

THE ASSOCIATION OF FISH AND WILDLIFE AGENCIES'

MANAGEMENT ASSISTANCE TEAM

HELPING STATE FISH AND WILDLIFE AGENCIES TO ACHIEVE EXCELLENCE

**ASSOCIATION OF
FISH AND WILDLIFE AGENCIES**

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Executive Director

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ASSISTANCE TEAM**

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of the Association
of Fish and Wildlife



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MANAGEMENT
ASSISTANCE TEAM
LEARN • LEAD • CHANGE

mat team
2012
ANNUAL REPORT

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a year in review: 2012 MAT SUMMARY



The Management Assistance Team; Chardé Martinez, Gina Main, Amanda Myers, Sally Guynn, Dwight Guynn

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“I have always found great value in the programs/training offered by the Management Assistance Team. Thanks to MAT’s management expertise and understanding of wildlife agency objectives we have been able to secure valuable training for several agency professionals which has prepared these employees to embrace the leadership challenges that lie ahead.”

– **David Chanda**
Director, New Jersey Division
of Fish and Wildlife

MAT completed its two-year Multi-State Conservation grant cycle in 2012, a year characterized by a predominance of planning and preparation for some eminent organizational and workforce changes along with its usual production of professional development and leadership focused products and services. As in 2011, the continuing poor economy was a challenging context for MAT professionals to figure out how to work smarter and leaner while simultaneously expanding deliveries of services and products in three principal program areas: (1) State-focused leadership development, (2) the National Conservation Leadership Institute (NCLI), and (3) consulting services related to organization development and agency administrative topics.

State-focused leadership development. MAT increased its momentum for expanding its suite of online course offerings and webinars and began working on plans to significantly increase its course offerings within a year. In 2012 MAT reached 129 state fish and wildlife agency employees through a total of 7 webinar broadcasts including two new, unique offerings titled Perseverance and Leading Through Change; and Leading Through Chaos Without Creating More Chaos. These electronic offerings added 355 training hours to MAT’s 2012 delivery totals. Importantly, solicited participant feedback helped us make relevant changes for the future: Increase our number of webinars and topics and make the webinars shorter.

In addition, MAT conducted 26 online courses primarily in leadership development including two new course offerings titled Leader as Communicator, and Applied Adaptive Leadership, reaching a total of 270 state fish and wildlife agency professionals nationwide through a total of 6,940 online course training hours.

MAT also presented 12 face-to-face workshops to 294 state fish and wildlife agency professionals and AFWA Annual Meeting participants, adding 4,065 hours to MAT’s total training outputs. Most workshops included a train-the-trainer session and workshop topics included Adaptive Leadership; EQ: Emotional Intelligence; Publics, Problems & Politics; Mastering Agency Change; Leading Change in Times of Crisis; Back to the Future in Fish and Wildlife. In total, MAT delivered 11,360 total training hours in 2012!

The National Conservation Leadership Institute (NCLI). An important part of the work of the Management Assistance Team in 2012 was staffing the National Conservation Leadership Institute. Since the NCLI’s inception in 2005, MAT’s participation in it has been regarded by MAT staff as some of the most gratifying of all our work experiences.

Thirty-six Fellows composing the sixth cohort of the NCLI graduated from the program in 2012, and the next cohort, number 7, is currently working on individual leadership challenge projects from their respective organizations. Cohort 7 is scheduled to graduate in May 2013. Noteworthy to those not as familiar with the NCLI is that there is a distinctive vibe created from each cohort that is additive to the growing nationwide fellowship of more confident, savvy leaders for our profession. These are individuals who are not constrained by perceived organizational boundaries and who understand that adaptive challenges cannot be solved with technical approaches. At this writing 247 individuals make up the growing cadre of exceptional natural resource conservation professionals who have or are currently participating in this extraordinary leadership development experience and preparation.

