



ASSOCIATION *of*
FISH & WILDLIFE
AGENCIES

MANAGEMENT ASSISTANCE TEAM

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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.”

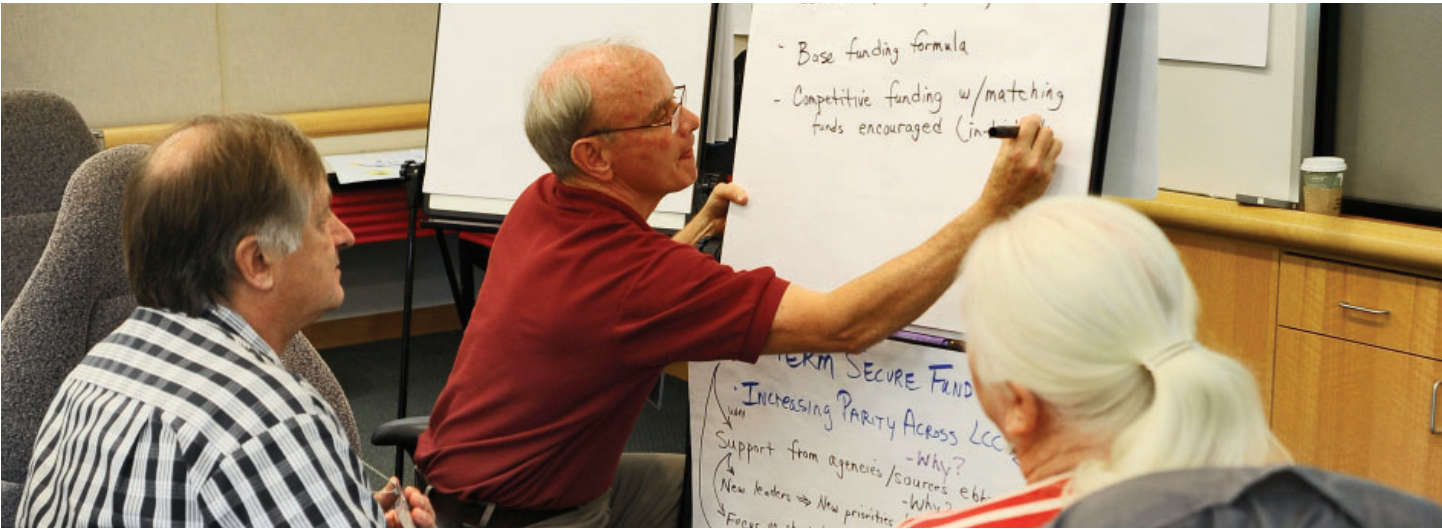
(Oct 2019)



MAT LEADERSHIP DEVELOPMENT

Online Courses | Webinars | Workshops | On-Demand

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About MAT

The Management Assistance Team (MAT) is a 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. MAT's products and services concentrate on the people part of the agency. MAT helps state fish and wildlife agencies in the area of leadership development. MAT staff is also responsible for staffing the National Conservation Leadership Institute.

Our Vision

We believe 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 leadership development of agency staff at all levels. With the support of our world-class leadership 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 leadership development training with focus areas including 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 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 variety of learning tools.

LEARNING WITH MAT

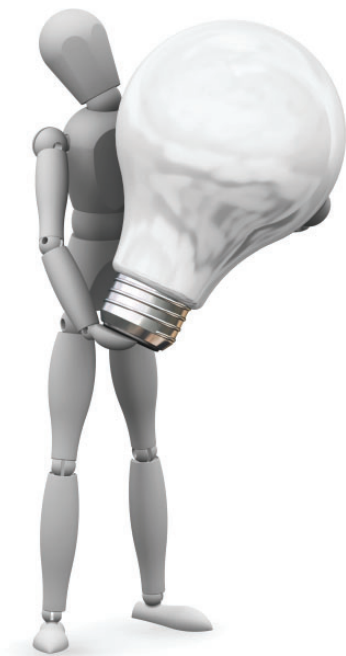
Online Learning

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



Face-to-Face Workshops

MAT's 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 National Faculty and are interactive workshops with high energy participation. MAT offers train-the-trainer opportunities at an agency's request.



ONLINE COURSES

MAT's 4 and 6 week online courses are tailored specifically to the fish and wildlife profession. An interactive, instructor-led asynchronous approach is used. The courses are robust and require about 5-10 hours of coursework each week.

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To register for and participate in online courses and webinars go to
<https://matlearning.org>



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.

Specific Course Learning Objectives Include:

- 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



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.

Specific Course Learning Objectives Include:

- 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



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.

Specific Course Learning Objectives Include:

- 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.



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 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.

Specific Course Learning Objectives Include:

- 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.



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.

Specific Course Learning Objectives Include:

- Know how change is constant and affects all aspects of our organization.
- Know how organizations are like ecosystems in their operations.
- Know all parts of an organization and how they interact.
- Be able to use the "Helicopter Model" of organizations for designing & creating organizations and organizational units.
- Know how to use the "Helicopter Model" for assessing and defining problems clearly to help arrive at effective solutions.



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.



WEBINARS

MAT’s 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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To register for and participate in online courses and webinars go to <https://matlearning.org>

ON-DEMAND

MAT’s on-demand offerings include skill-builders, teaching aids, and recorded webinars.

