2006 Annual Report

The Management Assistance Team
of the Association of Fish and Wildlife Agencies
Better Conservation
Through Better Managed
Fish and Wildlife Agencies

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The Management Assistance Team is a project of the Association of Fish and Wildlife Agencies funded through a Multi-state Conservation Grant.
2006: MAT’s Service & Accomplishments

The year 2006 was a time of change, innovation, and growth for the Management Assistance Team. We devoted a great deal of time to continued development of tools and infrastructure. State fish and wildlife agencies can use these tools toward creating a more cost effective leadership development program of their own. MAT continues to develop its workshops and deliver high-quality services to our clients—state fish and wildlife agencies—at an extraordinary value.

The National Conservation Leadership Institute (NCLI) was an undeniable success and a huge achievement for MAT. The NCLI “magic” brought 35 of the highest potential future leaders, from across the conservation community, together for a 10-month, world-class leadership development experience. Through our partnership with Cambridge Leadership Associates and nearly $164,000 in donated funds, the NCLI has truly become an institution for the conservation community.

In 2006, MAT made a quantum leap in course delivery. Starting from scratch, MAT developed its online learning system: the Conservation Learning Campus. This single innovation has increased MAT’s reach to personnel in many more states. Online learning increases the availability of training programs to anyone with an Internet connection while decreasing costs. Our data suggest that online learning is just as effective as face-to-face learning, and for some types of courses it may be more effective.

We also grew by one person in 2006 through diversifying our funding. MAT now has three funding sources: The Multi-state Conservation Grant (MSCG), The USFWS (providing salary for Dwight Guynn through a partnership agreement), and the NCLI. It is this last funding source which enabled MAT to add one full time employee without creating any additional burden on the MSCG.

MAT created nine new workshops and remastered two others as part of the State Leadership Development Toolbox. We delivered a total of 854.5 training days.

Our services continue to have a wide reach. In 2006 MAT provided services directly to agencies and personnel in 42 states. We served 320 workshop participants; we delivered consulting services to 14 state fish and wildlife agencies; and 6 projects benefited all US states.

MAT has seen a steadily increasing need for our leadership development services, and in 2006 we began to pilot a project to more cost-effectively increase our capacity to deliver leadership development tools by creating a National Faculty without adding staff. This faculty will be trained and certified by MAT to deliver workshops online, and eventually face-to-face, minimizing the burden on states to create their own training. With this and other initiatives, MAT continues to strive to meet the states’ needs with exceptional products and services.
Impact³

Impact to the third power is Intelligence, Infrastructure, and Implementation. The combination of intelligence, infrastructure, and implementation has taken the impact of MAT’s leadership development resources to a much higher level, to the third power—$I^3$. Focused efforts can have a major effect as illustrated by the following metaphor: There’s a giant asteroid hurling towards earth. Scientists have theorized an effective way to help avoid collision. If you are aware of imminent disaster a year or two in advance, you can aim a small laser at the asteroid. As the asteroid hurls through space the laser’s energy will accumulate until it successfully changes the asteroid’s course and avoids collision.

Looking now at the impact of the resources developed by MAT for the states to use in leadership development—well, I suggest it’s a lot like dealing with that asteroid. All of us “focusing” toward developing agency leadership can really make a big difference in the end. The bottom line for agencies is to take advantage of MAT’s products and opportunities at some level. Not trying to do it all at once. The long-term impact will form over time. But there’s been much impact already.

### Intelligence

*In 2006, MAT contributed to the impact by:*

- ascertaining the critical and urgent need for leadership development and agreement among directors.

- developing resources by researching the best sources from academia, theorists, authors, and research on the subject of leadership, leadership development, and existing delivery programs.

- researching what the best software platforms were for today’s online learning.

- becoming students, learning, and becoming certified in how to develop online courses, using the software for optimum delivery, and maintaining a database.

### Infrastructure

*In 2006, MAT contributed to the impact by:*

- developing a nationwide virtual learning campus for all state fish and wildlife agencies to receive leadership development educational training.

- establishing a world-class National Conservation Leadership Institute for the high-potential rising stars and potential future top echelon of natural resource conservation leadership.

- listening to states express their needs and then developing additional, current face-to-face workshops with a train-the-trainer component for states to develop their own internal instructional cadres.

