



ASSOCIATION *of*
FISH & WILDLIFE
AGENCIES

MANAGEMENT ASSISTANCE TEAM

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Online Courses | Webinars | Workshops



MANAGEMENT ASSISTANCE TEAM

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A unit of the Association of Fish and Wildlife Agencies, the Management Assistance Team is a small, high-performance team funded by a multi-state conservation grant, and established to help the vast number of technically trained state fish and wildlife agency professionals with non-biological aspects of agency work. The MAT team is passionate about its mission; “Helping State Fish and Wildlife Agencies Achieve Excellence.”



MAT COURSE CATALOGUE

Online Courses | Webinars | Workshops

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About MAT

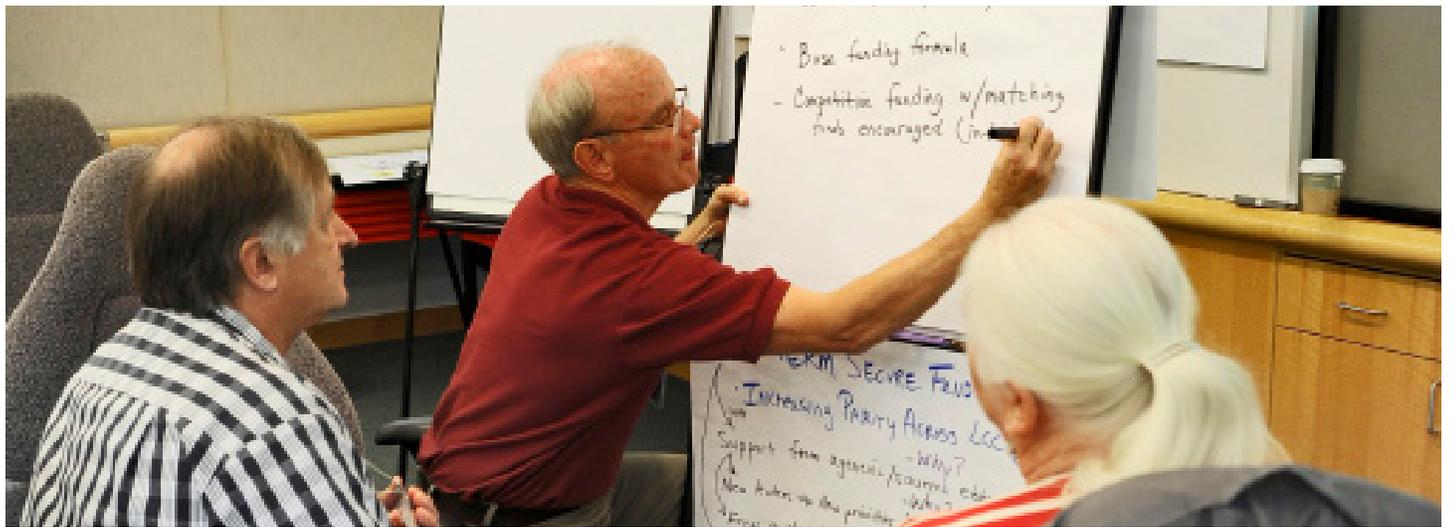
The Management Assistance Team (MAT) is a six-person, high-performing team that is part of the Association of Fish and Wildlife Agencies. Funded by a Multistate Conservation Grant, MAT's offices are located at the National Conservation Training Center in Shepherdstown, West Virginia. Think of MAT as an internal training resource on retainer for all fifty one state fish and wildlife agencies across the country. MAT's products and services concentrate on the agency administration—the people part of the equation. MAT helps state fish and wildlife agencies in the areas of leadership and professional development. In addition to MAT's involvement with leadership and professional development, MAT staff is also responsible for staffing the National Conservation Leadership Institute.

Our Vision

Because we believe that the health and sustainability of North America's natural resources rests in the hands of the individuals and organizations who manage them, the Management Assistance Team aspires to further the conservation goals of state fish and wildlife agencies through organizational and professional development of agency staff at all levels. With the support of our world-class leadership and professional development programs, and through the inter-organizational partnerships we help to forge, state fish and wildlife agencies will be able to navigate change successfully, and respond immediately and effectively to shifting natural, political, and economic conditions.

What We Do

MAT continuously strives to respond to agency needs by offering relevant professional development training with focus areas including leadership, organizational effectiveness, individual effectiveness, communications, emotional intelligence, management, dealing with agency change and more. MAT currently offers three delivery options; Online Courses, Webinars, and Workshops. MAT also staffs the National Conservation Leadership Institute, and offers a number of other services to state fish and wildlife agencies. MAT assists state fish and wildlife agencies in developing their internal leadership development programs and provides a lending library, as well as a variety of learning tools. MAT also produces whitepapers and provides keynote speaking.





