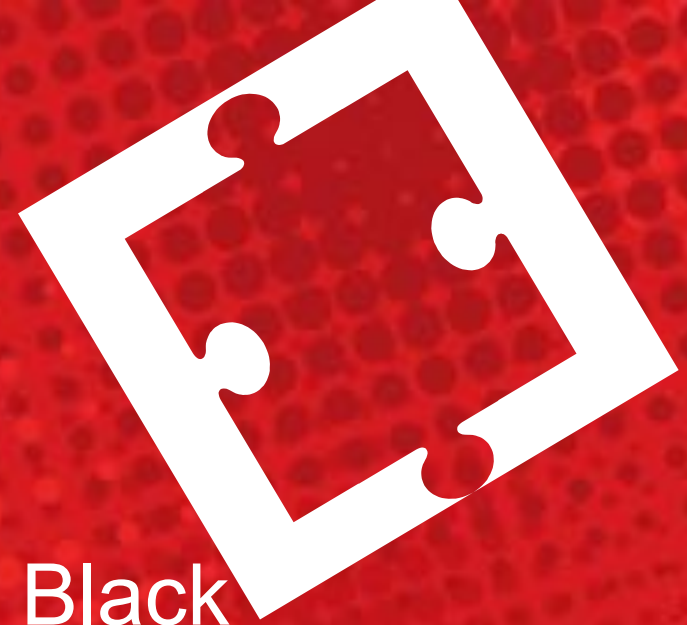


STRATEGY IN CONTEXT

Farming in the Green, Red, Black
and ...

the Doghouse!



Georgina Luckock (PhD Candidate)

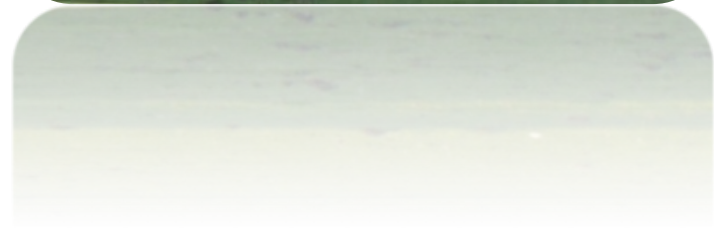
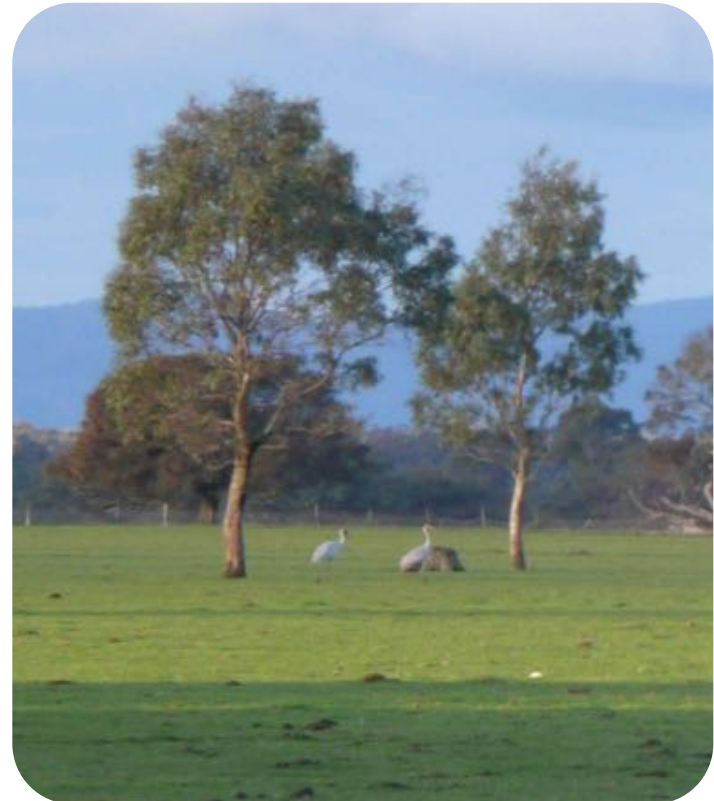
On the face of it ...



- Farming is simple

Such 'simplicity' requires considerable juggling

- Competing objectives
- Information constraints
- Multiple factors
- Interpretations and bias



Some challenges ...

World and Natural Environment

- Soils
- Biodiversity
- Water systems



Some challenges ...

