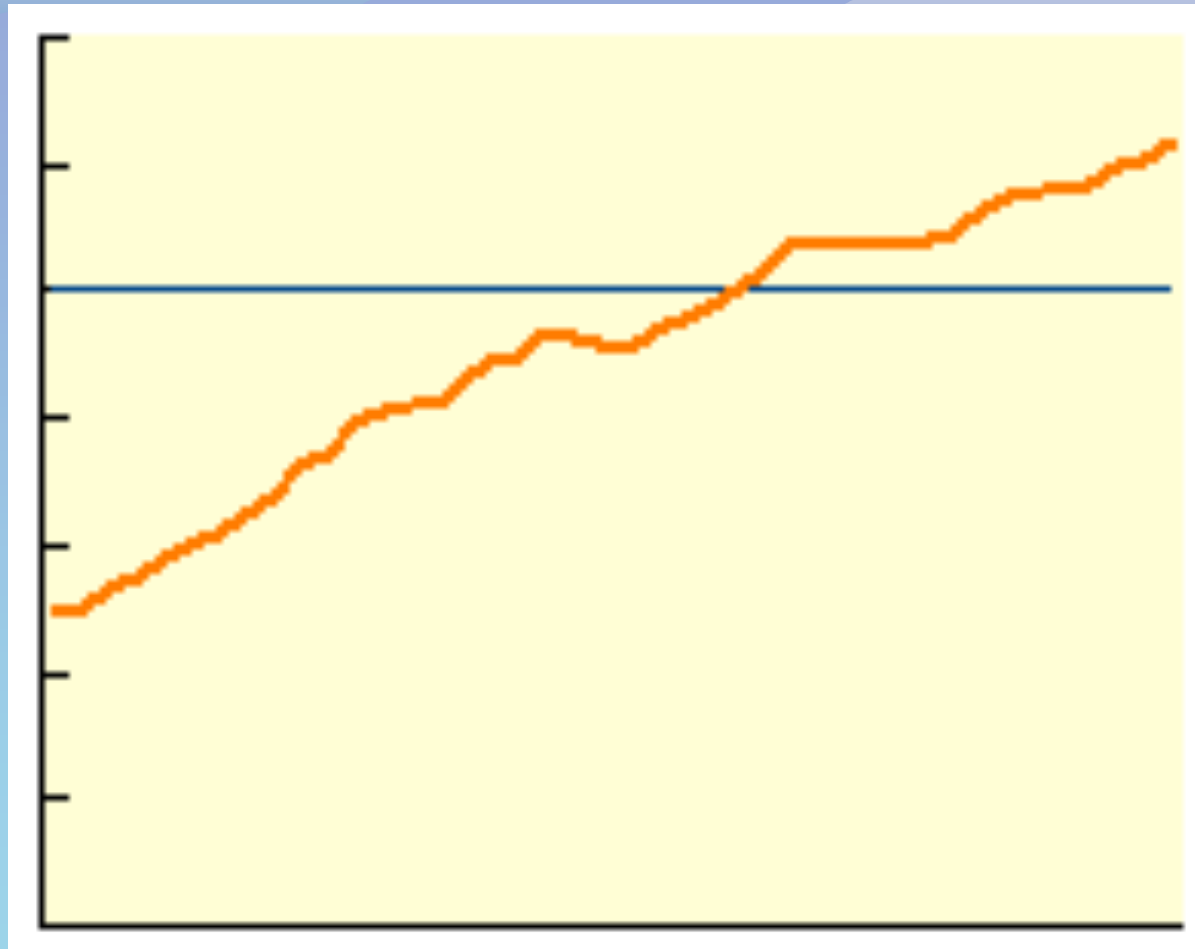
Continuing behaviours that have been successful, long after the conditions that made them successful have evolved into a fundamentally new state



“Onward” or “Pioneering Again”

An Example of Overshoot

140%
120%
100%
80%
69%
40%
20%



The Human Ecological Footprint 1961 to 2002

False Confidence is Common & Fatal

- **GM** – from 1958 to Saturn to junk bonds
- **NASA** – Columbia Inquiry
 - “Myopic, over confident, self deceptive”
- **FBI** – “did not respond or reorganize”
- **NATO** – “peace dividend”
- **Alberta** – NEP, BSE, Hyper Growth,
 - Royalties

Fed by Our Expertise

Hey!
Over Here!

“Experts consistently underestimate the likelihood that they will be surprised.”