Consulting Services and Outreach. MAT consulted with the Vermont Game and Fish Department and presented a “Four Disciplines of Execution” workshop with their senior management team. MAT also consulted with the Alaska Game and Fish Division about budget and work prioritization for the future. MAT consulted with the National Law Enforcement Chiefs about establishing a leadership development academy for law enforcement professionals.

MAT continued to work with AFWA’s Education Outreach and Diversity Committee and staffed the Leadership and Professional Development Committee and provided documents to the data collectors in MAT’s external review. For example, MAT began working with the Southeast Association of Fish and Wildlife Agencies on a collaborative project to identify the combined minority composition of our nationwide state fish and wildlife workforce. A survey of all 50 state fish and wildlife agencies was conducted.

MAT provided expertise in the USFWS Climate Change Academy as well as AFWA’s own strategic planning efforts. The white paper MAT created in late 2011, “Rethinking Strategic Planning,” was distributed in 2012; MAT provided strategic planning advice to a number of states and other organizations. Documents such as white papers can be found on MAT’s website at www.matteam.org.

MAT delivered a special presentation on creativity to the members of the Association of Conservation Information at their annual meeting. In addition, MAT created/delivered a special professional development workshop for the National Fish and Wildlife Foundation about “The Golden Circle and Getting to the Why”, a special session on leadership to the Northeast Fish Chiefs Association, a training on meetings facilitation for the AFWA Office, and a consulting/training workshop on effective governance for the commissioners of the Pennsylvania Boat and Fish Commission.

MAT created a new logo, a new NCLI website, and held a national workshop on historical leadership turning points entitled “Back to the Future in Fish and Wildlife”. MAT also advised participants in its growing Conservation Leadership Program of Study (CLPS) on their final projects. And, amidst the whirlwind of its 2012 activities, MAT also managed to hire a new administrative assistant. MAT

produced several newsletters and two annual reports (one for the MAT and one for the NCLI) and began looking at better ways to share its resource library with state clients.

The AFWA Leadership and Professional Development Committee review of MAT that began in 2011 was completed in 2012. Commissioner/Director Jon Gassett of Kentucky Department of Fish and Wildlife Resources presented some of the review findings at AFWA’s Annual Meeting in September 2012. MAT began looking at different business models for its operations as well as how best to serve the states in the future. These discussions resulted in a number of structural and staff changes to ease the team through upcoming retirements. A special newsletter later in 2013 will look at some of these changes.