LEARNING WITH MAT

MAT's learning opportunities provide access for today's busy conservation professionals to educational material developed by industry experts focused on leadership, organizational and professional development. In fact, MAT exists specifically to help state fish and wildlife agencies, and their partners, with the organizational challenges they encounter while managing national resources today.

Online Learning

MAT's online learning opportunities provide access for today's busy conservation professionals to educational material developed by industry experts focused on leadership, organizational and professional development. In fact, MAT exists specifically to help state fish and wildlife agencies, and their partners, with the organizational challenges they encounter while managing national resources today. MAT currently offers enrollment in individual "a la carte" online courses and webinars.

Face-to-Face Workshops

MAT's half day, 1 day, or 2 day face-to-face workshops are perfect for addressing topics that are of interest on an agency level. Face-to-Face courses are taught by MAT staff and are interactive workshops with high energy participation. Workshop materials including workbooks, facilitator guides, PowerPoint presentations, and are available for no additional charge to state fish and wildlife agencies under the AFWA–MAT Community License. MAT offers electronic versions of these documents to state fish and wildlife agencies and train-the-trainer opportunities at an agency's request. Travel expenses for on-site workshops are paid by the state fish and wildlife agency client.

ONLINE COURSES

MAT's 4-6 week online courses are tailored specifically to the fish and wildlife profession. An interactive, instructor-led approach is used that is much more than just computer based training. The courses require that participants have reliable Internet access and basic computer skills to visit websites, create MS Word documents, and use email. The courses are challenging and require about five (5-10) hours of work each week.

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Adaptive Leadership Principles ALP-101

4-week Online Course

Course Fee: \$75

Required Text: O'Malley, E., & Cebula, A. (2015). *Your Leadership Edge*. Kansas City, KS: Kansas Leadership Center.

This course is based upon the five leadership principles and four leadership core competencies outlined in Kansas Leadership Center's *Your Leadership Edge*. During the four weeks of this course, you will learn about, experiment with, and reflect upon these principles and competencies.

Objectives:

- Observe, explore and diagnose an issue from multiple perspectives
- Increase self-awareness and the ability to do things differently in order to make progress on vital issues
- Engage and motivate stakeholders with conflicting perspectives to work together with a shared purpose
- Intervene purposefully and skillfully to advance adaptive work

This course replaces Adaptive Leadership I.

Conservation Communication Strategies (CSS-101)

6-week Online Course

Course Fee: \$90

Required Text: An Overview of the Public Relations Function by Shannon A. Bowen, Brad Rawlins and Thomas Martin, Business Expert Press, 2010.

This course is designed to help you gain an understanding and proficiency in using a standard planning approach to communication to ensure more positive results for your program and projects. Over the years the process has been refined and taught to many public relations practitioners, leading to more strategic communication practices.

Participants will learn the necessary steps in this approach, from research and problem definition to expected outcomes and strategy development to evaluation and stewardship of communication results. This methodology works equally well for one person as it does for group use in addressing many types of opportunities and challenges. Students will apply principles of communication planning to a real problem of their choice, leaving the course with a completed draft communication plan.

Many benefits accrue to the organization when communication is strategic. Simply put this means that strategic communication programs support the state fish and wildlife agency's achievement of its mission and goals. Many times we say that communication is everyone's job, but fail to take it to the next step by involving key folks in strategy development and building agency-wide (even region or nationwide) understanding of where they can contribute to this united approach. People support what they help to build, and the more we talk together about strategic communication, the more effective these powerful communication tools can be for our agencies.

Objectives:

- Become familiar with a basic communication planning approach and understand how communication can help a State Fish and Wildlife Agency be successful in various initiatives.
- Learn and apply the 5 steps by writing the relevant section of the communication plan that applies to an agency project through the weekly assignments.
- Take away a completed communication plan outline that can be shared internally and implemented.



Emotional Intelligence (EQ-101)

4-week Online Course

Course Fee: \$75

Optional Text: *The Brain and Emotional Intelligence: New Insights* D. Goleman, More Than Sound LLC, 2011.

Required Materials: There is an additional student-paid cost associated with an online component of this course. Information and instructions will be provided by the course facilitator during the course.

At the core of success in all organizational endeavors is the concept of Emotional Intelligence. The more emotionally intelligent people are, the more effectively they can handle stress, communicate effectively with others, and work together to reach common goals.