The Challenge of Long-Term Policy Analysis
Rand Corporation

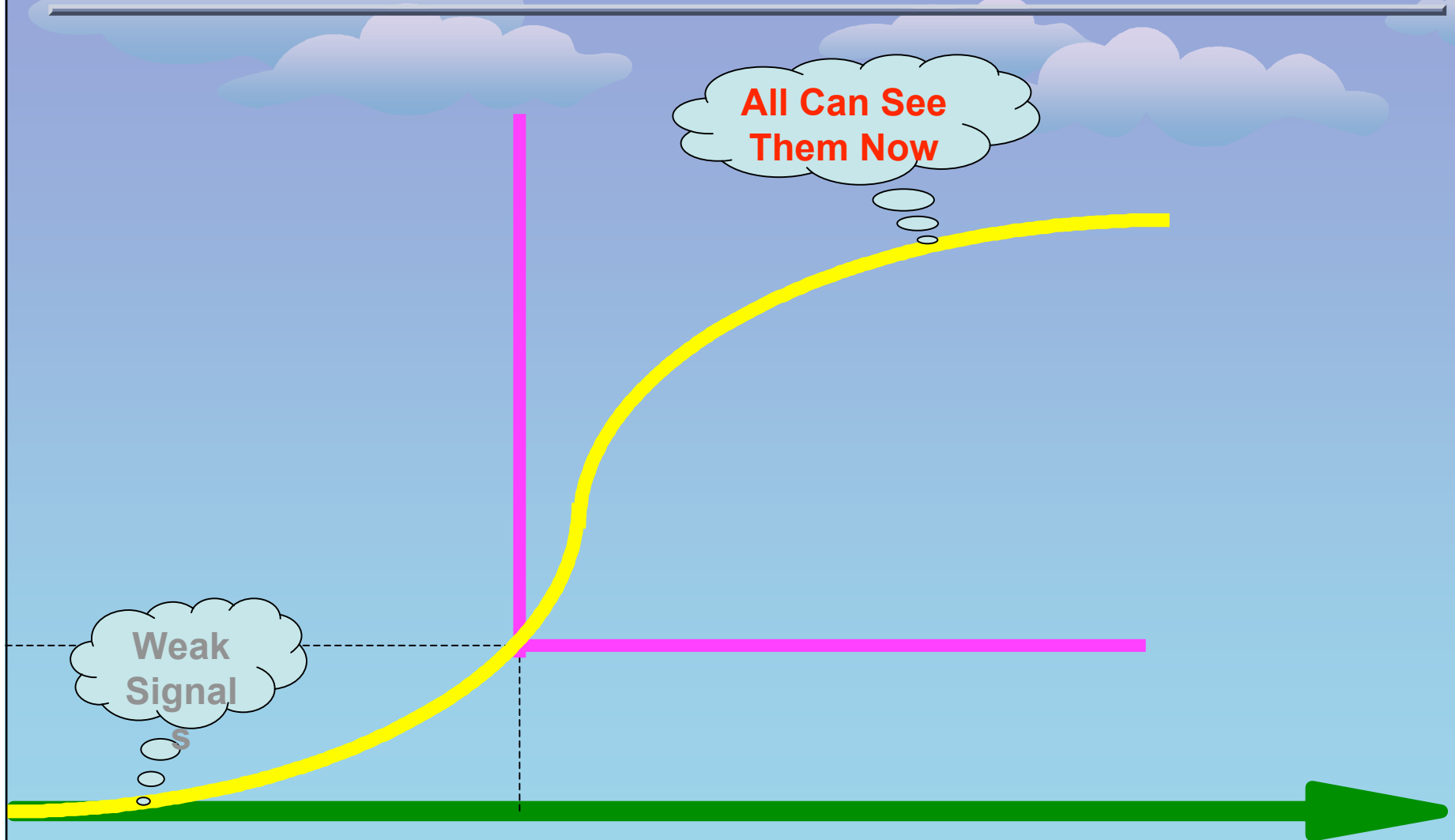


We No Longer Believe

The most important objective
is not to WIN,
but **NOT to LOSE.**

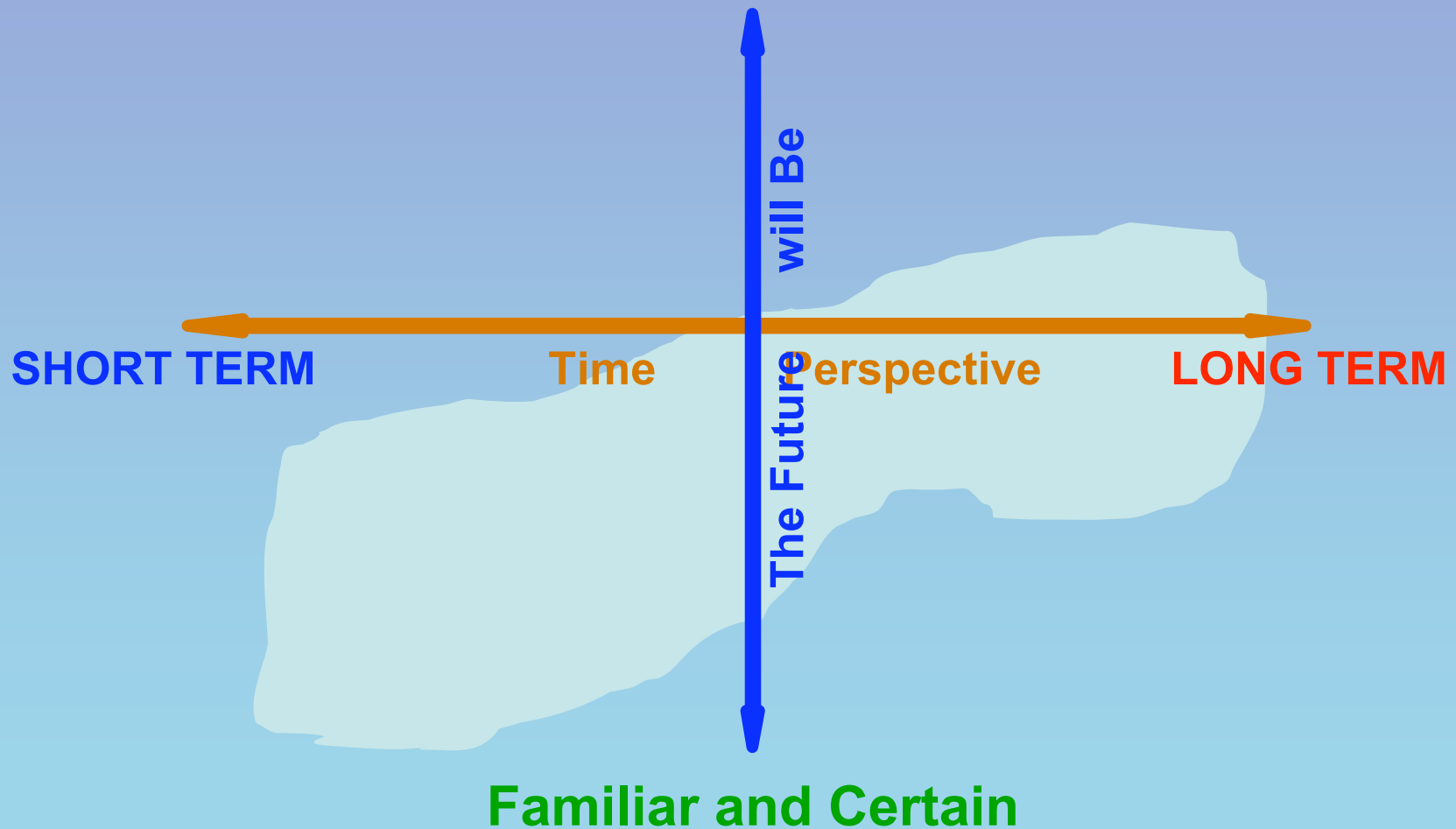
The core insight from game theory

No “Weak Signal” Detection



