

Adaptive Leadership Review and Conference Overview

Jill Hufnagel

Multiple Sessions

STATEMENT OF WORK

This Statement of Work (“SOW”) dated February 4, 2021 is between Jill Hufnagel Coaching and Consulting, LLC (JHC&C) and the Association of Fish & Wildlife Agencies (AFWA).

Pursuant to the terms of agreement, the parties agree to the scope of services as follows. Listed below is a description of the training and consultation services to be provided for AFWA scheduled May 11-13, 2021.

- I. Design and delivery of three virtual adaptive leadership training sessions for NCLI’s Alumni conference.
- II. JHC&C will be available for preparation, design and debrief meetings by phone and/or video conference for all sessions.
- III. This includes all preparation and calls; design and iteration of agenda and materials; and virtual delivery.

Adaptive Leadership Review and Conference Overview

Hugh O’Doherty

Multiple Sessions

STATEMENT OF WORK

This Statement of Work (“SOW”) dated February 4, 2021 is between Hugh O’Doherty and the Association of Fish & Wildlife Agencies (AFWA).

Pursuant to the terms of agreement, the parties agree to the following:

- Training and consultation services to be provided by Hugh O’Doherty on May 11-13, 2021 with work that includes:
 - Design and delivery of three virtual Adaptive Leadership training sessions for NCLI’s Alumni conference.
 - Preparation of agenda and materials.
 - Debrief meetings by phone and/or video conference following all sessions.

Resiliency – Survive and Thrive

Nicholas Petrie LLC

1.5 Hours

Scope of Services: Nick Petrie will deliver a 1.5 hour virtual resilience session to approximately 100-150 participants at the May, 2021 NCLI Alumni Virtual Conference. The session will focus on how to use the core principles of resilience not just to survive but to thrive, during and after Covid-19. Nick will rely in part, on an interactive format (e.g. structured breakouts, posting assessment results in the chat) to address the professional and personal needs of the attendees. In the first part of the session, Nick will do the following:

- Guide the participants through an analysis of their own levels of resilience by using their individual scores on the Challenge of Change assessment.
- Discuss how rumination drives stress which in turn can lead to significant mental and physical impairment.
- Offer practical ways that resilient people keep pressure from turning into stress, manage negative emotions, identify what they can and cannot control, and turn setbacks into opportunities.

Using the foundational understanding of resilience as stated above, Nick will then address how dealing with adversity does not have to mean simply enduring stress. Even the most challenging levels of adversity can offer a doorway to sustained growth. Nick will take a deeper dive into content that shows how participants can immediately apply their new learnings about resilience on the job. He will discuss how participants can:

- Create a roadmap for a culture of resilience.
- Apply the best practices being used by other organizations to rethink and shape their future.
- Advance their Covid-related situation and that of direct reports, beyond a bounce back to a “bounce forward” opportunity.

Virtual Session Date and Time: May 11, 2021; 4:30pm Eastern Time

Cultivating Purposeful Teams

Andrew Williams

2.5 Hours

Context – The power of teams cannot be underestimated particularly in times of disruption. Teams that unite around Purpose are able to stay on track, can get grounded quickly when disruption occurs and aren't easily distracted. They are focused, engaged and committed, with lower staff turnover and measurably better performance outcomes. But Purpose is more than that. Purpose is the glue that brings a group of individuals together. Without Purpose, work often becomes about delivery of task. Whilst that's important it doesn't necessarily tap into the intrinsic motivational drivers of individuals. A Purpose aligns people regardless of their role in the team. When Purpose is strong each individual knows the 'why' of what they do.

I define team purpose as a ***“collective contribution towards something that makes a difference beyond the broader team and at the same time enables individual team members to reach their highest potential.”***

This session is a practical session that they can apply back to their own teams.

Session Outline

- Intro and rhythm of the session
- The importance of purposeful teams (The what and why)
- Key Elements of Purposeful Teams
 - Purpose
 - Connected Relationships
 - Psychological Safety
 - Learning Agility
 - Collective Accountability and Ownership
 - Team Leadership
- Deep Dive on Purpose
 - What do we mean by purpose?
 - How to define team purpose?
 - Examples of Team Purpose
 - Small group activity
 - Purpose Definition session – Small groups to apply their knowledge to create a purpose
 - Process their work in the larger group
 - The importance of Purpose Signals – those visible actions, behaviours, symbols that bring your purpose alive
 - Small group activity – The small groups go back to their purpose and identify those purpose signals to bring their purpose alive
 - Plenary
- Wrap up and questions

Managing Emotional and Psychological Resistance in Adaptive Work

Tom Kalous, Ph.D.