This MAT course will help fish and wildlife agency participants understand what emotional intelligence is and help them start the process of increasing their Emotional IQ's. Students will gain a better understanding of how our brains work and how they are built to interact with the brains of others. They will also gain a better understanding of themselves while learning to appreciate the unique talents that every person in their organization brings to the table. Students will also learn skills for managing emotions and moods and will learn how to be more effective inter-personally. Finally, the course will help participants set up a plan for future interpersonal growth.

Specific Course Learning Objectives Include:

- Understand the Human Brain and Define Emotional Intelligence
- Increase Self-Awareness via the DiSC profile
- Learn new ways to think about and manage thoughts, emotions, and behaviors
- Understand the power of empathy in managing relationships
- Explore methods for making personal life changes and maintaining motivation

Going From Good To Great (GTG-101)
4-week Online Course
Course Fee: \$75
(Offered to states upon request only)

Required Text: *Good to Great: Why Some Companies Make the Leap...and Others Don't* by Jim Collins; *Good to Great and the Social Sectors: A Monograph to Accompany Good to Great* by Jim Collins.

Why do some companies make the leap from being good companies to being great companies? What factors allow them to have continuing, sustained growth in excess of similar companies around them? What is it that makes them different? Is it charismatic leadership? Right place, right time? Some unique product? This on-line course will delve into these questions and put them into perspective as they relate to social sector businesses.

There are no silver bullets in leading an agency from good to great. But there are some commonalities of great companies such as Level 5 Leadership, the right people, controlling the brutal facts objectively, the “hedgehog concept” (or taking action to be the best at what you can do the best), and a culture of discipline. Lively discussions will focus around these concepts researched by Jim Collins in his best-selling book, *Good to Great* and the accompanying monograph *Good to Great and the Social Sectors*.

Specific Course Learning Objectives Include:

- Understand why good is the enemy of the great
- Understand how a conservation agency can apply the principles of great organizations to their agencies
- Understand why the leaders of great organizations contradict society’s tightly held beliefs about great leadership – What is level-5 leadership?



Leader as Communicator (LAC-101)

4-week Online Course

Course Fee: \$75

Required Text: *Say It Right the First Time* by Loretta A. Malandro, Ph.D., McGraw Hill Books, 2003.

Over the years while working with state fish and wildlife agencies across the country, the Management Assistance Team has commonly heard “We have a communication problem in our agency!” Improving communication at work may not solve everything but it sure will make things a lot better.

If you think about it, communication is how we get things done in our agencies every day. From staff meetings to public meetings, leaders must have the skill to create clear, persuasive messages. The MAT course entitled *Leader as Communicator* will help state fish and wildlife agency participants understand and value communication as a tool of leadership. Students completing this course will have a greater awareness of the role of communication in getting things done. Applying the techniques in this course can help to create a culture of communication in their organization that changes how people talk with one another, develop presentations, gather input, address challenges and make commitments that get results in changing times.

Specific Course Learning Objectives Include:

- Understand communication as a leadership necessity
- Learn skills for improving your personal communication ability
- Explore the role that credibility and values play in effective communication
- Learn how you can contribute to a culture of communication at work

Power (POW-101)

6-week Online Course

Course Fee: \$90

Required Text: *The Power Principle: Influence with Honor*, by Blaine Lee

Power. Some people lust for it, others fear it. Regardless of where you are on this continuum, you need power if you are to achieve your goals. Through the teachings and stories of Blaine Lee, in his book, *The Power Principle: Influence with Honor*, students will become more familiar with the often misunderstood dynamics of power.

Through self-reflection, weekly assignments, and classroom discussions, you will become familiar with the types of power, what type of power you are most comfortable using, and the pros and cons of choosing to use certain types of power. You will also come to understand that while the word “power” often carries a negative connotation, power is neither positive nor negative. Rather, it is how you choose to use your power that makes it positive or negative. After this course, students will see power through a different lens.

POWER is a six week course. Each week participants complete reading and written assignments, electronically post to discussion topics, and often engage in lively debate with other students. These challenging exercises and activities help apply lessons learned and, according to former students of other MAT online courses, make it really fun!

Specific Course Learning Objectives Include:

- Understand power as a leadership necessity
- Learn a principle-centered approach to enduring power
- Be able to recognize types of power in others and yourself
- Learn skills for increasing your power
- Leverage your power and influence within your world of work



Practicing Adaptive Leadership PAL-201

6-week Online Course

Course Fee: \$90

Prerequisite: Successful completion of either Adaptive Leader I (no longer available), Adaptive Leadership Principles, or the National Conservation Leadership Institute.

