

Global Vision, Leadership and Innovation

NUFFIELD 2020

Stories from the year
of living precariously

A programme delivered by:



NUFFIELD
NEW ZEALAND
FARMING SCHOLARSHIPS



01

EXEC SUMMARY
our year on a page

02

NUFFIELD
past and future

03

STORY SO FAR
a disrupted world



04

INSIGHTS
what we are hearing

05

CALL TO ARMS
Our challenge

06

LOOKING AHEAD
2021 – on the road...



01



EXECUTIVE SUMMARY

200+ Conversations
20 Key Observations
4 Deep Insights

**Nuffield 2020 – Plan D
world conversations
tour of New Zealand.**

*If everything has changed, why would we keep **everything the same?***

02

NUFFIELD

*Ki te kotahi te kākaho, ka whati;
ki te kāpuia, e kore e whati*

If a reed stands alone, it can be
broken, if it is in a group, it cannot.



“To understand the future, you need to understand and respect the past”.

Nuffield Scholarships were founded after World War Two by Lord Nuffield who initiated the **travelling scholarship** scheme for British and Empire farmers.

Lord Nuffield created the scholarship to recognise agriculture's contribution to feeding the nation through the war and as a method of advancing best practice around the world. The first two scholars were selected in **1947**. Over the last **73 years**, Nuffield Scholarships have been awarded to **2,000+ scholars** from around the world.

“No change comes from dreaming small. Lord Nuffield dreamed big, as have all Nuffield Scholars that have benefited from this unique and life-changing program”.



William Morris, Lord Nuffield was a visionary, an innovator and a philanthropist. He knew that by investing in people the world over, that Nuffield could serve the future of our planet through food.

NUFFIELDERS 2020



Tracy Brown | Waikato | Dairy Farmer | Director | Environmental Award Winner

Passionate about protecting the environment for future generations, Tracy is a strategist, collaborator and connector leading transformational change for dairy by empowering people through various roles including Director of DairyNZ. Tracy grew up in Northland and now lives near Matamata with her husband Wynn and their 4 teenage/adult children on their farm 'Tiroroa'.
<https://www.linkedin.com/in/tracy-brown-ba1172138/>



Edward Pinckney | Southland | Sheep, Beef & Dairy Farmer | Director | Owner, Jericho Station

Large scale operator and entrepreneur, who has a talent for developing, growing and improving efficiency of farming businesses. Ed is passionate about developing people in agriculture, holds a pilots license and lives with his wife Jamie on 'Jericho Station' near Manapouri.

Shannon Harnett | Bay of Plenty | Orchardist | Director | Rural Accountant

Co-owner of 'Rural Accountants', Shannon is experienced with start-up agriculture and horticultural businesses dealing with PVR varieties. She has investments in agriculture, horticulture and aquaculture businesses. Shannon grew up in Hawkes Bay on a sheep and beef farm and now lives near Opotiki with her partner Shane and two daughters.

<https://www.linkedin.com/in/shannon-harnett-1b211491/?originalSubdomain=nz>



Ben McLauchlan | Marlborough | Viticulturalist | Director | Owner, Rothay Vineyards

With 20 years of working in the wine industry internationally, in sales and marketing roles, Ben is now back to Marlborough running the family farm. He is heavily involved in his local community holding positions with the local Grape Growers Cooperative and School Board of Trustees. Ben lives near Blenheim with his wife Helen and three children.

<https://www.linkedin.com/in/ben-mclauchlan-3a963a9/>



Phil Weir | Waikato | Beef Farmer | Councillor | Agri-business Consultant

Experienced professional in environmental science, research and development, commercialisation and IP management, Phils current focus is around helping clients consider land use diversification. Phil is Chair of the Beef + Lamb Mid Northern North Island Farmer Council and lives on his dry stock property near Pirongia with wife Megan and three young children.

<https://www.linkedin.com/in/phillip-weir-6aa1a957/>

03

THE STORY SO FAR



“Your opportunity will come when you are not ready”

“Jump off the cliff and learn to fly on the way down”



Plan ~~A, B, C~~.... **D** : Keep Moving, Keep Doing

- The world has been disrupted.
- Nuffield was not immune. COVID-19 has replicated the degree of disruption, pressure and uncertainty that a Nuffield ~~Travel~~ Scholarship seeks to create.
- 16 weeks global travel gathering global food system insights was reduced to 24 hours at the Contemporary Scholars Conference (on an island just off Brisbane).
- Confined to our New Zealand 'bubbles', we grieved the loss of our Nuffield experience but then started reinventing our year!