2.5 Hours

The goal of Adaptive Leadership is to create deep and meaningful changes within a given system. Every system is made up of individuals who bring differing perspectives, values, and emotional responses to the change that is being sought. These wide-ranging and sometimes baffling responses can make it difficult to move individuals, organizations, and systems forward. This webinar will help Adaptive Leadership Practitioners understand the emotional and psychological underpinnings of the resistance they are likely to face as they facilitate the process of creating systemic changes. The goals of this webinar are: (1) to understand psychological resistance to change and its root causes, (2) to provide participants with diagnostic tools that will help them identify the root causes, and (3) to give participants practical tips and tools for effectively dealing with different types of resistance.

Learning objectives:

1. Define resistance to change.
2. Explore the emotional and psychological underpinnings of resistance.
 - a. Perceived Loss (and the resulting grief process)
 - b. Perceived Lack of Control
 - c. Cognitive Dissonance
 - d. Lack of Buy-In
 - e. Others?
3. Provide diagnostic tools that guide interventions.
 - a. Stages of Change Model
 - b. Other causes of resistance
4. Explore interventions for moving people and systems from resistance to buy-in.
 - a. Empathetic listening vs. generative listening
 - b. Processing emotional responses to change
 - c. Motivational interviewing techniques
 - i. Elicit their stories
 - ii. Educate
 - iii. Share the dilemma
 - iv. Find solutions
 - d. Tips for creating effective holding environments

Immunity to Change – A Deeper Dive

Mo Sook Park

2.5 Hours

Summary of Needs

Per our conversation, the key need outlined was as follows:

- 2.5 hour session
- A summary refresher of the Immunity to Change exercise
- A deeper dive on the final column of the Immunity to Change Exercise à the “Big Assumption”
- An emphasis placed on the application
- A focus on the individual with a reminder of the applicability to organizational change initiatives
- Designed for 50 – 150 participants

Learning Outcome

- Diagnose the human behavioral reasons why individuals and organizations are resistant to change.
- Understand the mindset needed to make progress on complex adaptive challenges.

Draft Outline of Session

Time	Activity
60 Min	Interactive Overview of the Immunity to Change Exercise <i>Introduce and/or review of the first 3 columns of the Immunity to Change Exercise</i>
30 Min	Big Assumption <i>Deep dive into the final step of the Immunity to Change Exercise à The “Big Assumption” – the unconscious mental models that fuel our resistance to make progress on an adaptive challenge.</i>
30 Min	SMART Experiments <i>Discuss the need for experimental mindset to overcome one’s immunity to change</i>
15 Min	Discussion on Application <i>Quick review and whole group discussion on application both as an individual and organization.</i>

Other Design Considerations

The following are other considerations that will be incorporated into the design of the experience:

- Interactive use of chats, polls, solo reflection, small group and pair share activities
- Incorporate language of Adaptive Leadership to further deepen day one’s refreshers
- Customize the session per my observation of Day 1 of the conference
- Size of the group to determine level and form of interaction

Alumni Session Proposals

Call to Action – Move Others to Action

Beth Middleton, Dale Caveny

45 minutes

Call to Action Videos: Session Proposal for NCLI Online Conference (May 2021)

Leaders: Dale Caveny and Beth Middleton; dcaveny@gmail.com, middletonb@usgs.gov)

Description. Leadership requires inspiring others to action. This online webinar module will help participants formulate a succinct statement of their inspiration to share and move others to action. The entire session can be completed in one hour.

Dale Caveny used this Call to Action instructional approach as part of an online story telling exercise for Cohort 14. The attached video shows the technique in action!

Procedure. The group will be divided into several different “rooms” with leaders assigned among the participants. During the break-out session, the participants will devise their statements. After the break-out session, a few of the participants can share their statements with the whole group. These can be recorded on Zoom for a video of the session.

Participants will be asked to use the below template to craft a 10-15 second call to action based on an idea that inspires them.

The prompt is, “I am a person who _____ (describes a belief, value or social norm) asking people who _____ (aligning or complementary beliefs, values or norms) to join me in _____ (an action).”

Example Call to Action:

I am a person who values caretaking of the natural world, and I’m asking people with similar conservation perspectives for help in finding solutions to save dying coastal wetlands.

Call to Action Link:

Give It (the Work) Back! Stakeholders and Adaptive Leadership in the Collaborative Setting

Chip Corsi

45 Min

Summary:

Collaborative stakeholder groups have been increasingly used to tackle complex natural resource challenges. Participants will use case histories to consider how use of adaptive leadership techniques contributes to successful outcomes to, and stakeholder ownership in, natural resource challenges.