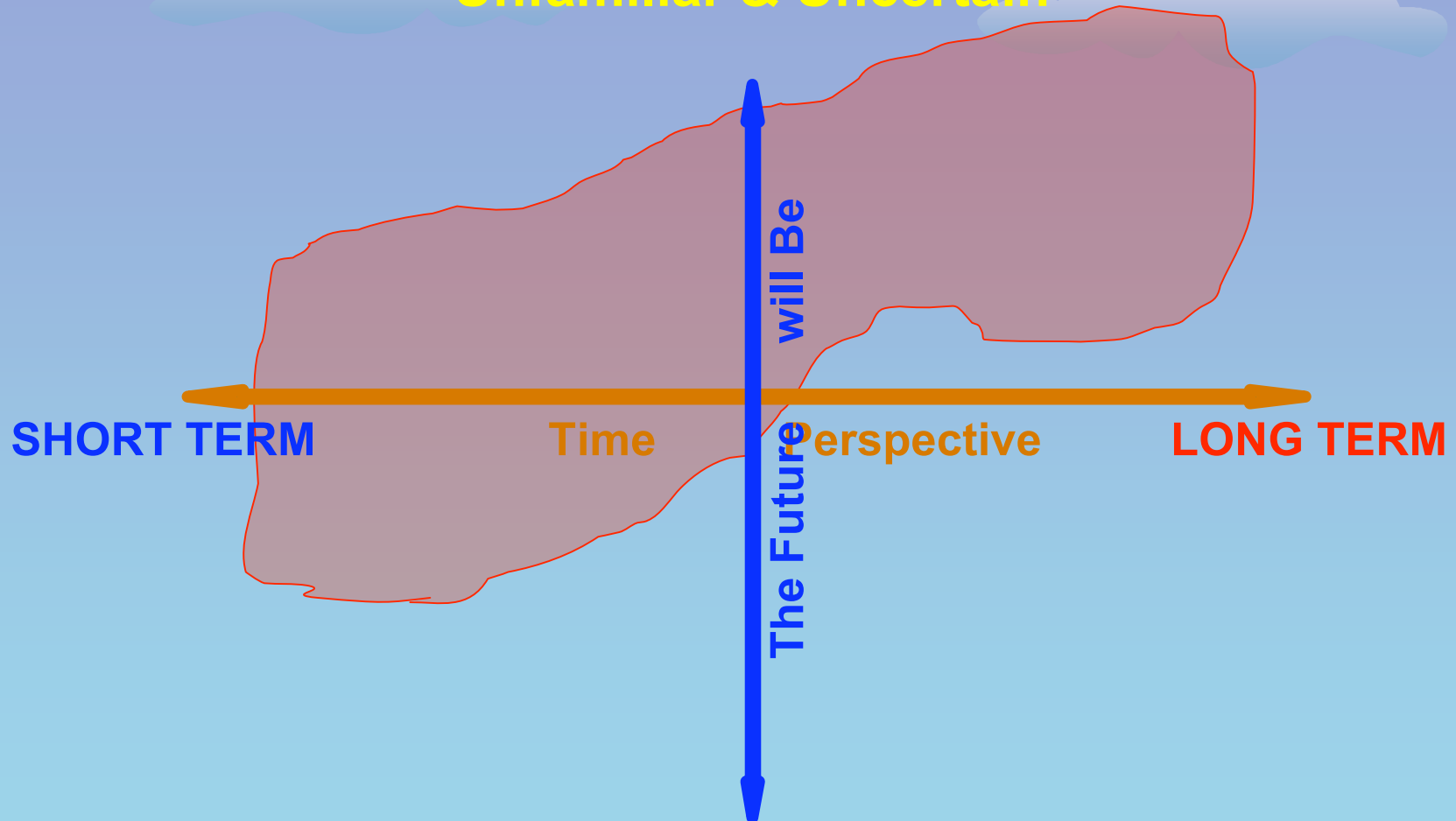
Dominant Assumption

Unfamiliar & Uncertain



Emerging Conditions

Unfamiliar & Uncertain



Familiar and Certain

Sources of Uncertainty

- **Population Stresses**
- **Energy Stresses**
- **Environmental Stresses**
- **Climate Change Stresses**
- **Cultural Stresses**