THE *numbers**

1 WORLD CLASS
LEADERSHIP INSTITUTE

7 NEW WORKSHOPS,
WEBINARS, COURSES

10 NATIONAL SCOPE
PROJECTS

247 NCLI FELLOWS
AND ALUMNI

378 CONSULTING
HOURS

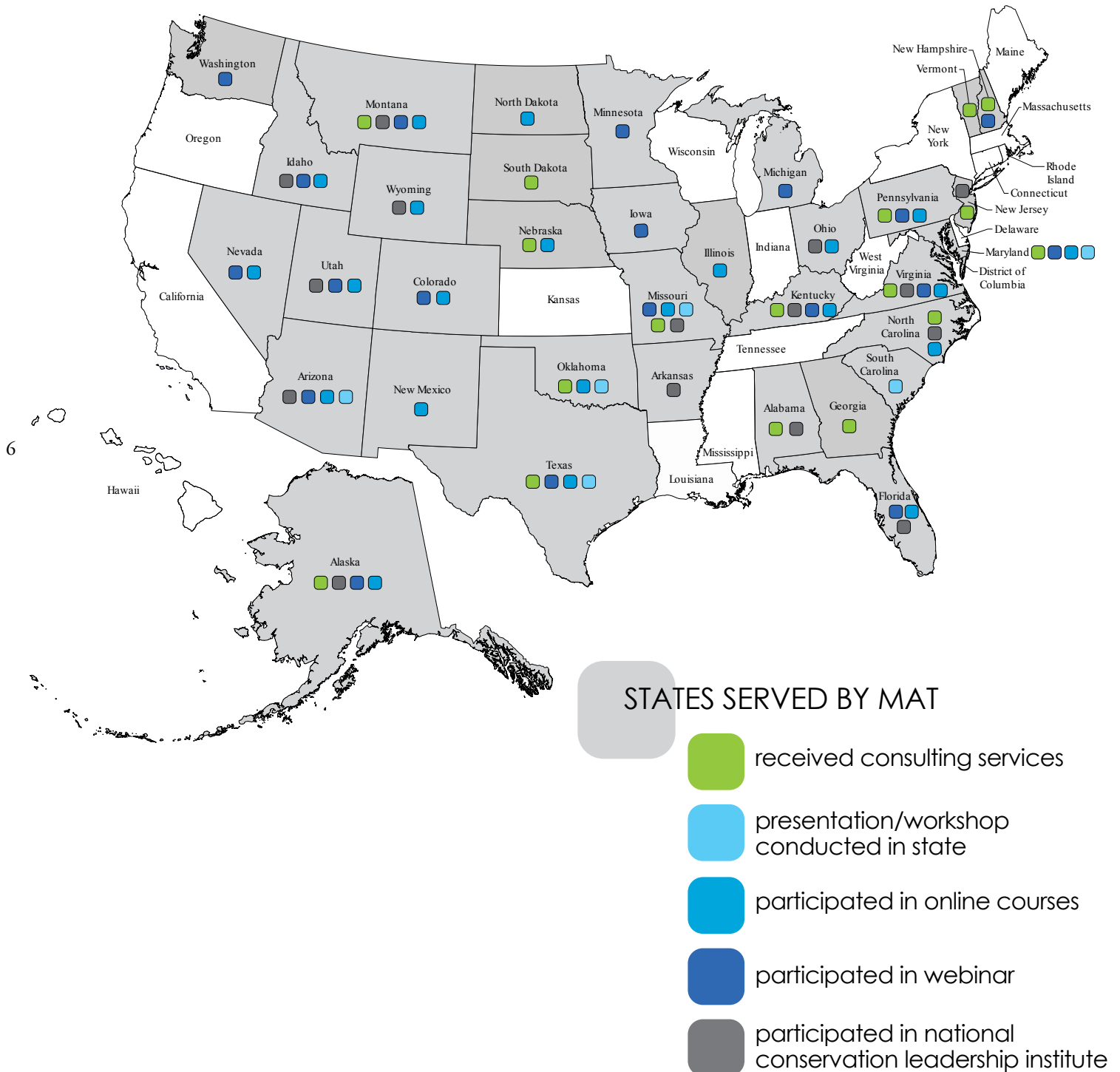
693 COURSE, WORKSHOP
& WEBINAR
PARTICIPANTS

11,360 TRAINING
HOURS

**See page 7 for additional details*

2012 *service to agency employees*

To all state fish and wildlife agencies within the United States, MAT delivers services principally in three program areas: state-focused leadership development through workshops, webinars, and online courses, the National Conservation Leadership Institute (NCLI), and organizational/agency administration consulting services.



national scope

10 NATIONAL SCOPE PROJECTS

Ten separate nationwide related services in 2012 are reported here as “national” in scope. This means that the audiences of each of these consulting jobs were clients from multiple state fish and wildlife agencies rather than one specific agency.

EXAMPLES ARE AS FOLLOWS:

- Provided workshop, *Back to the Future in Fish and Wildlife*, presented by Randy Stark, at AFWA Annual Conference
- Conducted a special professional development session, *The Leadership Factor and Outboxing Your Creativity* at 2012 Association of Conservation Information annual conference
- Consulted with the board, alumni, staff, sponsors and partners as part of promoting and staffing the NCLI
- Consulted as part of participating in and staffing AFWA’s Education, Outreach, and Diversity Committee
- Consulted as part of participating in and staffing AFWA’s Leadership and Professional Development Committee
- Partnered with Climate Academy Core Team in the development of national Climate Academy
- Conducted a nationwide survey to identify average percentage of minorities in state fish and wildlife agency workforce compositions combined
- Conducted a review of stakeholders of the Southeastern Cooperative Wildlife Disease Study to help with future work prioritization
- Provided planning expertise as well as participate as employee stakeholder in AFWA’s strategic planning process
- Offered twelve online courses/webinar choices as part of MAT’s state leadership development toolbox

consulting

378 CONSULTING HOURS IN 2012

CONSULTATION EXAMPLES:

- Consulted with Alaska Department of Fish and Game on prioritization process
- Consulted with Vermont Dept. of Fish and Wildlife about implementation processes for their strategic initiatives

17 INDIVIDUAL STATES THAT RECEIVED COUNSULTING SERVICES

Some states received multiple consultations not captured in this statistic.

12 ORGANIZATIONS THAT RECEIVED COUNSULTING SERVICES

AFWA, NEAFWA, SEAFWA, NACLEC, SCWDS, B&C, NWTF, CNRS, NFWF, NCTC, ACI and NCLI Board

training

7 NEW WORKSHOPS/WEBINARS/ ONLINE COURSES DEVELOPED

- 2 Webinars
- 3 Custom Workshops
- 2 Online Courses

43 WORKSHOPS/ONLINE COURSES/ WEBINARS IN 2012

- Number of states that directly received training 30
- Approximate number of training participants 693
- Total number of training hours delivered 11,360

national conservation leadership institute

35 COHORT 7 FELLOWS began residency in the fall of 2012.

COHORT 7 REPRESENTATION:

- 22 STATE AGENCIES
- 8 NONGOVERNMENT ORGANIZATIONS
- 5 FEDERAL AGENCIES

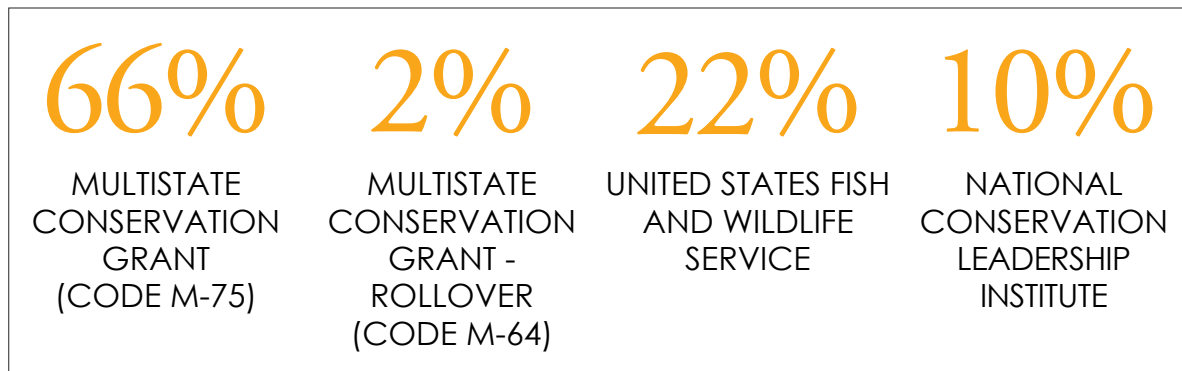
36 COHORT 6 FELLOWS[†] completed leadership projects and graduated.

[†]See NCLI Annual Report, Cohort 6 under separate publication

A LOOK AT THE MONEY

FISCAL BREAKDOWN

OUR FUNDING SOURCES



MAT TIME



MAT GRANT OBJECTIVES AT A GLANCE

OBJECTIVE 1: Course and Tool Development. Create leadership development courses/ workshops/webinars and new tools for states to use in their leadership and workforce planning efforts.

OBJECTIVE 2: Management Consultation. Helping state agencies develop and implement their own leadership development programs and meet their workforce planning needs.