- continuing to learn and develop consulting capacity in the area of leadership development.
Implementation

In 2006, MAT contributed to the impact by:

- developing models for individual state fish and wildlife agency leadership development programs as well as multi-state models.
- observing and consulting with individual states to enhance and expand their leadership programs.
- helping the NCLI soar from the moment it was launched.

Your Agency and Impact

Your agency, too, can contribute to the long-term impact of leadership development by taking advantage of this I³ available to you from MAT. Maybe it’s your employees taking online courses. Maybe it’s having a Fellow in the NCLI. Maybe it’s developing a formal leadership development program for your agency. Or, it could be a combination of any of these. Just let MAT know how we can help.

Your Magic Number

A major limiting factor is the states’ level of initiative in using the leadership tools and resources available. Organization development experts often use a formula for what it takes in manpower to see the results of an initiative. Take the square root of the total population of the agency. That number is minimum number of people required to make the change successful. For example, an average size fish and wildlife agency might have a total population of 576 employees. Their magic number would be 24. They can significantly impact the organization.

The cumulative effect of small groups also holds true for the National Conservation Leadership Institute. Accepting 36 Fellows each year, a certain synergy and group dynamic occurs. What those individuals experience is cementing glue for creating a powerful cadre of leaders. In just ten short years, the Institute will have graduated 360 individuals who have shared a life-changing experience in leadership—a significant corps among the nation’s conservation leaders who will make an impact to the third power—\(I^3\).
The Directors of the Association of Fish and Wildlife Agencies identified leadership development as a critical need requiring assistance. State agencies are faced with the loss of many upper- and mid-level leaders as baby boomers retire. And corporate executive type training is more often than not fairly cost prohibitive.

The Association asked MAT to address this serious strategic issue and provide solutions to leadership development that states could implement. The result is a set of tools for states to develop their own leadership programs at a more cost effective price.

**What has been developed for the states?** Using input from all 50 state directors, MAT has developed resources to support a two-tiered leadership program (a more introductory level plus a more advanced level). The states now have a state fish and wildlife leadership development “toolbox” that includes:

- Five in-class workshops developed by MAT (1½–2 days in length each)
- Two in-class workshops available from FranklinCovey (The agency can have its own people certified to deliver this material)
- Seven online courses developed by MAT (4–6 wks in length each)
- One class developed by the agency I&E section (“Working with the Media”)

These courses are divided into two basic levels (Tier 1 and Tier 2). Tier one is focused on personal leadership with courses such as the *Seven Habits of Highly Effective People*, *Visionary Leadership*, *Creative and Critical Thinking*, etc. The second tier is focused on organizational leadership and includes courses like *The Adaptive Leader*, *Mastering Agency Change*, and *Publics, Problems and Politics*.

**How does all of this work?** States can pick and choose among the courses they wish to use. If a state has no leadership development program in place, then the toolbox can be used in its entirety as a complete leadership program.

MAT will provide free of charge all the materials for twelve of the fifteen courses. (Two courses are copyrighted by the Franklin Covey Company and must be purchased directly from them, development of a third course is recommended via the individual state agency’s I&E section).

**MAT will provide the following for in-class courses:**

- A CD with all course materials (Facilitator guide, participant workbooks, PowerPoints, overheads, handouts, etc. — note: some courses use a few videos or commercial PowerPoint materials that are copyrighted and must be purchased separately from the vendor or borrowed from MAT)
- MAT will provide the following for online courses:
  - Access to an online teaching platform (eCollege software) to deliver the course. MAT purchased the platform at a cost of approximately $15,000 so that states can use it for a nominal users’ fee to eCollege averaging $50 per student for each 4–6 week course)
  - All online course content is already developed by MAT
  - Course materials for teaching packages available from XanEdu for each course (average charge of $9.00 paid by the student)
  - MAT will provide train-the-trainer instruction for state employees to certify them in online instruction enabling each state to teach the seven MAT online courses for employees.

In addition to coursework the Association’s state leadership toolbox also includes MAT consulting and materials for an optional mentoring program as well as design of individual leadership projects and stretch assignments.

**What else is on the horizon?** You tell us. What would help you the most? Would a national certification leadership program be helpful? This would be a bundled program of online courses leading to a certificate. States that have no program currently for leadership development might be interested in such an option. Let us know what you think.