Required Text: *The Practice of Adaptive Leadership*; by Ronald Heifetz, Marty Linsky, Alexander Grashow

This course is the companion class to MAT's Adaptive Leadership Principles. Practicing Adaptive Leadership provides the practical tools and techniques to ripen student's leadership skills. This class incorporates real life examples and recommendations to enhance leadership performance. Weaving together all of the essential elements of adaptive leadership, this course will focus on diagnosing both the internal and external system in order to devise smart risk interventions to bring about change.

Objectives:

- Learn tools and techniques for enhancing leadership capacity.
- Learn the 4 core elements to applying adaptive leadership.
- Learn techniques for identifying stakeholders and their values regarding an issue and how to manage the loss associated with making change.
- Learn to act politically to make successful interventions.
- Understand the roles of conflict, self, and the holding environment in orchestrating adaptive change.
- Understand the need for those practicing leadership to be connected to purpose, and learn tips for staying healthy while exercising leadership.

This course was renamed from Adaptive Leadership II.

Reflections on Agency Management RAM-101

6-week Online Course

Course Fee: \$100 (includes cost of text)

Required Text: Guynn, D. (2017). *Beyond the Critters. Considerations for Managing and Leading State Fish and Wildlife Agencies*. Helena, MT: Far Country Press.

Reflections on Agency Management is based upon the work of Dr. Dwight Guynn as captured in his book *Beyond the Critters*. Over a six-week period, you will get a glimpse into the real world of management life in state fish & wildlife agencies, learn how to be successful, and avoid known pitfalls.

This course will be facilitated by Dr. Guynn, and is divided into six lessons. The lessons are arranged like a funnel, starting with the narrowly detailed specifics of managing a state fish and wildlife agency, such as how to use work plans to manage for accountability, build a defensible budget, and provide direction for a large agency. The course then expands to the broader subjects of changing the organization, leadership, and a look at the future of fish and wildlife management. The course is pragmatic and purpose-driven. Each week's forums and assignments enable you to apply the concepts presented to real challenges back in your organization.

Objectives:

- Illustrate how to develop work plans and leverage them as a management tool to achieve agency objectives and align budget decisions with agency priorities.
- Describe the framework and its six components for managing the interdependencies of a state fish and wildlife agency.
- Define principles and strategies for commissions and agencies that promote a positive system of governance.
- Explain the process for successfully implementing change within an agency.
- Describe how adaptive leadership helps individuals and organizations adapt and thrive while facing complex challenges.
- Identify ineffective and effective practices for communicating with the media and the public.
- Characterize changes to land use and outdoor recreation that are impacting State Fish and Wildlife Agencies.



Resolving Conflict RES-101

4-Week Online Course

Course Fee: \$75

Whether it is a disagreement between friends and or co-workers, conflict is a constant in our daily lives. How we view conflict and attempt to resolve it determines successful interventions and improved relationships or the escalation and continuance of its root causes. This course will review the stages of conflict, behavioral signs and neuroscience associated with the development of conflict, and provide some proven tools for conflict management.

Objectives for the course are to provide the student with a basic understanding of the nature of conflict and provide useful tools to resolve conflict when it occurs in the workplace and home. This course is priceless to anyone who wishes to be a more effective supervisor, parent or employee.

Conflict is now a four-week online module with greater emphasis on workplace conflict and resolution tactics; thus the name change to Resolving Conflict.

Secrets of Agency Assessment and Development (SAAD-101)

4-week Online Course

Course Fee: \$75

Leading change does not mean controlling it or diving headfirst with blinders on! It demands we understand it and know how to assess and adapt to it. By the end of this class you'll understand key components that need to be considered to address change. Leaders must know how to recognize changes, assess the change and help manage the change. This course is based on works by the Franklin Covey Company, Peter Senge, Edgar Schien and many others that have studied and published on change and organizational systems.

In this course you will review contemporary changes affecting your organization. You will learn how to rise above the everyday work events and gain a "helicopter view" of your organization. You will be given a model for defining the parts of an organization that is all encompassing and applicable to a whole organization, a bureau, or even a work group. In addition you will learn how to fit those parts together for a complete organizational picture, and recognize how those different parts of the organization interact. This course is designed to help you determine how to use the Helicopter Model for addressing root organizational problems and not just symptoms.



Visionary Leadership (VL-101)

6-week Online Course

Course Fee: \$90

Required Text: Visionary Leadership by Burt Nanus, Jossey-Bass Publishers, 1992

This six week online course focuses on increasing your leadership effectiveness by learning about the powerful tool of Visioning. The material will start you on a journey of practicing visionary leadership...a game-changer for you personally, your agency and potentially the whole world.