Society and Human Environment

- Markets
- Legislation
- Interest rates



Sourced from PETA website, 8/9/2012 http://www.petacatalog.com/products/eatnoanimalcowtank/?utm_source=PETA+Placement&utm_medium=Merch+Promo&utm_campaign=0612+Eat+No+Animal+Tank+Shopbox

Overlaying these external factors ...



- A farmer's own family, farm and finances

and, importantly ...

Self



family

finance

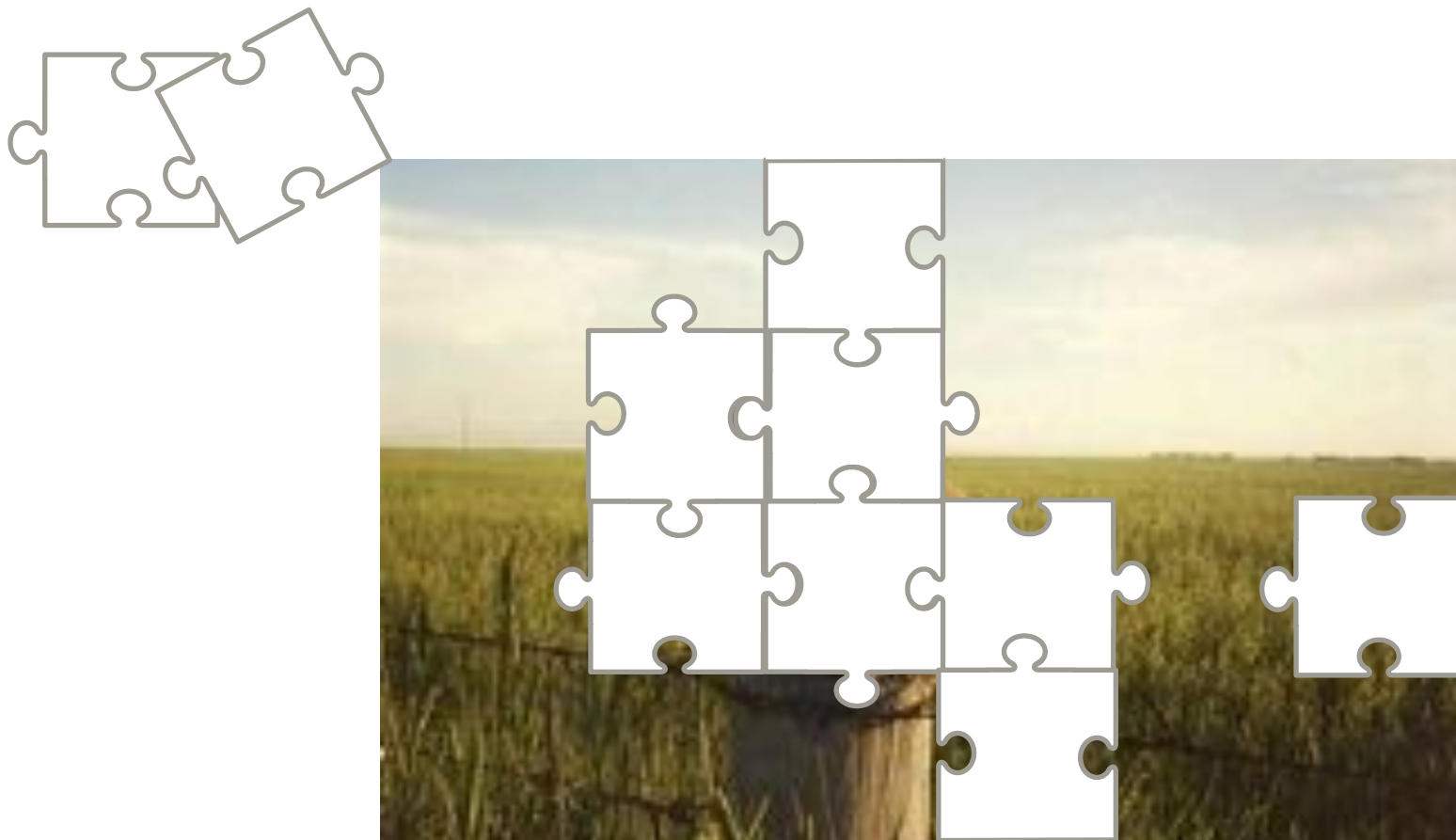
self

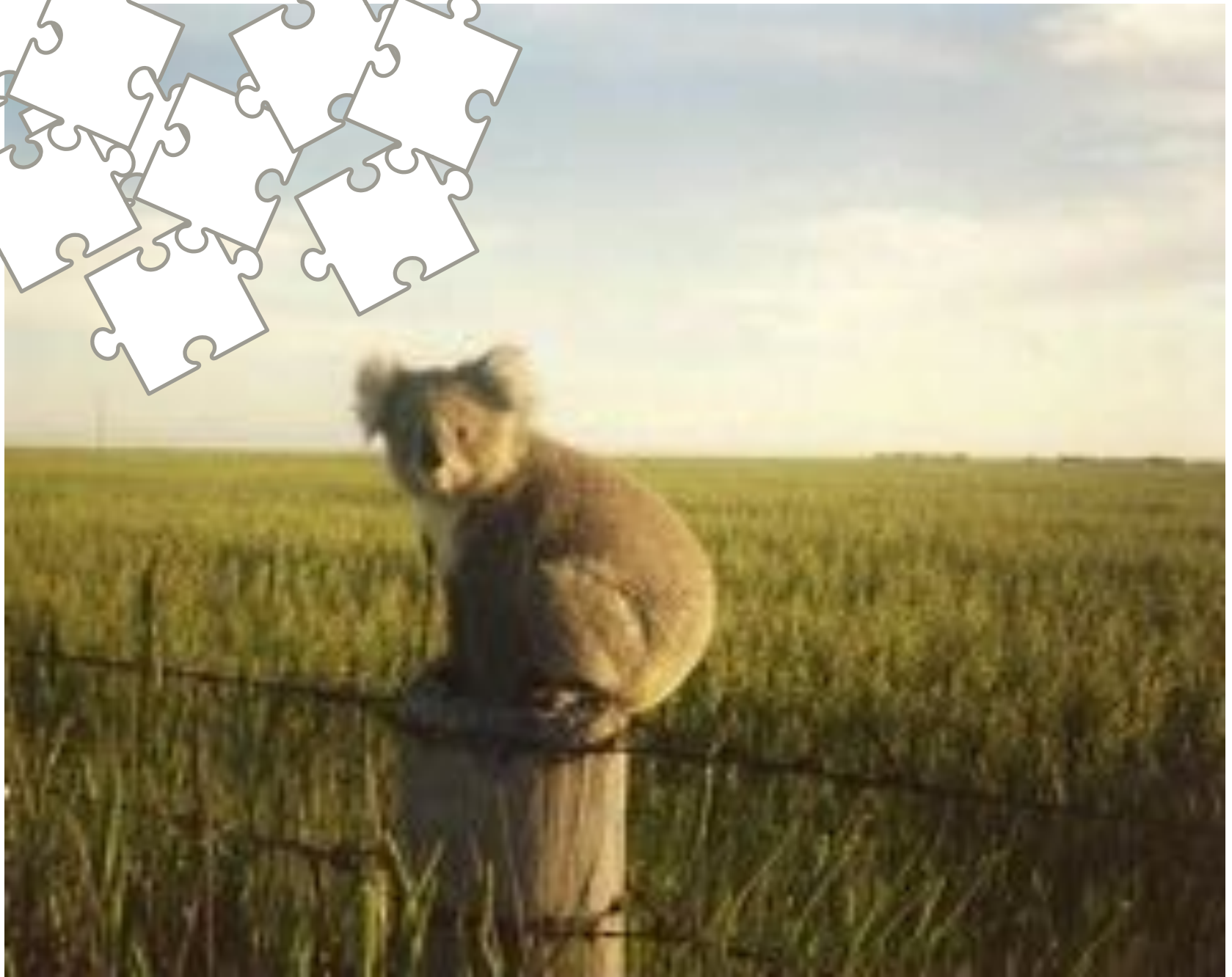
society

natural
environment



Farmers live in this world





but getting 'enough' information is not the only requirement

- Exist
- Observe
- Make sense
- Judge
- Make decisions
- Act
- ...



each individual is unique in:

- What they see
- How they interpret it
- Their assessments
- Application of judgements
- The ultimate impact



These in turn influence

- Frame and attention
- Perception
- Experiences
- Judgement
- Aspirations
- Influences





responding to change in a system is difficult

- Cognitive barriers
- Meaning of change
- Collated information
- Respond through strategy



*“A great strategy is only
great in a given context”*

Vossough, 2012 re Sony

a critical strategic ability is to ...

- Sense
- Assign meaning
- Enable flexibility and order



The aim of strategic thinking
may not be to achieve
certainty, but to prepare us
for uncertain times[#]

#von Oetinger, 2004

So ... we know:

- Challenges
- Complex inter-relationships
- 'Messy' situations
- Human element
- Logic – application and use



and things we don't really understand include ...