Description:

Over the past two plus decades, the use of “collaboratives” – collections of stakeholders assembled to affect change and/or to resolve complex natural resource management challenges – have achieved significant outcomes and been recognized as an important tool for fish and wildlife managers. Often, the concept of adaptive leadership is presented in the context of its application within organizations, which typically have a hierarchical structure including one or more layers of supervision. In natural resource collaboratives, which typically include diverse stakeholders bringing a broad spectrum of interests, priorities, authorities, available resources, levels of representation and capacities to the table, effective leadership is needed to bring a group of this nature to a point where they are functioning in a manner that creates meaningful and functional outcomes.

Exercising leadership in a collaborative, stakeholder process is doing so without the “crutch” of designated supervision responsibilities. In many situations, collaboration requires leadership to be shared among different individuals at different times depending on circumstances, or it may require a “designated” leader to abdicate leadership responsibilities to others. In virtually all cases, effective collaborative leadership requires giving the work back to the participants to both take full advantage of the diversity of skill, knowledge, and beliefs, and to create a sense of ownership in the process and its outcomes.

This session will use case histories to examine the use of adaptive leadership techniques, with an emphasis on “giving the work back” to stakeholders, to achieve successful outcomes from a collaborative process. Case histories will be used which provide a diversity of approaches, challenges, and definitions of successful outcomes. Ideally participants will come away with additional ways to apply adaptive leadership to more effectively engage with stakeholders. The following is suggested reading prior to the session: <https://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/collaborative-leadership/main>

Enhancing Resiliency through Increased Diversity

Sri Rangan

Co Presenters: (would be from this pool of members):

Mark Ohm, Craig Bonds, Carrie Kennedy, Chris Cantrell, Amy Derosier, Steve Gomez, Craig Fleener

45 Min

Summary:

Please join the Cohort 14 community in a deep and purposeful discussion on the impact of diversity on the resiliency of conservation agencies.

Description:

At the 2019-2020 NCLI Session 1 in West Virginia, it was discussed that we have little to no tribal participation in NCLI. It was also agreed that having diverse participation in NCLI is required to solve the large adaptive challenge around conservation.

Below are some of our findings as well as a recommendation on how to proceed.

Findings:

- 1) The funding requirement for NCLI programs tend to be steep and not generally accommodated within budgets of tribal agencies as they evaluate budget priorities
- 2) NCLI programs are not actively marketed to tribal agencies
- 3) Lack of legacy trusting relationships between federal/state agencies and tribal agencies inhibit participation
- 4) Lack of tribal faculty lends itself to a “one-sided” view of conservation and impedes further engagement

Recommendations:

- 1) Add tribal faculty to NCLI
- 2) offer funding options to attract participation - scholarships and discounts
- 3) Leverage existing strong relationships to drive participation and market further with tribal agencies

The session would engage the Alumni community in a deep and purposeful conversation on the impact of increasing diversity at NCLI with the specific outcomes of enhancing conservation initiatives and improving resiliency of agencies amidst changing demographics.

Conserving the Weston Ranch: An Odyssey of People and Place (Case Study)

Matt Wagner

45 Min

Summary:

The Weston Ranch is a 4,200 acre working ranch on the I35 corridor between Austin and San Antonio, Texas. The challenge has been to inspire the Weston Family and other partners, to permanently conserve the land, water and wildlife for present and future generations.

Description:

The Weston Ranch is a 4,200 acre working ranch on the I35 corridor between Austin and San Antonio, Texas. This region of Texas is the most rapidly developing area, causing tremendous pressures on open space, including accelerating land development, trash dumping, poaching, invasive plant infestation, declines in water quality, and other conservation challenges. In spite of these problems, the patriarch of the Weston Family, 97-year old Grainger Weston, has set up the Weston Ranch Foundation, to prevent the ranch from being subdivided and sold. With the ranch valued at over \$45M, the challenge has been to create a mission for the foundation that incorporates the family vision for the ranch, maintains agricultural values, conserves habitat and wildlife, involves the local community of stakeholders and is economically viable. Over the past three years, building relationships with the Weston Family members, agricultural lessees, neighbors and local community stakeholders has proved challenging to say the least. Small-scale pilot projects in prairie restoration, research and demonstration plots, and lease hunting has generated interest in the importance of this place, the largest remaining ranch on the Blackland Prairie. Much work remains to be done to inspire the Weston Family, and other partners, for the permanent conservation and stewardship of the land, water and wildlife for present and future generations.