Described as one of a leader's primary functions, Visioning will be taught and practiced in this interactive on-line course, enabling participants to become more comfortable and competent with developing and communicating visions. The course "Visionary Leadership" will cover the essential elements of visioning development and implementation. It will also examine examples of powerful visionaries as well as visions from a variety of organizations. Ultimately, you'll use the material as a springboard to generate both a personal and workplace vision.

Participants will learn the importance of visioning as a leadership tool. It will answer questions like: "What is a profile of a visionary leader?" "Who were some visionary leaders from conservation's history?" "What are strategic vision statements?" Through a number of practical guided exercises participants will learn to use visioning as a tool for projects and programs. You will find that what you learn throughout the six weeks has broad applicability, not just at work, but in your personal life as well.

Specific Course Learning Objectives Include:

- Know the essential components of Visionary Leadership and why each is important.
- Learn why some visions succeed and others fail
- Gain experience with the creation, evaluation and implementation of visions
- Discover the key ingredient to successfully engage, motivate and enlist others to share your vision.

What Great Managers Know (GMK-101)

4-week Online Course

Course Fee: \$75

Required Text: *First, Break All The Rules: What The Worlds Greatest Managers Do Differently*, by Marcus Buckingham

Just how does one select the best candidate for a position, then motivate them to perform at their full potential? Management of employees is one of the most challenging yet rewarding activities in any company. Up until now there's been no owner's manual available for perspective managers that could guide their actions and ensure effective supervision. Thanks to a Gallup survey of world's top 400 companies and 80,000 managers, the secrets of effective management have now been revealed.

In this course you will be introduced to the keys of effective management that the majority of the world's great managers employ. Whether you are an experienced supervisor, or recently promoted to a supervisory role, this course will provide critical information and practical examples to enhance your skills as a manager.

Specific Course Learning Objectives Include:

- Understand the insight of the world's great managers.
- Understand the principles (4 keys) that all great managers employ.
- Learn practical techniques to implement the 4 keys to improve effective management.
- Understand the difference between being a manager/supervisor and exercising leadership.

This course is conducted online over four weekly segments. Participants will typically spend about 5 hours each week on coursework. Participants will be expected to read the assignments and post discussion forum ideas by Thursday of each week. Comments on other classmates' postings are due by Sunday at midnight and all exercises, papers, etc. are due by midnight on Sunday of each week. This course is a revision of MAT's Leader as Supervisor online course.

WEBINARS

MAT's 1-2 hour webinars offer a shorter, more condensed, yet effective learning opportunity through a live instructor-led presentation, group discussions, and Q & A. Webinars allow for the flexibility and accessibility of online learning with the added elements of synchronous learning, interactivity, and smaller, digestible chunks of content. All that is necessary to participate is a computer, internet connection, and a phone.

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Creative and Critical Thinking (CCT-101)

2-hour Webinar

Webinar Fee: \$30

When we surveyed state fish and wildlife agency directors, they told us that one of their top needs was enhanced creative and critical thinking in their employees. These functions are inextricably intertwined – by increasing the creative aspects to our thinking we also enhance our capacity to critically think. And if we're better critical thinkers then we become more effective problem solvers and decision-makers. To get different results we may need to use different thinking to get there.

This highly interactive webinar is practical, anchored to the participants' world, and provides cool tools that will get your creative juices flowing. Content includes moving past mental blocks, and distinguishing between bias, inference and fact.

The design of the webinar makes it a fun learning experience. There are assignments, but no textbook. A downloadable workbook will be provided. You will need a computer, internet connection, and a phone.

Specific Course Learning Objectives Include:

- Build understanding of creative and critical thinking and see how they are critically linked
- Enhance your own creative and critical thinking
- Gain an appreciation of the value of these skills
- Discover what's in it for you as a leader

Different Dialogues (DFD-101)

90 Minute Webinar

Course Fee: None

How much of your time is spent dealing with under-performing employees? Ever dread having to come to work in the morning because you have to have “that” conversation? What are your employees feeling about the work they do; are they accomplishing their goals, are you? What if you gained the skills to have different conversations with your employees and achieved greater outcomes?

Different Dialogues offers supervisors the knowledge and skills required to set the tone for gaining greater results through dialogues with high, middle, and low performing employees. From hire to retire, you can charter a new course in how you communicate with your employees and create a new environment for you, your employees, your division, and agency!