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On-demand offerings can be found at www.fishwildlife.org/afwa-inspires



Conflict Resolution (CFR-101)

2-hour Webinar

Webinar Fee: \$30

Conflict is inevitable and there is a simple process to guide you to shared understanding and compromise. During this webinar, we will use a personal conflict situation to help us:

Specific Learning Objectives Include:

- Identify different types of conflict
 - Apply a conflict resolution model to resolve personal or professional conflict
 - Explain a process to get “unstuck” from a stressful situation
 - Illustrate similarities to two other popular conflict resolution models
-

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.

Specific 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
-



Facilitation Skills and More (FAS-101)

Two 3-hour Webinars

Webinar Fee: \$75

It is imperative that today's leaders know how to organize and direct productive and engaging meetings, and other collaborative events. A skilled facilitator following an effective facilitation process is key to utilizing resources well, motivating participants, and achieving exceptional outcomes. Whether these events take place in conference rooms, on the phone or via the web, the skills presented in this training intend to move you towards becoming a more effective facilitator.

Specific Learning Objectives Include:

- Describe the behaviors, roles and responsibilities of an effective facilitator
- Apply a 5-step facilitation process to systematically achieve optimal results
- Employ facilitation processes and skills to achieve desired outcomes
- Use worksheets, templates and other resources to better plan for, conduct, and follow-up on meeting outcomes.

Problem Solving and Decision Making (PSDM-101)

2-hour Webinar

Webinar Fee: \$30

This 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.

Specific 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.

Specific Learning Objectives Include:

- Show why public involvement is mission-critical.
- Identify the elements of fostering relationships and successful conservation projects.
- Explore resources and best practices for public involvement



ON-DEMAND

Adaptive Leadership Skill Builders

Adaptive Leadership is a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of change.

- **The 5 Principles of Adaptive Leadership Skill Builder**
 - **Technical VS. Adaptive Skill Builder**
-

Power of Empowerment

30-minute Recorded Webinar

This 30 minute recorded webinar discusses the five levels of leadership and how, through empowerment, greater results can be achieved for the individual, team, department, agency, and more!

Specific Learning Objectives Include:

- Gain useful insight about the choice of empowerment
 - Learn the distinction between delegate and empower
 - Understand the significance of TRUST
 - Learn barriers to empowerment
 - Learn benefits of empowerment
 - Understand the significance of empowerment to leadership development
-

Supervisory Skills 101

1-hour Recorded Webinar

This one-hour recorded webinar offers supervisors a different framework on how to manage high-middle-low performers from hire to retire through dialogue and documentation.

Specific Learning Objectives Include:

- State the benefits of different dialogues...Individual, Team, Department, Organization
 - Conduct H-M-L Performer Conversations
 - Write employee performance documentation
 - Differentiate: Performance Improvement Plan
 - Counseling
-

WORKSHOPS

Additional tailored leadership development topics available based on agency assessment.

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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 Learning Objectives Include:

- 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.

Building an Environment of Trust

In this session we will concentrate on the effects or influences leadership has over trust in the work environment. Participants will learn some tools that will help guide them in building trust and have an opportunity to practice using them.

Specific Learning Objectives Include:

- Recognize how trust in the workplace affects business results
- Identify common workplace behaviors that can either break or build trust
- Demonstrate behaviors that show you trust others as well as give people the confidence to trust in you
- Use interaction skills to foster open communication and build and maintain trusting relationships
- Apply trust-building techniques in challenging, low-trust situations



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 Learning Objectives Include:

- 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.

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 Learning Objectives Include:

- 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.



Emotional Intelligence

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.

Specific Learning Objectives Include:

- Define Emotional Intelligence
- Increase Self-Awareness via the EQ-I 2.0 Assessment
- 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

Facing Complex Challenges

Complex challenges sprawl in many directions, across many territories. It's hard to see them clearly, yet it requires many perspectives to see them at all...Leadership comes from community members and stakeholders, integrating and applying their shared knowledge.

Specific Learning Objectives Include:

- Drawing careful attention to details and the big picture
- Surfacing individual and group assumptions
- Bridging different contexts and cultures
- Building direction, alignment, and commitment
- Helping groups and individuals get “unstuck”



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 Learning Objectives Include:

- 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
-

Leading Change

Leading Change, focuses on the change process from the strategic or senior leadership viewpoint. This workshop incorporates several models within the change management process (Kotter, ADKAR, & Bridges).

Specific Learning Objectives Include:

- Identify change opportunities and catalyze the change
 - Translate initiatives into high-impact, strategic actions
 - Implement the steps from the 7-Stage Change Management Process
 - Comprehend the Phases of the Change Process and the Stages of Transition
 - Incorporate proven practices to remove barriers and resistance
 - Ensure skills and readiness of the department for the change to be successful and sustainable
 - Develop action steps for stabilizing, reinforcing, and sustaining the change while increasing readiness for the next change
-



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 Learning Objectives Include:

- 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.

Management 101

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

Specific Learning Objectives Include:

- 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.



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 uniqueness of each person extends far beyond the DISC model. Therefore, behavioral assessments should NOT be referred to as "personality tests."

Specific Learning Objectives Include:

- Understand the benefits of applying a behavioral communication model
- Understand own behavioral design
- Recognize, understand, and appreciate others' behavioral designs
- Adapt for enhanced communication, understanding, and relationships
- "People Read" all four factors: Tone of Voice, Body Language, Words, Pace

Problem Solving with the Public

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 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



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 Learning Objectives Include:

- 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.

Storytelling as a Leadership Tool

Best selling author Brene Brown has said that, "Stories are data with a soul." 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:

- Exam and identify the sacred myth(s) that define our organizational culture
- 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 guideline



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.

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On-demand offerings can be found at
www.fishwildlife.org/afwa-inspires



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