Online Course Outlines and Quotes for 2023 MAT Grant Report

**Adaptive Leadership Principles**

4-week Online Course

Required Text: O’Malley, E., & Cebula, A. (2022 or 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 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.

Each week includes peer-to-peer forum discussions, assigned readings, quizzes, and assignments.

*Participant quote on what they liked most: The realization of this part of our work. I love the new approaches and tools I have to achieve the goals we set for our agency and team.*

**Conservation Communication Strategies**

6-week Online Course

Optional 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.

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.

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.
* Explore 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.

Each week includes peer-to-peer forum discussions, assigned readings, quizzes, and thought-provoking assignments.

*Participant quote on what they liked most: How it was broken up in palatable steps each week so by the end it was great to see how it culminated into a whole outreach plan. Really appreciate gaining the knowledge and framework of a strategic communication plan to take with me for the betterment of my efforts towards conservation.*

**Leader as Communicator**

4-week Online Course

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

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. From staff meetings to public meetings, leaders must have the skill to create clear, persuasive messages.

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.

Each week includes peer-to-peer forum discussions, assigned readings, quizzes, and assignments.

*Participant quote on what they liked most: There was a lot of great content. The assignments forced me to evaluate what I learned and envision how I will implement what I learned. I liked the asynchronous format where I could work at my own pace but was forced to meet certain deadlines to keep me moving along.*

**Reflections on Agency Management**

6-week Online Course

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.

Each week includes peer-to-peer forum discussions, assigned readings, quizzes, and assignments.

*Participant quote on what they liked most: The course was well balanced on a variety of topics that were extremely relative to agency management. I allowed me to evaluate myself, agency functions, communications, successes, and failures.*

**What Great Managers Know**

4-week online course

Just how does one select the best candidate for a position, then motivate them to perform at their full potential? Management of employees can be one of the most challenging yet rewarding activities in any organization. This course can help perspective managers gain the skills and knowledge to ensure effective supervision. Thanks to a Gallup survey of the 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 many 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:

* Gain insight into the world’s great managers and how they cultivate excellent performance.
* Identify the principles (4 keys) to successful organizations.
* Learn practical techniques to implement the 4 keys to improve effective management.
* Explore the difference between being a manager/supervisor and exercising leadership.

Each week includes peer-to-peer forum discussions, assigned readings, quizzes, and assignments.

*Participant quote on what they liked most: Overall, I would say the focus on identifying talent. The Clifton StrengthsFinder and the coursework helped me differentiate talent from skills, determine where I am in my role, and what I need to improve upon.*