A Nuffield First

For the first time, the New Zealand Nuffield Scholars have worked together to deliver collective insights.

The collaborative learning model focused on 'Critical Reflective Practice' providing significant insight and a framework for our more focused individual efforts in 2021.

Greater opportunity to connect locally has been valuable and should be incorporated into future program delivery.



1. **Observation** - *what did we hear?*
2. **Interpretation** - *what did it mean?*
3. **Implications** – *so what?*
4. **Actions** – *what do we do?*

“Conversations with food and fibre producing leaders about the impact of COVID-19 has helped us gain insights and become critically reflective thinkers” (Nuffielders 2020)





Some observations

Note - This is not a full and extensive list, but rather a summary of some of the observations we thought most relevant.



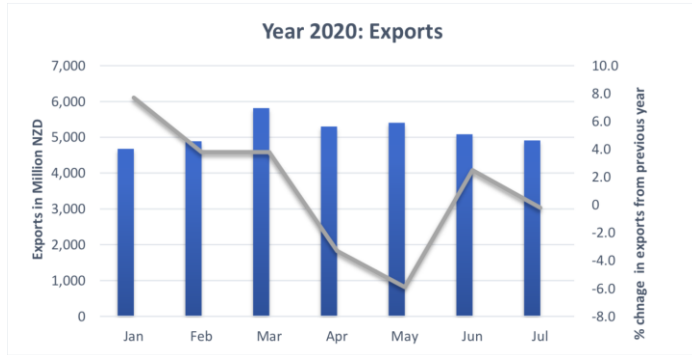
INNOVATION	1.	Those that have innovated, been nimble and moved have survived (and in many cases thrived!).		11.	Export supply chain/relationships with food exports have allowed us access to import essential items that may have otherwise been unavailable to us.
	2.	Adoption of technology for communication (eg Zoom) has changed the way we connect and will do business in the future.	SOCIAL	12.	There was an unexpected allocation and impact of benefit/pain which caused a " have and have nots " effect and social/societal divide.
	3.	Covid-19 has given people the mandate to question the status quo and look to new and better ways of doing things.		13.	Great examples emerged of the export sector supporting the domestic sector with food, how can we continue to do this?
PEOPLE	4.	The collectivism and collaboration shown in time of crisis was exceptional, how can we continue to work this way and avoid the 'silo effect'?		14.	Wage subsidies have created options and time for organisations and people to reinvent themselves
	5.	People needed rapid decision making followed by quick adjustment.		15.	Mental health and individuals plus businesses resilience has been tested like never before and will continue to be tested!
	6.	Regular, reliable, clear, calm, honest and on-going communication is critical during crisis management.		16.	There has been a realignment of individual and organisational values and a will to rebuild a "better" world.
	7.	Non-performance created opportunities to let go of ineffective people.		17.	Communities and support networks have been reinvigorated and have become increasingly important and relevant.
	8.	Uncertainty froze decision making and leadership skills were tested and left wanting in some cases.	STRATEGY	18.	Organisations where middle management were well connected to strategy made rapid and better changes.
SUPPLY CHAINS	9.	Robustness of New Zealand supply chains should make ours the "product or choice" for many markets in the future.		19.	Questions were raised around what is high value and where is best value ?
	10.	Good public/private relationships/partnership enabled the agri-sector to continue to operate.		20.	Rather than moving from "volume to value", should we be moving from " volume to value to values " (i.e. sustainability, community).

04 **INSIGHTS**



“Nuffield is a process to create insights and foresight”.

Insight 1- Proven Supply Chain resilience



NZ exports and change in exports

The World Trade Organisation forecast that world merchandise trade would be reduced by between 13% and 32% in 2020 (WTO, April 2020)

NZ has been able to continue to trade goods, despite local and international challenges.

We have outpaced other export focused countries.

Our supply chains have been tested and found to be resilient.

The demand for our food has ensured prioritisation and flow of key imports.

The primary sector has been a vital lifeline in keeping the NZ economy intact and lessening the economic impact.



Resilience - Is the capacity of a system, enterprise, or person to maintain its core purpose and integrity in the face of dramatically changed circumstances. (Andrew Zolli)



So What?