To find out more or to register for online courses visit www.matteam.org.
“An Undeniable Tipping Point”

2006 was the inaugural year for the National Conservation Leadership Institute. It was without question an innovative solution for the challenging realities facing fish and wildlife agencies—realities requiring extraordinary leadership.

Last fall, a group of 35 Fellows began as a largely disparate group and then something phenomenal happened along the way... There was an experience...actually a unique combination of experiences. An experience focused on the challenges facing natural resources today...with sufficient time to meld both ideas and people...and sufficient provocation...an experience evolving from a head exercise to one of the heart and gut as well. The huge success of the Institute’s first year is an undeniable tipping point. Alone, our shared passion for natural resources is just not enough. The Institute to guard our legacy and successfully guide our organizations into the future. Leadership PLUS shared passion is needed. The Institute facilitates this union. Here’s what some of the Fellows are saying about their experience in this remarkable program:

“The training was superb, the camaraderie was unbelievable and NCLI sends the message that future’s leadership in Fish and Wildlife will not be left to chance.”
Steve Riley, Nebraska Game and Parks Commission

“The NCLI was a life-changing experience for me: it has changed the way I view my career and opened opportunities to nurture my leadership potential.”
Kathy Graham, VA Dept. of Game & Inland Fisheries

“This Fellowship has been one of the most significant learning experiences of my professional career.”
Jim Satterfield, Montana Dept. of Fish, Wildlife & Parks

“NCLI was a career altering experience...”
Emily Jo Williams, U.S. Fish and Wildlife Service

“...my participation in the National Conservation Leadership Institute has been one of the most profound experiences thus far in my career.”
David Cobb, NC Wildlife Resources Commission

The Management Assistance Team

“T he MAT system has six members that, as a whole, have exceeded all expectations for 2006! (See the section entitled 2006 MAT Service to States.) MAT’s synergy is created from a unique combination of skills, creativity, and personality. Let’s look at the MAT system though the lens of the DISC assessment, which looks at behavioral styles and preferences. D=Dominance, I-Influence, S=Steadiness, C=Conscientious.

Dr. Sally Guynn is a MAT project leader and director for the NCLI. Sally is the consummate I (Influence) behavioral type. As an “I,” Sally brings passion, creativity, and flair to project development and implementation. She created Power and Visionary Leadership online courses and led MAT’s efforts to design and implement the National Conservation Leadership Institute (NCLI).

Dr. Dwight Guynn is a project leader whose position is funded by the U.S. Fish and Wildlife Service as a cooperative effort with the Association to help deliver MAT products and services to the states. Dwight’s “S” (Steadiness) behavioral type affords MAT a stable connection between federal and state agencies and provides continuity and balance for MAT. Dwight created The Adaptive Leader and Organizations as Ecosystems online courses as well as three face-to-face courses (Mastering Agency Change; Publics, Problems, and Politics, and Emotional Intelligence).

Jake Faibisch is a project leader and pioneer. His “D” (Dominance) behavioral type and innovative spirit has brought technology to the states in the form of MAT online course development and website development for MAT and the NCLI. Jake created Going from Good to Great and Creative & Critical Thinking online courses.

Gina Main is the production coordinator. She has a BFA in Communication Arts and Design. Her hand can be seen in the quality products of the National Conservation Leadership Institute and other MAT publications. Gina’s “S” (Steadiness) behavioral type supplies the patience that is invaluable in the creation of such an amazing array of materials required by MAT!

Melissa McCormick is project coordinator and registrar for the Conservation Learning Campus. She is responsible for logistics, coordination, and general problem solving. As the team’s second “I” type, Melissa is passionate about MAT’s customer service—she works hard to make your experience with MAT the best it can be. Melissa’s position is funded in part by the NCLI.