- Unclear relationships

- Purpose
- Survival
- Resilience
- Innovation
- Risk
- (Luck)

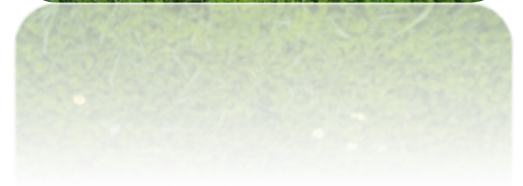
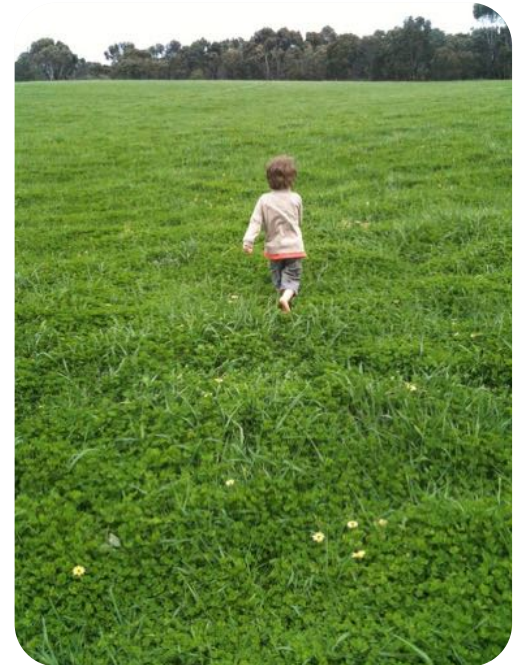


- Environmental factors

- Hindsight
- Re-thinking
 - situation
 - opportunities
 - strategy

sometimes strategic decisions are coloured by ...

green



or coloured by ...



red

or by ...

black



and even by ...

A stint in the doghouse!



If you know someone with some interesting approaches to making strategic farm decisions ...

- Please invite them to get in touch with me!

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*How do farmers
account for context
when making
strategic farm
decisions?*

Thank you!

key ...

- This project asks how farmers perceive and respond to their unique situations when developing farm strategy
- Presenting a summary of some key areas of knowledge, this paper strives to set the background for learning.
- It also hopes to increase awareness of the issues, and to let people know about the project. Perhaps those attending may know someone interested in sharing their knowledge and expertise?