Objectives:

- State the benefits for different dialogues
 - Individual
 - Team
 - Department
 - Agency
- Define & Differentiate high-middle-low performers
- Conduct H.M.L. Performer Conversations



Power of Empowerment (POE-101)

1 Hour Webinar

Course Fee: None

No matter your position, most organizational pressure to perform is self-imposed. It's a result of being so busy being busy, not doing what you're really supposed to do, or not understanding your role and responsibility. Learn the truth about your leadership weaknesses and the impact on your team and agency, and position yourself to change your thinking and behaviors.

Simply put, when you do your job better, you are in a better position to help your employees perform theirs better too.

At the end of this webinar, Participants will know the following:

- Distinctions between delegate & empower
- Significance of TRUST
- Barriers to empowerment
- Benefits of empowerment
- Significance of empowerment leadership development

Problem Solving and Decision Making (PSDM-101)

2-hour Webinar

Webinar Fee: \$30

This one session, two hour webinar delves deep into the incredibly important skill sets associated with effective and efficient decision-making and problem-solving.

The processes involved in problem-solving and decision-making are closely related to the processes involved in creative and critical thinking. Thus, this webinar, while not required to do so, is a logical next step to take after participating in the webinar Creative and Critical Thinking. Individual versus group thinking, reverse brainstorming, mind-traps, and trade off methods are just some of the tools covered in this fun and informative webinar.

No textbook is required and a downloadable workbook will be provided. You will need a computer, internet connection, and a phone.

Specific Webinar Learning Objectives Include:

- Learn the seven steps to effective group problem solving
- Understand why using a process is critical
- Know the amount of time to spend in the “problem space” versus the “solution space”
- Understand the range of decision-making tools available to you
- Understand the types of pitfalls frequently encountered when making decisions
- Understand the importance of concrete and specific implementation plans



Public Involvement in Conservation (PIC-101)

2-hour Webinar

Webinar Fee: \$30

Have you ever thought about the value of working more closely with the public as you go about your work? Whose resources are we managing?

Join us as we explore this idea of involving the public in our work in a 2-hour webinar . We'll examine what it means, why we should consider it and then review some best practices to help us try it out. We will draw on several resources including Bleikers' Systematic Development of Informed Consent, materials from the International Association of Public Participation (IAP2), a book by James L. Creighton, "The Public Participation Handbook" along with pre-recorded insights from the experience of 2 state experts.

According to Hans Bleiker of the Institute for Participatory Management and Planning, some of our projects will be doomed without public involvement. In today's world that is a valid and sobering concern. Many state fish and wildlife agencies use public participation techniques in a variety of ways yo to inform, consult, involve, collaborate and/or empower stakeholders. Our two state agency experts will discuss the basics you need to understand and how they applied public involvement techniques to address two different opportunities facing their agencies.

Objectives for this Webinar

- Understand why public involvement is mission-critical.
- Learn about the elements that must be present to foster relationships and successful conservation projects.
- Discover resources and best practices for public involvement

WORKSHOPS

MAT’s half day, 1 day, or 2 day face-to-face workshops are perfect for addressing topics that are of interest on an agency level. Face-to-Face courses are taught by MAT staff and are interactive workshops with high energy participation. Workshop materials including workbooks, facilitator guides, and PowerPoint presentations are available for no additional charge to state fish and wildlife agencies under the AFWA–MAT Community License. MAT offers electronic versions of these documents to state fish and wildlife agencies and train–the–trainer opportunities at an agency’s request. Travel expenses for on-site workshops are paid by the state fish and wildlife agency client.

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Publics, Problems, and Politics 2-Day Classroom Workshop, with Train-the-Trainer

Management of natural resources requires two kinds of work: 1) Technical expertise as biologists, law enforcement, administration, etc. and, 2) Work with publics. Leaders in fish and wildlife typically have years of technical training and experience. This course focuses on the equally important side of the job which is working with publics, structured problem solving techniques, and dealing with politics in an effective and responsible manner.

Specific Course Learning Objectives Include:

- How to work with various publics
- Deadly errors for involving publics
- Techniques for successful public involvement
- The Open House Technique for dealing with controversy
- Setting up the public meeting for success
- Techniques for handling public meeting problems
- A six-step problem solving process for developing solutions to any problem

The MAT Team will teach this course for your agency trainers and others to be certified so they can teach Publics, Problems, and Politics for your agency. After conducting the 2 day workshop, MAT will immediately provide a train-the-trainer session for agency trainers and certify them. Your agency will receive a MAT CD with all the PowerPoint slides, overheads, workbook, and facilitator guide so that you are ready to begin offering this course to your agency. There is no charge for MAT time.