Donna Reeves is our administrative assistant and is the newest team member. She has the daunting task of herding team members and keeping the office running smoothly. As a “C” (Conscientious) behavioral type, Donna brings attention to detail, assertiveness, and diplomacy, heavily laden with warm humor to the team. Her position is funded in part by the NCLI.
2006 MAT Service to States

LEGEND

- States Served by MAT
- Received Consulting Services
- Workshop Conducted in State
- National Scope Workshop Attendee
- Participated in Online Courses
- Participated in National Conservation Leadership Institute
CONSULTING 2006

29 Consultations in 2006

14 States received individual consulting services
(some states received multiple consultations)

6 Consulting projects benefited all states

6 National Projects

Consulted with the Association Education, Outreach & Diversity Committee on Education Summit core concepts (2nd quarter)

Consulted with National Conservation Leadership Institute (NCLI) board on promoting and managing the NCLI

Consulted with the Association’s Leadership & Professional Development Committee regarding delivery of NCLI and the State Leadership Toolbox (3rd & 4th quarters)

Consulted with the Association Education, Outreach & Diversity Committee on restructuring and strategic planning (3rd quarter)

Consulted with the Association Education, Outreach & Diversity Committee on enhancing communication for conservation education strategies group (4th quarter)

Addressed WAFWA Administrative Officer & Conservation Business Management Association

TRAINING 2006

17 Workshops Delivered in 2006

Number of states served directly: 42
(some states received multiple workshops)

Approximate participants: 320

Total number of training days delivered: 854.5

Total number of contact hours: 6,836

9 New Workshops Developed

Going from Good to Great – online
Organizations as Ecosystems – online
Power – online
The Adaptive Leader – online
Visionary Leadership – online
Creative & Critical Thinking – online
Emotional Intelligence – face-to-face
Leadership Ethics (NM) – face-to-face
National Faculty Certification for online courses – face-to-face

1 Workshop Remastered

Mastering Agency Change – revised face-to-face
Budget By Line Item*
January 1-December 31, 2006

- Personnel 63%
- Travel/Training 12%
- Overhead 9%
- Supplies/Printing 6%
- NCLI 6%
- Office Space 4%
- Postage .3%
- Contractors .1%
- Personnel by Objective
  - Develop Leadership 59%
  - Training Delivery 16%
  - Internal 11%
  - Consulting 6%
  - Outreach 5%
  - Maintain Knowledge 3%

Cost Analysis By Grant Objective*
January 1-December 31, 2006

- Develop Leadership 46%
- Program Administration 25%
- Training Delivery 14%
- Outreach 6%
- Consulting 5%
- Maintain Knowledge 4%

*MAT Total Expenditure $498,926
A Look at the Money

• Private vendor market value of MAT services for 2006 were $1,050,300
• MAT project expenditures totaled $498,926
• ROI to state fish and wildlife agencies—two hundred eleven percent $2.11 per dollar spent
• Thirty-six percent (36%) of MAT expenditures and fifty-seven percent (57%) of MAT time went directly to developing leadership programs including the State Leadership Toolbox and the National Conservation Leadership Institute
• Fifty-one percent (51%) of MAT expenditures and twenty-seven percent (27%) of MAT time went toward providing assistance to state fish and wildlife agencies (e.g. personnel to assist states, training and consulting for states, and equipment and supplies to assist states)
• Thirteen percent (13%) of MAT expenditures went for office space and for Association overhead charges (4% and 9% respectively)
• Sixteen percent (16%) of MAT time was spent on administration

Our Funding Sources:

Multi-state Conservation Grant 78%
US Fish and Wildlife Service 17%
National Conservation Leadership Institute 5%

A Look Ahead

MAT has many things planned for 2007:

• Conduct National Conservation Leadership Institute post-residency work as an online peer consulting lab
• Graduation of the National Conservation Leadership Institute inaugural cohort of Fellows at Big Cedar Lodge
• Conduct Cohort II National Conservation Leadership Institute residency in November (applications due April 30, 2007)
• Develop an online Leadership Certification Program for the State Toolbox
• Work with WAFWA to produce an up-to-date, online version of the Commission and Boards Guidebook in a revised format
• Continue to maintain websites for MAT and NCLI
• Develop website for NCLI Alumni Group
• Deliver 6 online courses quarterly (extra sections of courses added to meet demand)
• Implement a National Faculty Certification program to enhance delivery of MAT leadership courses to states
• Conduct a leadership performance assessment with PA Fish and Boat Commission in May, 2007
• Work with NJ Division of Fish and Wildlife on workforce planning, leadership development, and conduct an assessment of the Division’s structure
• Continue to develop facilitator guides for face-to-face MAT leadership courses so that states can teach the courses at will
• Deliver face-to-face leadership courses to states