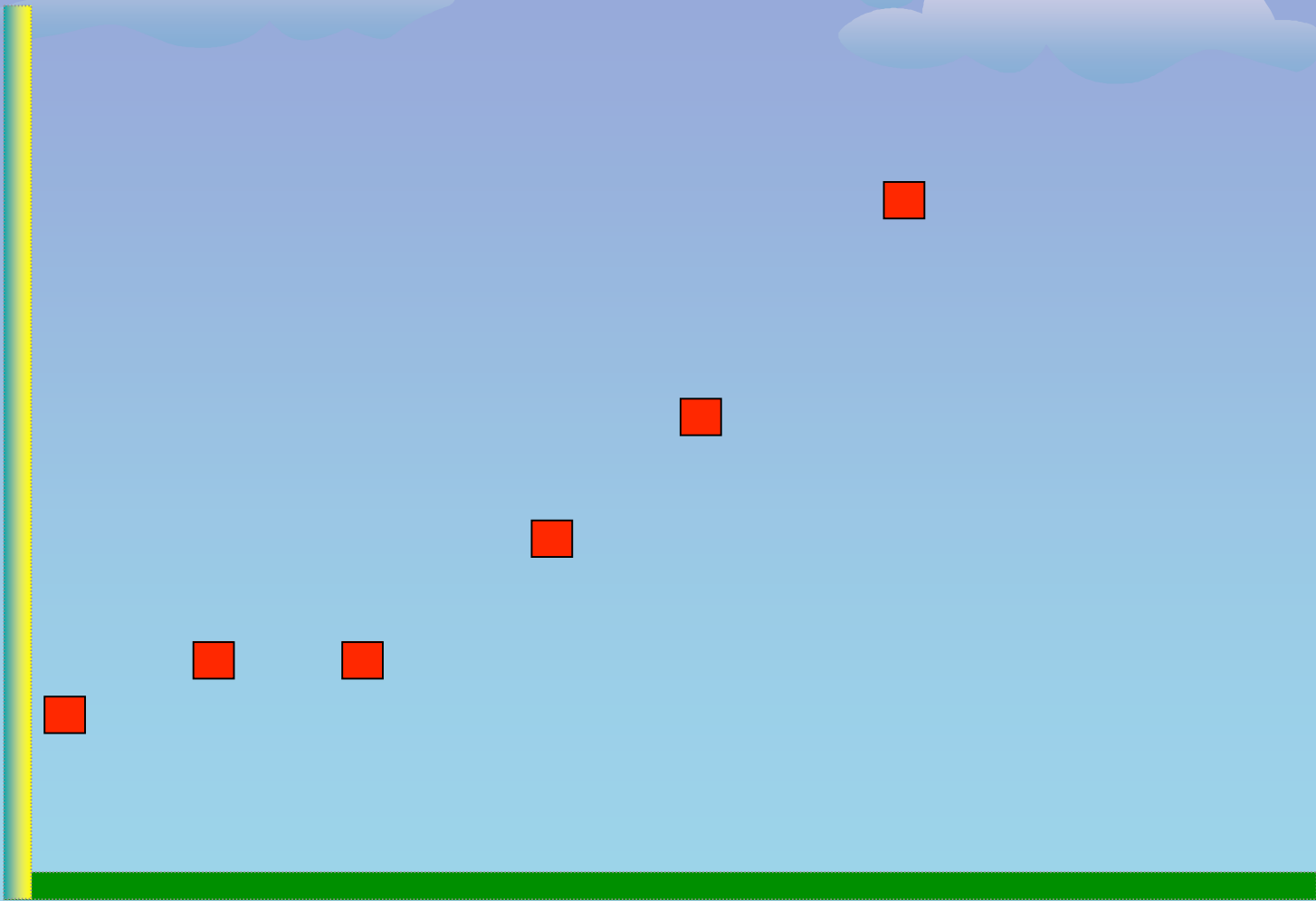
Summary Image

EASY
LIVING

The Relative Ease & Safety of Living,
Travel and Doing Business

HARD
LIVING

1900 1920 1940 1960 1980 2000 2020 2040



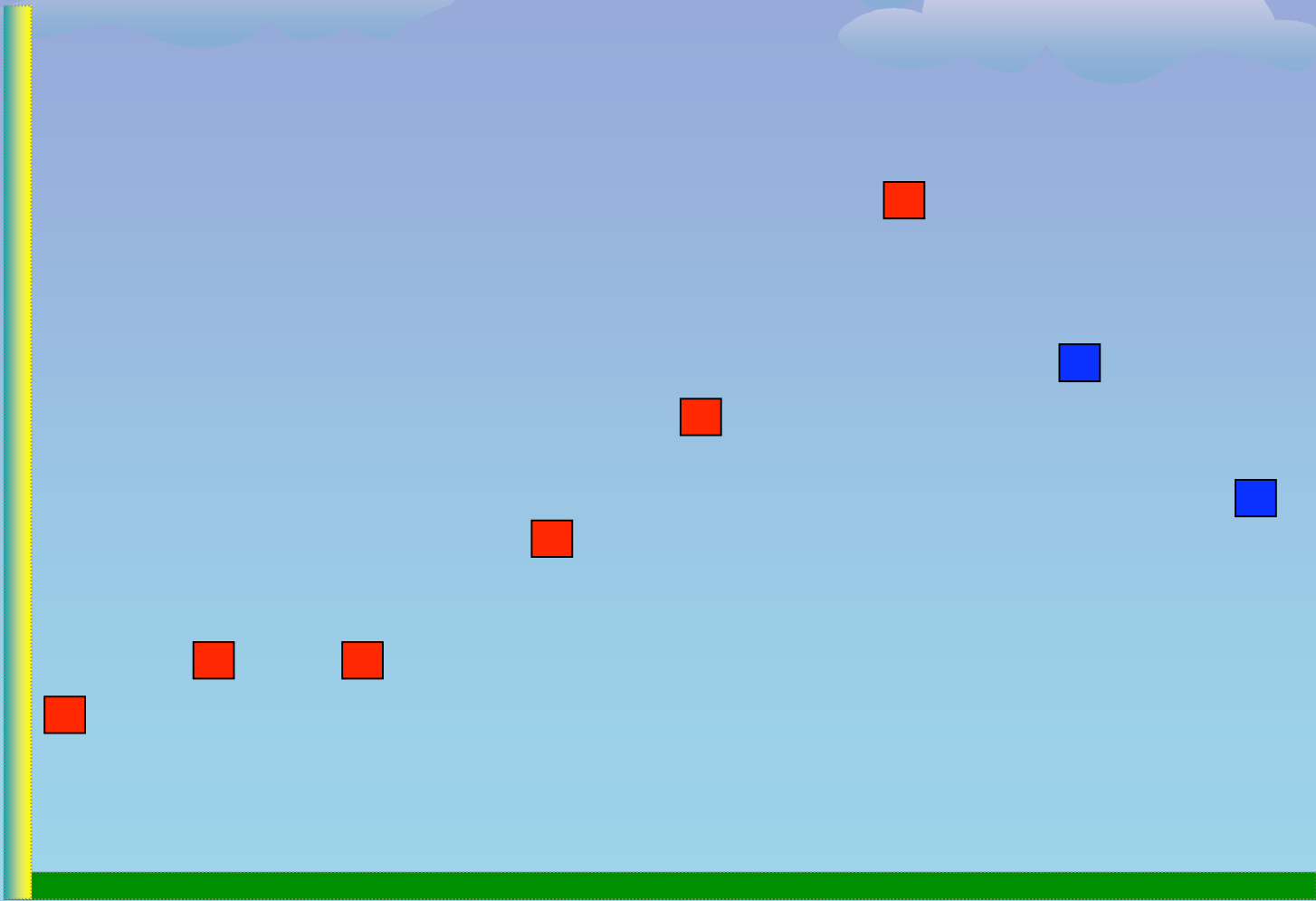
Progress?