FRANKLIN COVEY WORKSHOPS*

FranklinCovey 7 Habits of Highly Effective People 2-day Classroom Workshop

MAT facilitators are certified FranklinCovey instructors in this copyrighted course. The course addresses personal effectiveness and leading from within. Dr. Stephen Covey's book by the same title is a best seller that underlies the basic content of the course. It presents seven principles for leading yourself effectively and is a logical foundational step in developing interpersonal leadership. Unlike other MAT courses, the copyrighted course participant workbooks must be purchased from FranklinCovey. However, MAT can teach the course for you at no charge.

FranklinCovey Leading at the Speed of Trust 2-Day Classroom Workshop

This two-day workshop, one of the many FranklinCovey leadership products, is the first type of course that approaches trust as the key quantifiable factor in business success. It teaches participants pragmatic, practical, and actionable skills they can implement immediately regardless of their role in their organization. Using the learning from an individual trust inventory, this highly interactive workshop engages leaders at all levels in the real work of identifying and closing the trust gaps that exist in many organizations. Instead of continuing to pay an outrageous trust tax™, they can begin to realize the great benefits of a trust dividend™ both personally and organizationally. Unlike other MAT courses, the copyrighted course participant workbooks must be purchased from FranklinCovey. However, MAT can teach the course for you at no charge.

OTHER FRANKLIN COVEY TOPICS

5 Choices to Extraordinary Productivity Project Management Essentials

*Franklin Covey workshops have some costs associated. Please contact MAT for additional information regarding these costs.



Other Leadership Development Program Topics:

Adaptive Leadership

Take a deep dive into practicing the framework of adaptive leadership. Participants experience the theory and concepts of collaborating with people and organizations to step into the unknown.

Specific Course Learning Objectives

- Identify the five principles of Adaptive Leadership.
 - Observe, explore and diagnose an issue from multiple perspectives.
 - Increase self-awareness and the ability to do things differently to make progress on vital issues.
 - Engage and motivate stakeholders with conflicting perspectives to work together with a shared purpose.
 - Intervene purposefully and skillfully to advance adaptive work.
-

Story Telling as a Leadership Tool

Leaders use storytelling to connect with people on an emotional level and to influence attitudes, behaviors, and values. Storytelling is effective for leading change, making recommendations, managing diversity and inclusion, providing coaching, teaching important lessons, setting a vision, defining culture and values, and more. This course covers the process for crafting and delivering effective stories to achieve specific goals. Participants will have the opportunity to create and deliver stories, receive constructive feedback, and retell their stories incorporating that feedback.

Specific Course Learning Objectives

- Explain the value of storytelling.
 - Describe the process for crafting strategic narratives.
 - Identify the elements for turning a good story into a great story.
 - List effective behaviors for delivering compelling storytelling presentations.
 - Construct and deliver stories following storytelling and presentation guidelines.
-

Mindful and Compassionate Leadership

Many organizations are embracing mindful leadership to help recapture present-moment connections to hone attention, focus on tasks at hand, make better decisions, structure workdays to allow for creativity and to better manage stress. Mindful and compassionate leaders are more likely to act ethically and demonstrate the key components of Emotional Intelligence, including self-awareness, self-management and social awareness. This course explores and practices the concepts of mindful and compassionate leadership.

Specific Course Learning Objectives

- Describe the benefits of mindfulness and compassionate leadership.
 - Identify the characteristics of a mindful organization in terms of ethics, resilience, change management, mindful communication, and continual learning.
 - Perform personal mindfulness and compassion-based activities and practices.
-

Difficult Conversations

Do the people in your agency deal with conflicts directly, routinely, and well? A difficult conversation is a necessary conversation. This course is based upon the insights from the best-selling books: *Difficult Conversations* and *Fierce Conversations*.

Specific Course Learning Objectives

- Overcome barriers to meaningful communication.
 - Enrich conversations with colleagues, friends, and family.
 - Increase clarity and improve understanding.
 - Handle strong emotions – yours and theirs.
 - Stay balanced regardless of how the other person responds.
-

Resolving Conflict

If a conflict is escalating but you do nothing to help resolve it, damage is the ultimate result. On the other hand, if- at any stage of a conflict- you appropriately guide people toward resolving it, you can lead them on the path of discovery. This course discusses the signs of escalating conflict, the resulting stages of conflict, and the four resolution tactics to use within each stage. Participants will practice using conflict resolution tactics.