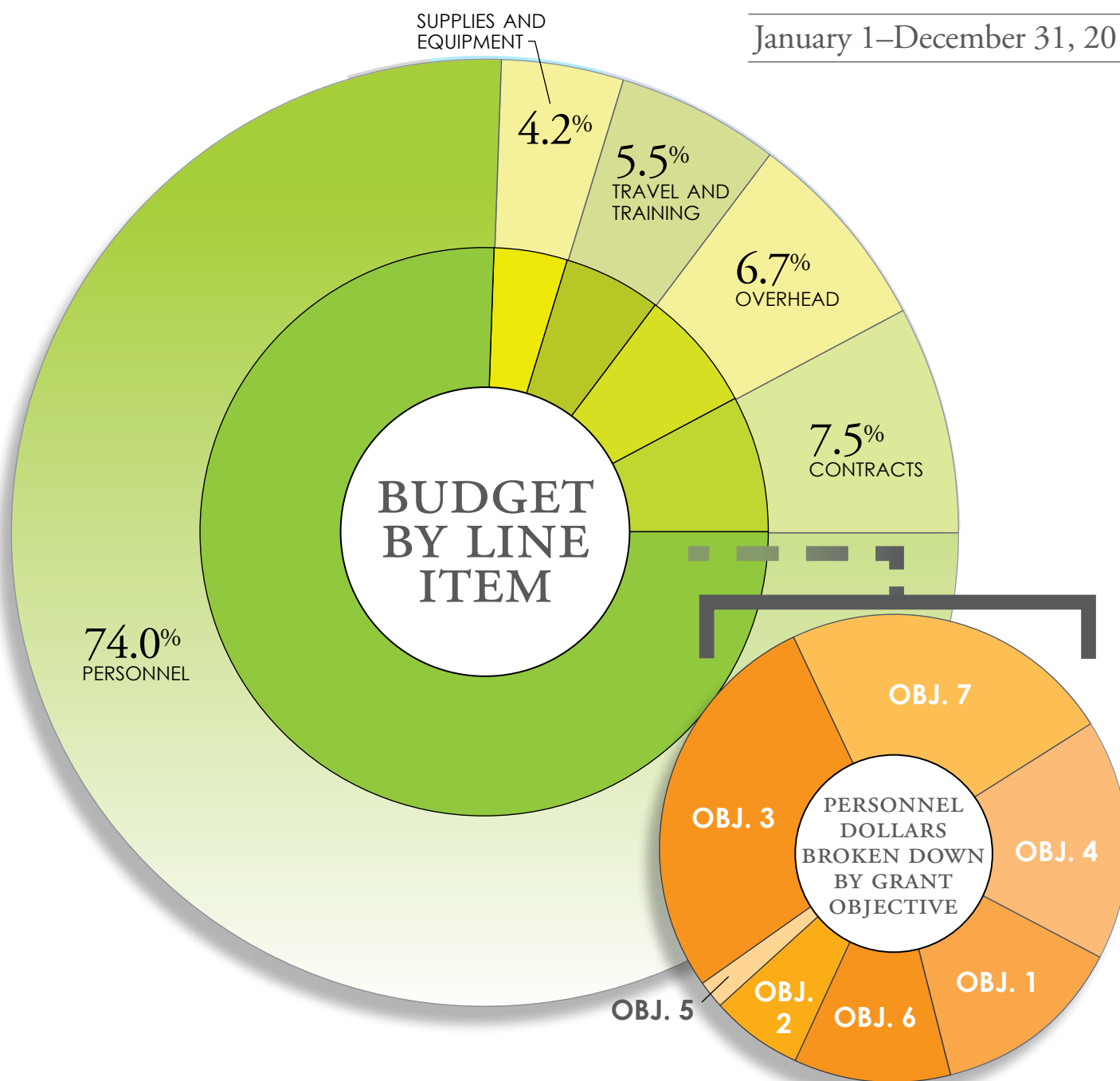
OBJECTIVE 3: Manage the NCLI. Manage and staff the National Conservation Leadership Institute.

OBJECTIVE 4: Training Delivery. Provide online leadership development courses, webinars, and face-to-face workshops with an emphasis on train-the-trainer.

OBJECTIVE 5: Professional Development. MAT personnel participate in training sessions or equivalent and stay current with literature relevant to our services.