EASY
LIVING

The Relative Ease & Safety of Living,
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HARD
LIVING

1900 1920 1940 1960 1980 2000 2020 2040



Critical Uncertainties



Generosity of the Planet



In Serious Decline
Hot Age
Limited Resources
Environmental Refugees

Not Yet Declining
Not Yet Hot
Enough For All
Folks Stay Put

Critical Uncertainty 1

Our Eyes and Minds



Inherited, Familiar
Unchanging Truth
Formal Authority

Open to New Paradigms
Emergent Truth
Situational Authority

Critical Uncertainty 2

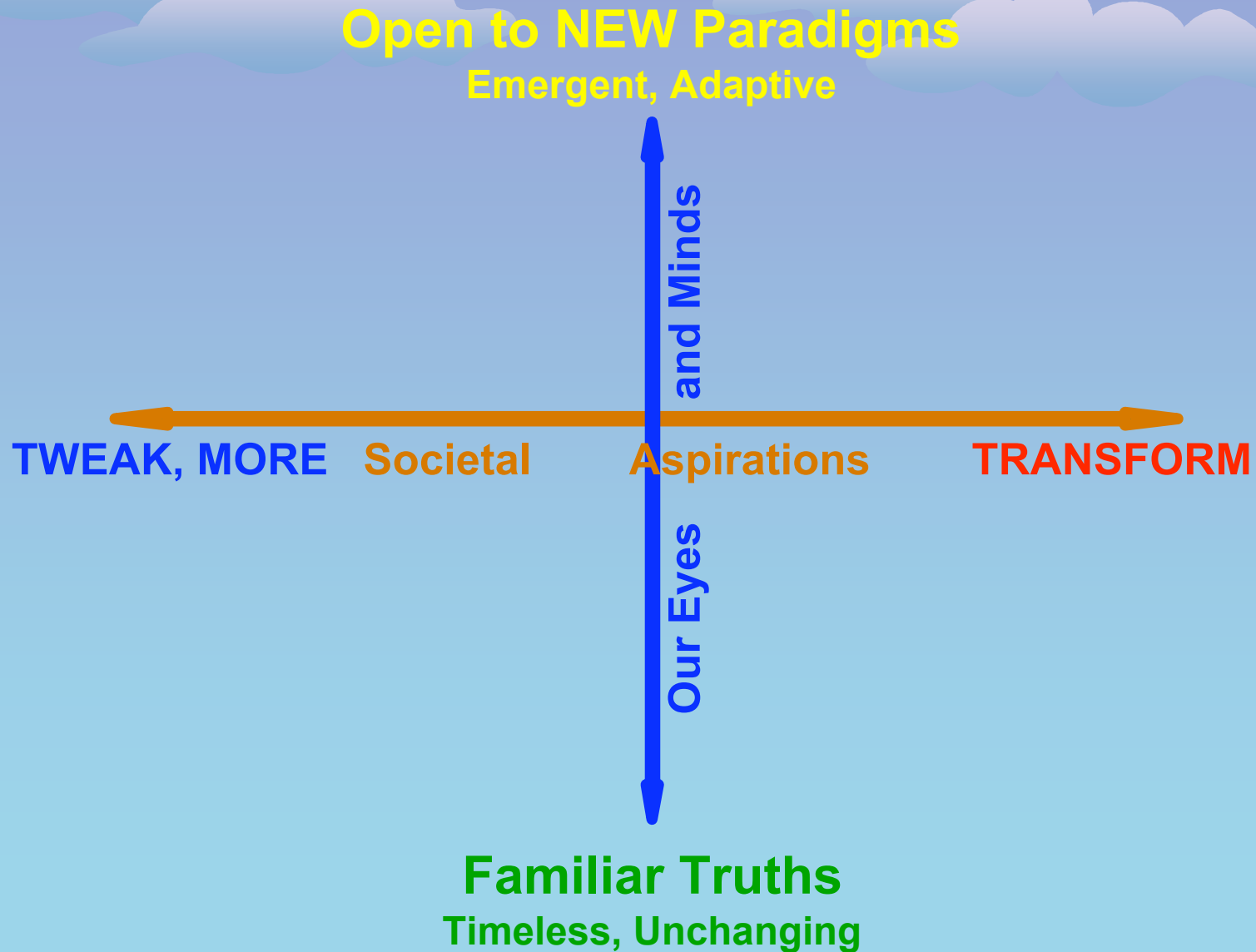
Our Deepest Societal Aspirations



Improve Today
More
Refine & Innovate

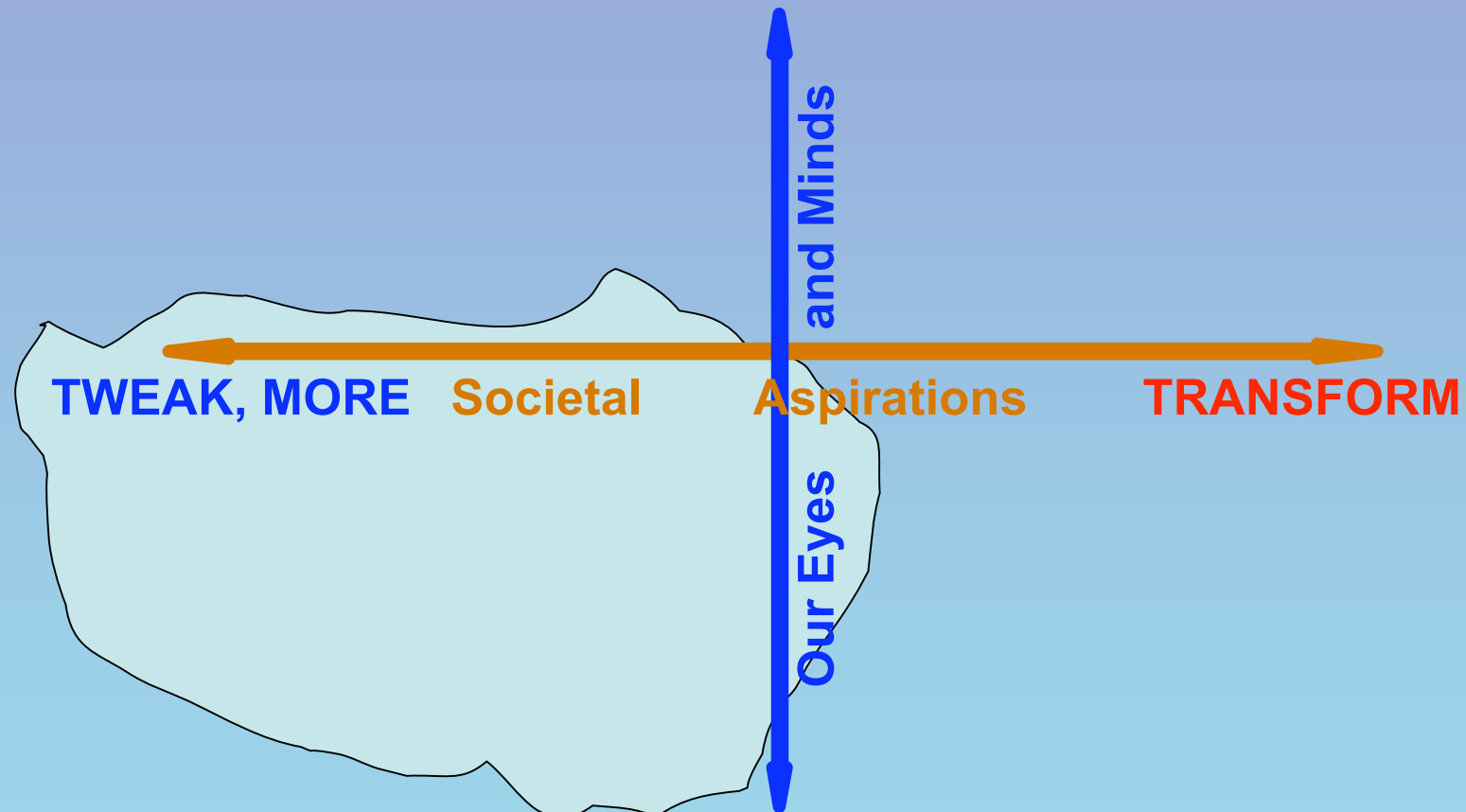
Transform Tomorrow
Move
Fundament Change