Klein et al, 2003

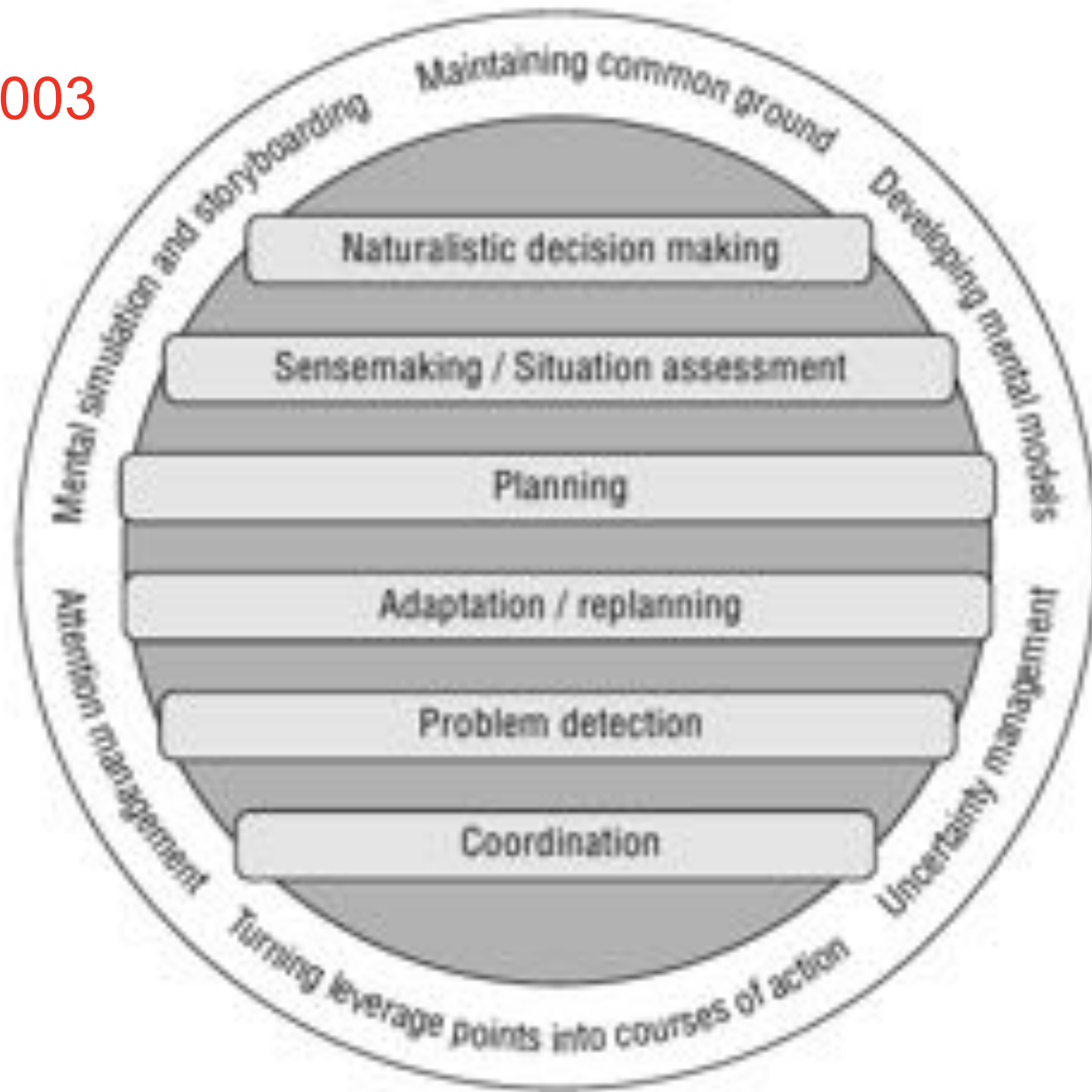


Figure 1. Macrocognitive functions and supporting processes for individuals, teams, and information technologies.