How do we bridge the physical & social gap?

How do we sell the NZ point of difference and enhance our trading relationships?

What are our end consumers thinking - has it changed?

What effect will geopolitical factors outside of our control (e.g. friction between the US and China) have on our supply chains?

How can we leverage our intellectual property and leadership in primary industries to secure trading partnerships?

How do we ensure we have the labour to produce and harvest our primary produce?



(KPMG, The 'now normal future')

Insight 2 - Growing Disparity between have and have not's

We have all been affected by COVID-19. Some of us to greater or lesser extents.

COVID 19 : Exponential Plus

It has not just been the spread of the virus that has followed an exponential growth curve.

- Technological innovation has quickened.
- Increasing inequality between the have and have nots.
- The degree and obviousness of disparity raises significant risks to social license and export markets

“The threat of going hungry became real for many people for the first time in their lives”.

(KPMG, The 'now' normal' future)

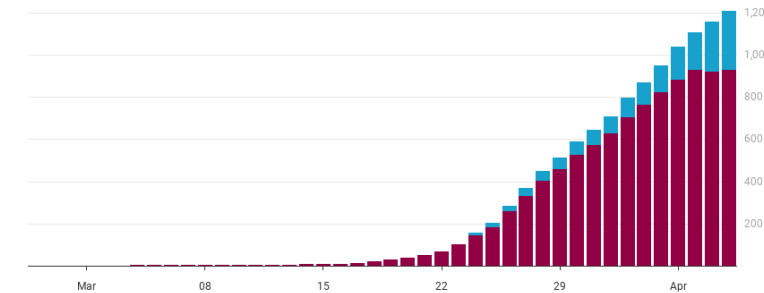


Total active and recovered Covid-19 cases in New Zealand, April 8

Active cases are people who currently have the Covid-19 virus.

Recovered cases are people who had the virus, are at least 10 days since onset and have not exhibited symptoms for 48 hours.

Active Recovered



Last updated Wednesday, 8 April 2020

One death has been connected to Covid-19 (reported March 29). It is not visible on this chart.

Chart: The Spinoff • Source: Ministry of Health





So What?

What risk does this disparity present to our sector?

How do we address this disparity?

What interventions are appropriate?

How else can the rural sector support our fellow New Zealanders?

Inequality	Description	Food Production System Challenge
Essential and Non-Essential	Agriculture has been an essential services bubble within New Zealand's bubble and has been significantly removed from some of the disruption. Many businesses are hurting particularly in Urban Areas (87% population).	Farmers and food producers risk being tarnished as 'landed gentry'.
Access to Food	Food charity demand increased significantly during COVID-19. Under or un-employment which has followed will continue to see disparity. Mince packs were proudly provided by farmers through Meat the Need.	The mince programme is a noble one but can risk creating greater perceived disparity between food producers and the hungry (notwithstanding the "middle man")
Career Opportunity and advancement	Many leaders noted how great it was to not be travelling and to be working from home. Those not working or with young families told a very different story . Zoom was effective if you were already in the 'room'.	Large number of jobs are available due to challenges around immigration. Some people seeing employment opportunities in ag sector as a temporary fix and plan to return to their own industry in the medium term. Labour issues will be on-going unless perception of the ag sector improves.
Access to Capital	Post COVID-19, safe haven's for capital have been sought and the historically low interest rates and access to money significantly favours existing capital holders. Opportunities often create winners and losers.	Risk that youth and innovation are discouraged in the agri-sector. Continued disparity between land prices and productive capacity continues.



"We are in danger of a two-speed world".

(UN Secretary General António Guterres)



Insight 3 – Challenges around fit for purpose leadership

Risk related to COVID-19 escalated rapidly. Previously it was not high (or even present) on the risk matrix for many businesses.

Some leaders were caught out, “frozen with in decision”, unable to make decisions and move forward. Others excelled!

“Chaos is exhausting, structure and certainty keeps us sane”.

Our conversations revealed the following as attributes of great leadership in a crisis:

Communication to create certainty

Culture of experimentation

Creativity and agility

Values based





So What?



New and different leadership emerged.

The pipeline sped up as pressure and necessity collided with the right leadership skill sets.

In the face of crisis, many businesses moved quicker than previously thought possible to implement new strategies and create outcomes.

How do we adjust our leadership so we are ready for the future?