Four Possible/Different Futures



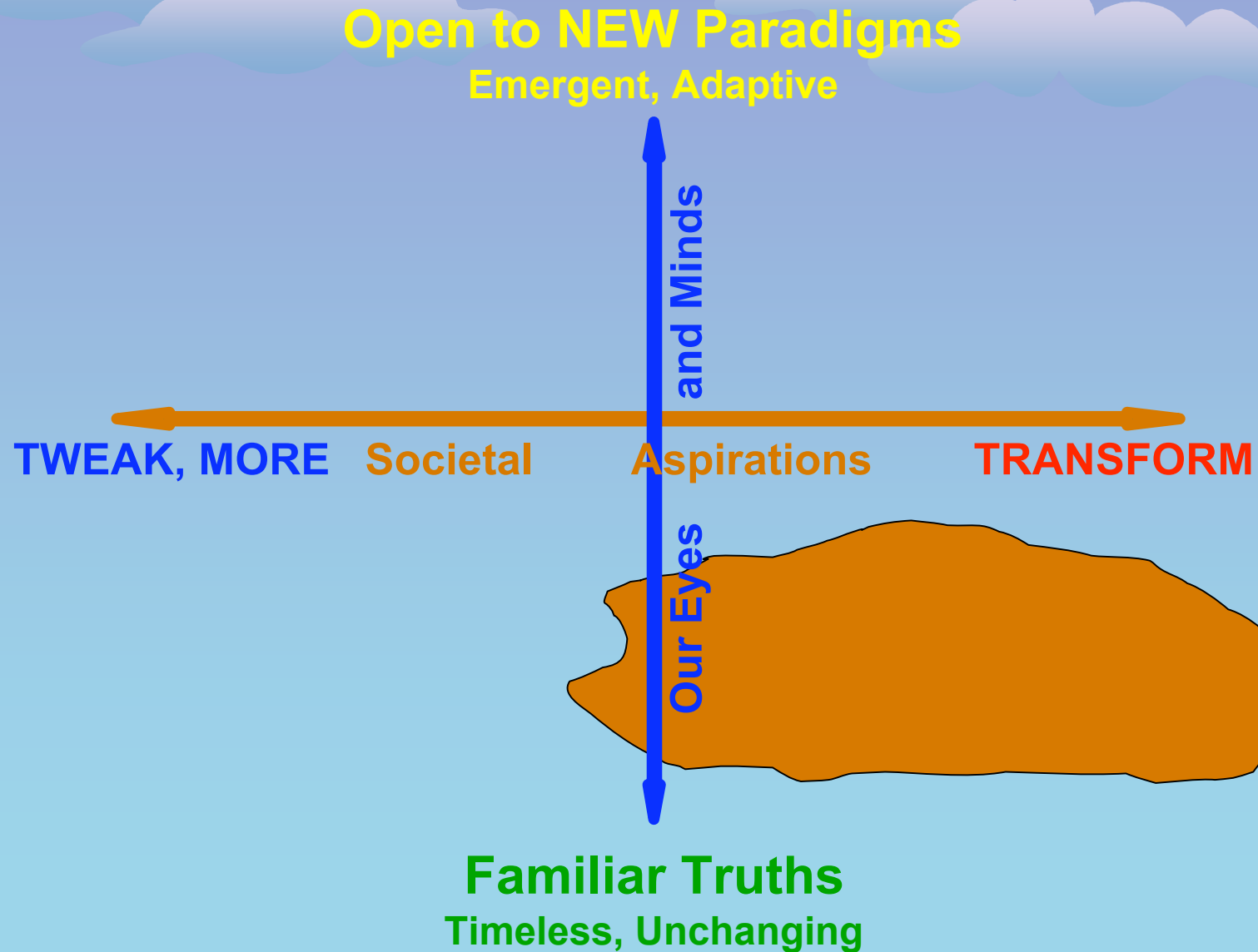
Our Official Future

Open to NEW Paradigms
Emergent, Adaptive

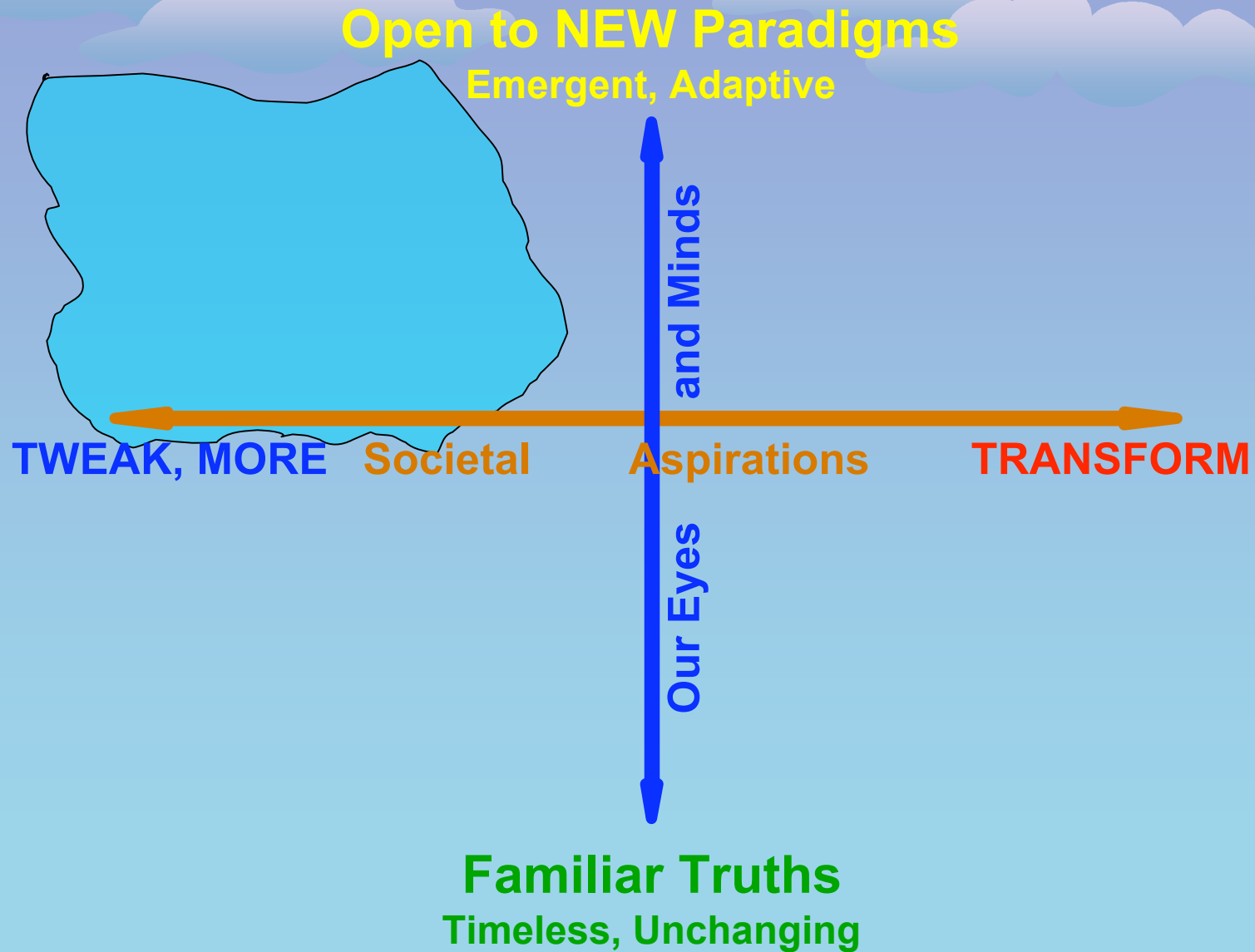


Familiar Truths
Timeless, Unchanging

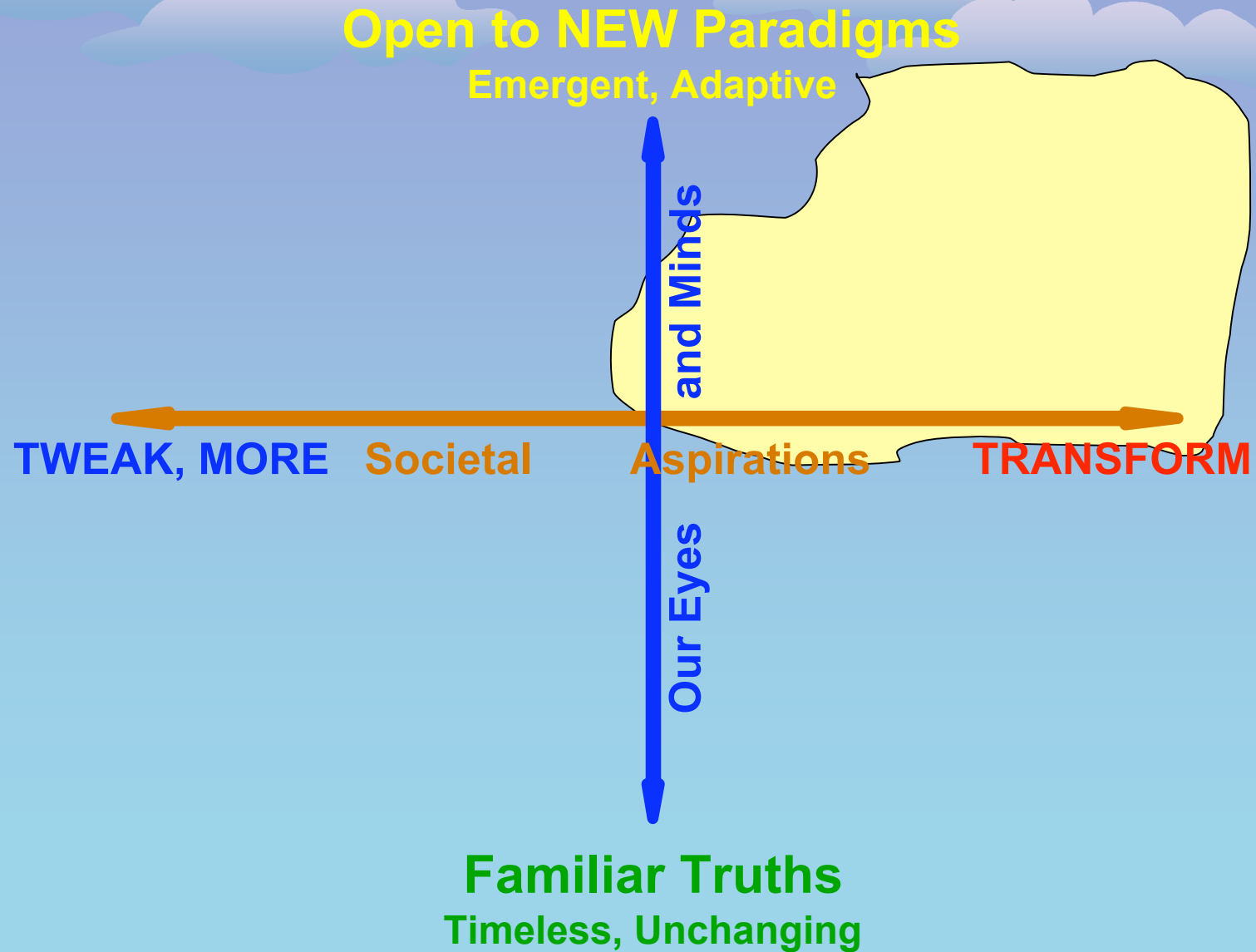
Back to the Future



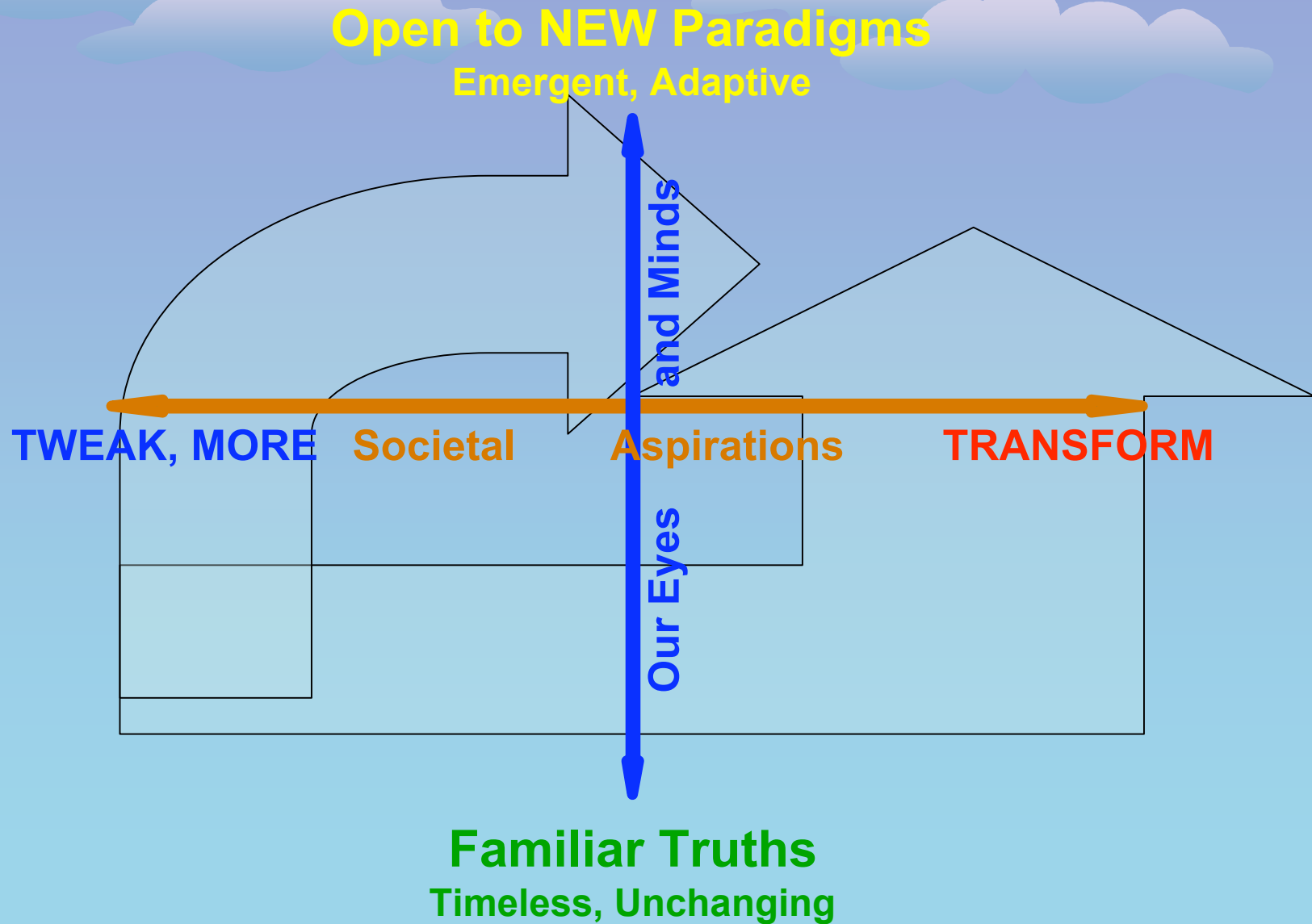
High Tech Driven



Truly Sustainable



Pathways to the Future



The Point of Foresight

To see, think through and
respond to the **FULL RANGE
OF POSSIBILITIES** hidden in
the present.

Grounded Imagination is the Key

We believe the 9/11 attacks revealed four kinds of failures: in **imagination**, **policy**, **capabilities**, and **management**.

Imagination is not a gift usually associated with bureaucracies. It is therefore crucial to find a way of routinizing, even bureaucratising, the exercise of imagination.

Ways of doing business rooted in a different era are just not good enough. **Americans should not settle for incremental, ad hoc adjustments to a system designed generations ago for a world that no longer exists.**

9/11 Commission Report

Scale of the Challenge

- Canada has a great 20th Century culture
- And we still have a 20th Century dream
- And we already know the 21st Century will not be a replay... It will increasingly be off our familiar mental maps and business models
- So we need more folks committed to the work of co-creating the world's first society & economy that is truly aligned with the emerging character of the 21st Century

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Will YOU Be
One of Them?

Inspiration

**The biggest things are always
the easiest to do because
there is no competition.**

William van Horne
Canadian Industrialist
1843-1915



Over to YOU!

Our Future **is** in Our Hands, Mind and Heart

Thank You!

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