Howden, 2008, p. 12

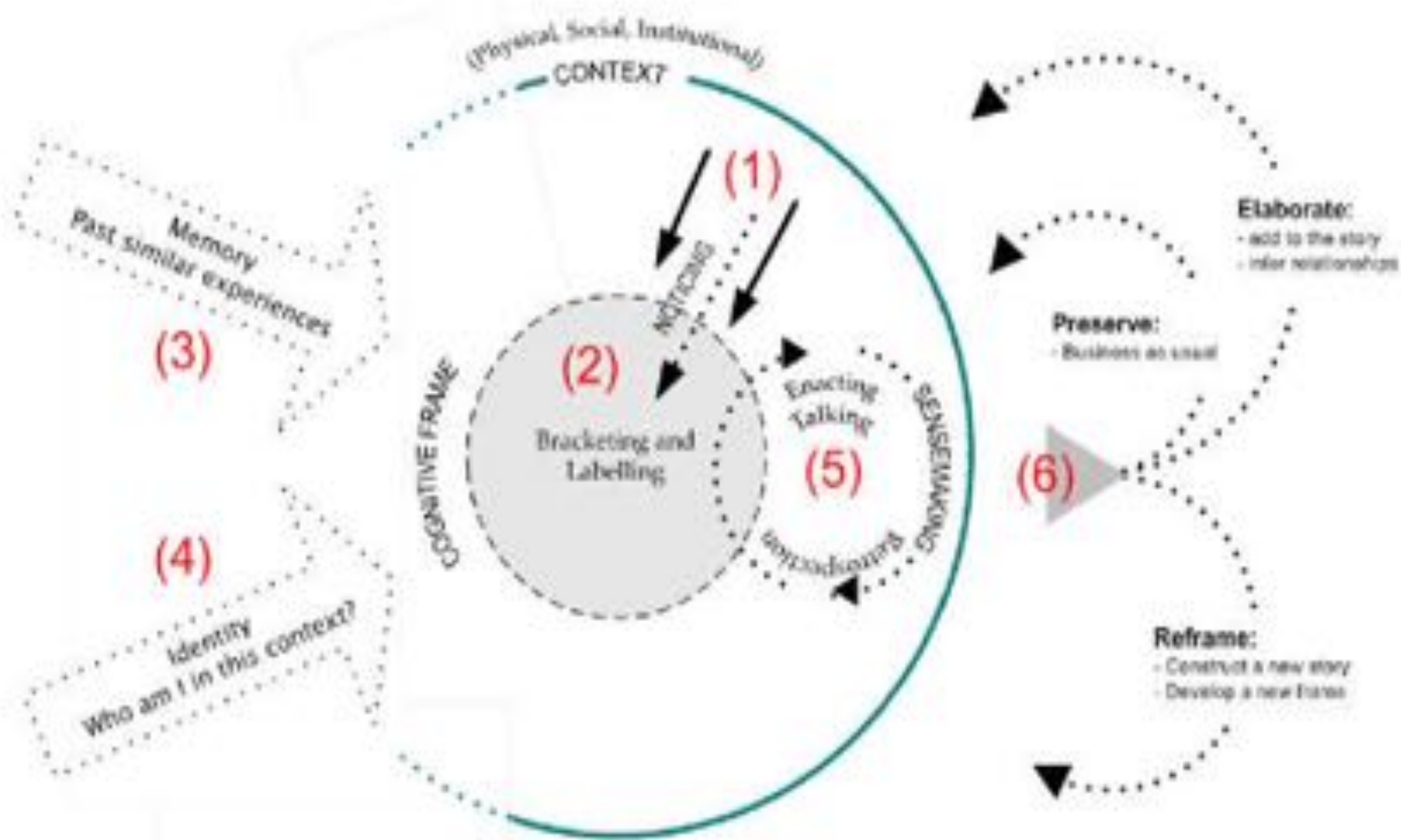


Figure 2: A diagrammatic representation of the notion of sensemaking