How do we keep up the pace post COVID?

How do we build a culture where its OK to be the tall poppy, have a crack, be creative and innovative and learn through experimentation?

What does a leadership pathway in the Food & Fibre sector look like, now, tomorrow and into the future?



NUFFIELD
NEW ZEALAND
FARMING SCHOLARSHIPS

Insight 4 – Adding value by moving from Value to Values

The rise of the 'Conscious Consumer' is a growing trend and COVID-19 has accelerated this.

We need to further understand the drivers behind consumers preparedness to buy and consume sustainably grown, **values-based** produce.

"Farmers are stewards of the land, the values are built in to how we run our businesses":

SUSTAINABILITY

ANIMAL WELFARE

ENVIRONMENT

PEOPLE

INTEGRITY

"Lock down gave me time and space to evaluate my ideals around how I live. This was an opportunity I had not had in 30 years". (Business Owner, Tauranga)





So What?

How do we capture added value for 'values-based' production?

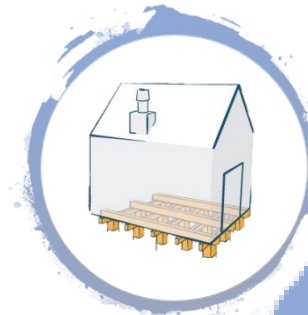
What are the values we should aspire to as a food and fibre sector?

Do we have the foundation right to live these values?

How do we ensure that everyone benefits fairly?

How do we gain the highest collective returns for our exported food, while also domestically ensuring safe, affordable food for everyone?

How do we get consumers to understand that by buying our products they are contributing to low emissions, low footprint food production?



Whakauru | Inclusive
Empowered, connected, & flourishing regions



Avahatanga | Creative
Innovative food & fibre network



Taiao | Environmental Respect
Taiao is about respecting our environment & finding a way forward through an interconnected relationship with the environment



Tōnui | Prosperous
economic, social & environmental prosperity increased



05

CALL TO ARMS

If we don't like change ...

we will like irrelevance even less

adapted from General Eric Shinseky, USA



Call to arms

We have made the move from
'volume to value', but the
transformation now required is
from "value to values"!

Covid19 has shaken the world and tested us all. Across the globe people have taken stock of core values (who we are and where we are going?).

Food as an essential need has attracted global introspection. Where food comes from, how it is produced, and supply chain integrity are critical!

New Zealand food producers have always been innovative but if we are to continue to succeed, our korero as food producers, processors and value adders needs to be further substantiated.

- **Let's nurture key relationships** with trading partners, based on values, quality products and reliable supply
- **Let's foster leadership**, excellence and relationships so that others tell our story for us.
- **Let's consolidate** ourselves as a supplier of choice for local and international consumers.
- **Let's do the right thing** by acting with integrity and fairness, so New Zealand's world leading food systems deliver prosperity to all New Zealanders.
- **Let's make change**, one small action at a time!



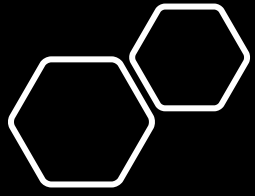


06

LOOKING AHEAD



***“Covid has created a purposeful environment
for change”.*** (Educational Leader, Matamata)



Looking ahead

We will be on the road around New Zealand (and hopefully internationally) next year.

We are keen to talk more with agri-leaders & trust partners.

We look forward to re-scoping our projects in the post-COVID world and sharing our insights with you later in 2021.

BIG thanks to our partners and we look forward to seeing you all again soon!



Mā pango mā whero, ka oti te mahi.

By collective effort goals are achieved.

OUR PARTNERS

Strategic Partners



Programme Partners



Media & Service Partners



Academic Partners



Growing world-class leaders for our country



NUFFIELD
NEW ZEALAND
FARMING SCHOLARSHIPS

Your Challenge

We all have a social responsibility to be thinking about these deeper questions.

What can **you** be doing as an individual to contribute to the change that is needed?

How can **you** help remove barriers to nimbleness so we can co-create future solutions together?

What role do **you** play in helping better align organisational and industry strategies so together we can make New Zealand the best country **for** the world?

COVID-19 is a human tragedy. But it has also created a generational opportunity. An opportunity to build back a more equal and sustainable world.

(UN Secretary General António Guterres)



NUFFIELD
NEW ZEALAND
FARMING SCHOLARSHIPS