OBJECTIVE 6: Outreach Services. Provide outreach services on leadership development, organizational development, and public administration through websites, newsletters, professional papers, presentations, and access to informational material.

OBJECTIVE 7: Program Administration. Tracking finances, time accounting, performance appraisals, strategically assessing program direction, hiring, ordering supplies, bookkeeping, office move, etc.



FUNDING SOURCE INFORMATION

Through constant scanning for economies, smart decisions, and a lot of sweat, MAT's last grant (m-64/2008-2010) ended up with some dollars that MAT was able to "rollover" into our current grant funding cycle. In reporting our financial picture we show these two separate "pots" of grant funding dollars combined with MAT's other two revenue streams (USFWS and NCLI). From this aggregate revenue we have reported MAT's expenditures in 2012.

OBJECTIVE 3: manage the NCLI	27.8%
OBJECTIVE 7: program administration	23.1%
OBJECTIVE 4: training delivery	16.6%
OBJECTIVE 1: course & tool development	13.6%
OBJECTIVE 6: outreach services	10.6%
OBJECTIVE 2: management consultations	6.6%
OBJECTIVE 5: professional development	1.7%

praise FOR MAT

"The professionalism and expertise of the MAT was incredibly valuable in helping my division navigate through the very difficult challenge of prioritizing large but necessary budget reductions, utilizing an objective approach and limiting the potential for significantly negative impacts on our mission."

**– Charles Swanton, Director, Division of Sport Fish,
Alaska Department of Fish and Game**

"Dwight Guynn, Ph.D., with the Management Assistance Team (MAT), recently conducted "Publics, Problems & Politics" training for a group of Missouri Department of Conservation (MDC) employees. Dr. Guynn engaged the participants with his expertise, personal anecdotes and instructional activities. Dr. Guynn and the MAT team provided excellent service to our organization. We look forward to working with the MAT team on future endeavors."

**– Geri Wiseman, Training & Development Coordinator,
Missouri Department of Conservation**

"Relevancy and resiliency are key capacities needed by F&W agencies to survive. MAT's programs enable agencies to face the complex problems of a changing society."

**– Greg Moore, Wildlife Section Administrator,
Delaware Division of Fish and Wildlife**

"CLPS coursework has not only put excellent tools in our hands, but has also shown us how to use them and what may be built as we become proficient with the tools and skills necessary to use them. It also has been great to interact with other students from across the country. The diversity of roles, personalities, and perspectives has broadened my perspective."

**– Scott Wessel, Wildlife Biologist,
Nebraska Game and Parks Commission**

A LOOK AHEAD



National Conservation Leadership Institute: Cohort 7



Sally Guynn and Gina Main present at the ACI annual conference



MAT leads Alaska Division of Sport Fish's senior management team in prioritizing



MAT Team meets with VA Tech Leadership Institute students



Dwight Guynn facilitates a workshop at Missouri Department of Conservation

The MAT Team will experience some significant changes in staff during 2013 and 2014. Dr. Dwight Guynn will retire in July of 2013 and Dr. Sally Guynn will semi-retire in 2014 and still do some limited work for MAT on a contract basis. These staff changes will provide MAT the opportunity to bring on staff several new members with new skills and abilities. MAT looks forward to many exciting new possibilities.

Looking ahead for our MAT clients we are excited to anticipate reaching more state fish and wildlife clients by adding new offerings in online courses and webinars. The AFWA Leadership and Professional Development Committee external review of MAT encouraged MAT to conduct more outreach to new clients and also suggested a greater emphasis on electronic learning delivery. MAT will be exploring new ways to increase its online offerings and venues and putting much more emphasis on this type of delivery as well as making more of it “on demand” instead of instructor lead.

MAT will also begin a complete overhaul of its website in 2013 and anticipates increasing availability of its products and services through this venue. Many current services and products can be greatly enhanced through the planned improvements in the MAT website.

Overall, change can be challenging but with it comes opportunity. MAT is looking to the future with eager anticipation of building greatness and serving state fish and wildlife agencies at an even higher level of service.