Endsley, 2000p. 3

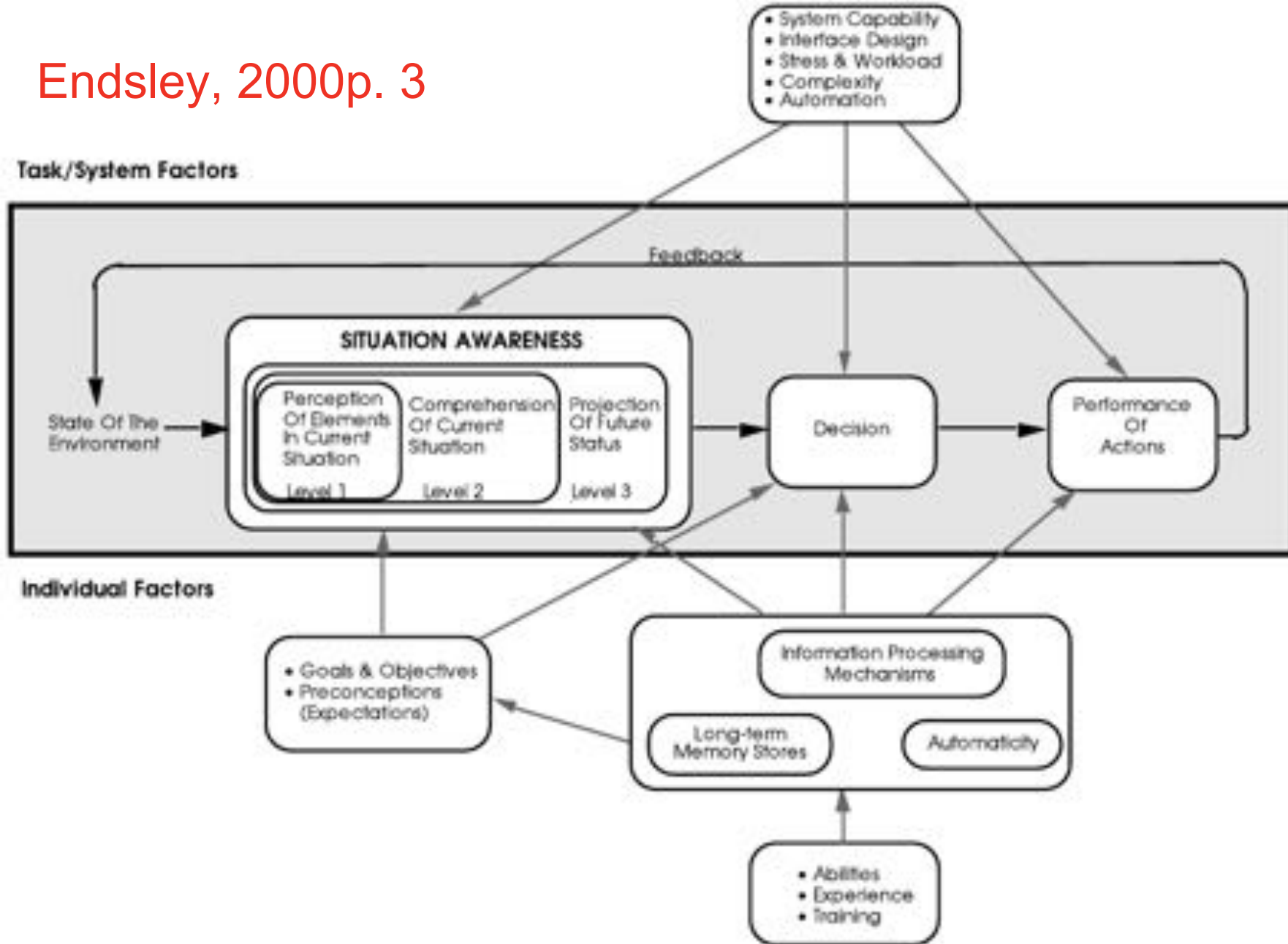
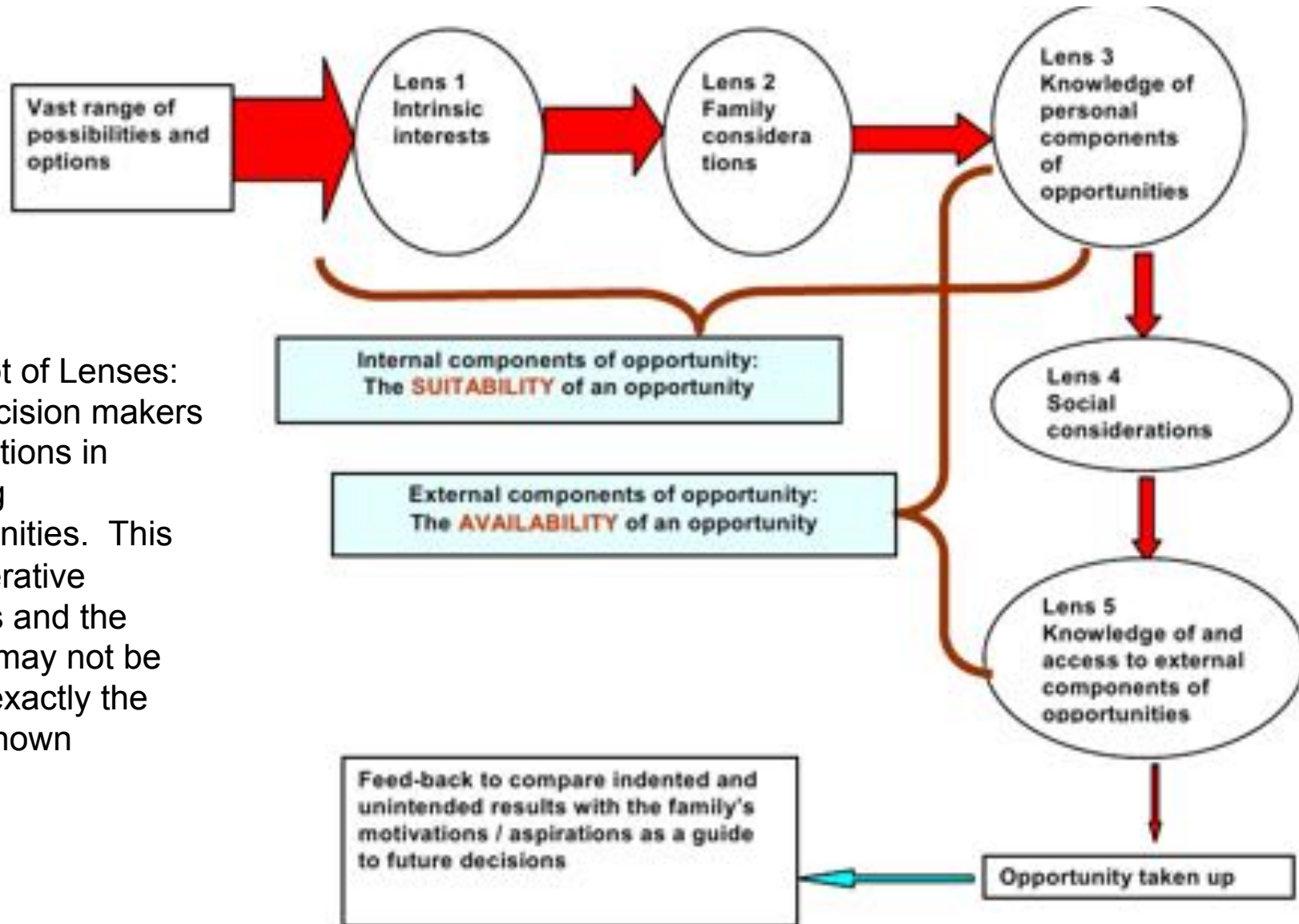