Specific Course Learning Objectives

- Examine how people's differences can benefit the work group but can sometimes lead to conflict.
 - Identify causes of conflict in the workplace.
 - Recognize stages of conflict and behavioral signs that point to escalation of conflict.
 - Explore approaches you can take to guide conflict resolution.
 - Learn to prepare for effective resolution discussions.
-

Leading Your Team to Optimal Performance

There is a difference between acceptable performance and exceptional team performance. Behaviors, skills, and attitudes can help an ordinary team turn into an extraordinary one. Knowing what a team needs helps one lead his or her team to optimal performance.

Specific Course Learning Objectives

- Recognize the signs of an ideal team.
 - Learn the formula for creating an ideal team.
 - Identify the three leadership roles.
 - Use best practices within each role.
 - Learn how to handle challenging situations.
-



Other Leadership Development Program Topics:

MBTI/DISC

The MBTI assessment is a personality tool based on the theories of Carl Jung. It is nonjudgmental and allows people to gain an understanding of their preferences, particularly with respect to energy source, information gathering, decision making, and lifestyle/work patterns. It is widely used by organizations to develop understanding of one's self and co-workers in order to create effective working relationships. Over 60 years of research and development have demonstrated its reliability and validity.

DISC is the doorway to communication. The DISC is a communication assessment; based on a universal language of observable human behavior, a neutral language. Every person has the ability and can adapt to any style.

Achievers throughout history have had one thing in common – they know themselves. Achievers don't underestimate what they can do. They know their own limitations and, by realizing their weaknesses, develop plans to overcome their shortcomings and take full advantage of their strengths.

Immunity to Change

A specifically designed workshop to help people and organizations understand the real reason why people often struggle with change. We often already know the behaviors that hold us back. We have tried and tried to change those behaviors and yet change continues to be illusive. This workshop helps individuals, work teams, and organizations understand their competing commitments and learn ways to overcome resistance to change in themselves, and others. Harvard University Researchers Robert Kegan and Lisa Lahey discovered that behind each of our habits is a strongly held belief that not only keeps us in our groove, but also fights any change that threatens the status quo. This resistance is so strong, so adaptive, and so systemic that Kegan and Lahey liken it to a finely tuned immune system.

Specific Course Learning Objectives

- Delegation
- Communication (speaking clearly/succinctly)
- Engaging in conflict constructively
- Speaking up with peers or executives
- Listening
- Prioritizing and creating focus
- Building trust and relationships
- Developing others
- Creating Work/Life balance
- Collaboration

Management 101

Participants learn both the technical and human side of managing and leading employees; learning how to take steps going from peer to boss.

Specific Course Learning Objectives

- Understand the ongoing process of performance management.
 - Learn how to effectively use 360 evaluations.
 - Develop skills to communicate clear expectations.
 - State the benefits of different dialogues for different performance levels.
 - Conduct high-middle-low performer conversations.
 - State the difference between Performance Improvement Plan and Counseling.
 - Leverage motivating factors that spark energy in people.
-

Cultural Competency and Inclusion

Cultural competence is a set of corresponding behaviors, knowledge, attitudes and policies that come together in a system, organization or among professionals that enables effective work in cross-cultural situations.

Specific Course Learning Objectives

- Make the connection between cultural competence, diversity and inclusion.
- Enhance self-awareness of attitudes influencing improved customer service.
- Improve ability to build partnerships with customers.
- Begin strategy for creating an inclusive culture.

FAQ's

(About online learning with MAT.)

How do I register for MAT's online courses and webinars?

All of MAT's online courses and webinars are currently housed in our custom learning management system (LMS). If you are a new student you will need to visit our LMS to create an account. After you've created an account, you can follow the instructions on the welcome page to register for and access your courses.

MAT courses are offered nationally in 2 terms: Spring and Summer. You can find a registration schedule www.matteam.org.

Where can I login to access my courses?

You can access your account with our LMS and enter your courses at the following link: <http://matlearning.org>

What do I need to take a MAT course?

MAT's 4-6 week online courses require that participants have reliable Internet and email access, basic computer skills, and the ability to create MS Word documents.

Your course information includes a course or webinar fee. How can I pay my course fee?

Students will be invoiced for course fees by email during the first week of courses. Invoices will be due upon receipt and can be paid by check or credit card. Students may withdraw up until 48 hours before online courses and webinars begin without being invoiced for course/webinar fees. Books and other course materials are not included in course fees.

For more about billing, contact us at info@matteam.org or (304) 876-7988.

The MAT course I'm trying to register for appears to be full. How can I be added to the waitlist for this course?

Please email info@matteam.org to be added to the waitlist for a course that has reached its capacity.



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**MANAGEMENT
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