Figure 2. Model of SA in Dynamic Decision Making (from Endsley, 1995b)

Farmar-Bowers, 2007, p. 9

Concept of Lenses:
how decision makers
view options in
creating
opportunities. This
is an iterative
process and the
lenses may not be
use in exactly the
order shown



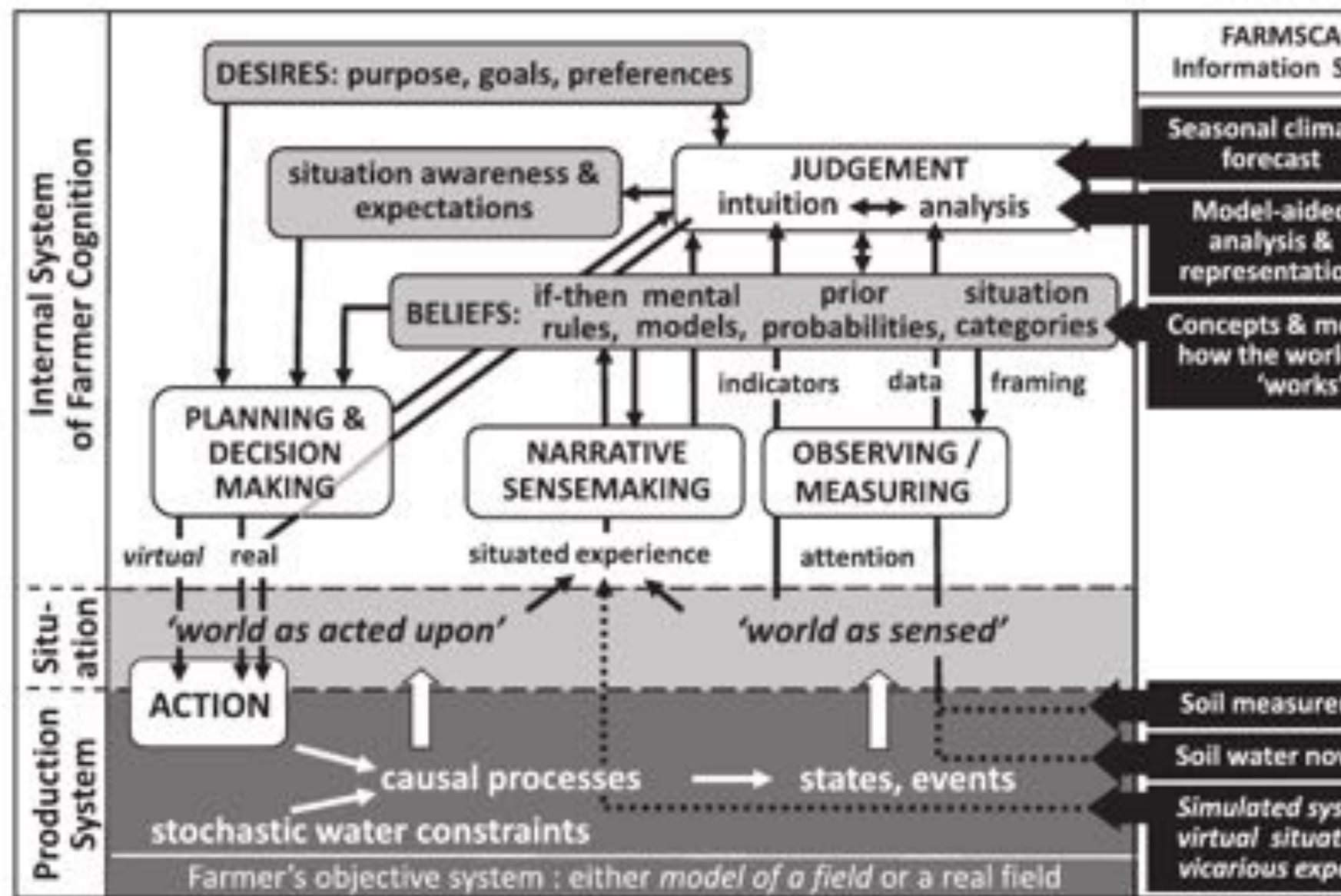


Fig. 1. A theoretical framework for a farmer's adaptive cognitive system to aid scientists' thinking about intervention with an information system management of uncertainty in dryland cropping situations. (Shaded elements of 'internal system' are cognitive structures, unshaded are processes. Dashed lines indicate 'world as sensed'; follow arrows up and counter-clockwise.)