



# MANAGEMENT ASSISTANCE TEAM

LEARN • LEAD • CHANGE

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Online Courses | Webinars | Workshops

The Management Assistance Team is a project of the Association of Fish and Wildlife Agencies

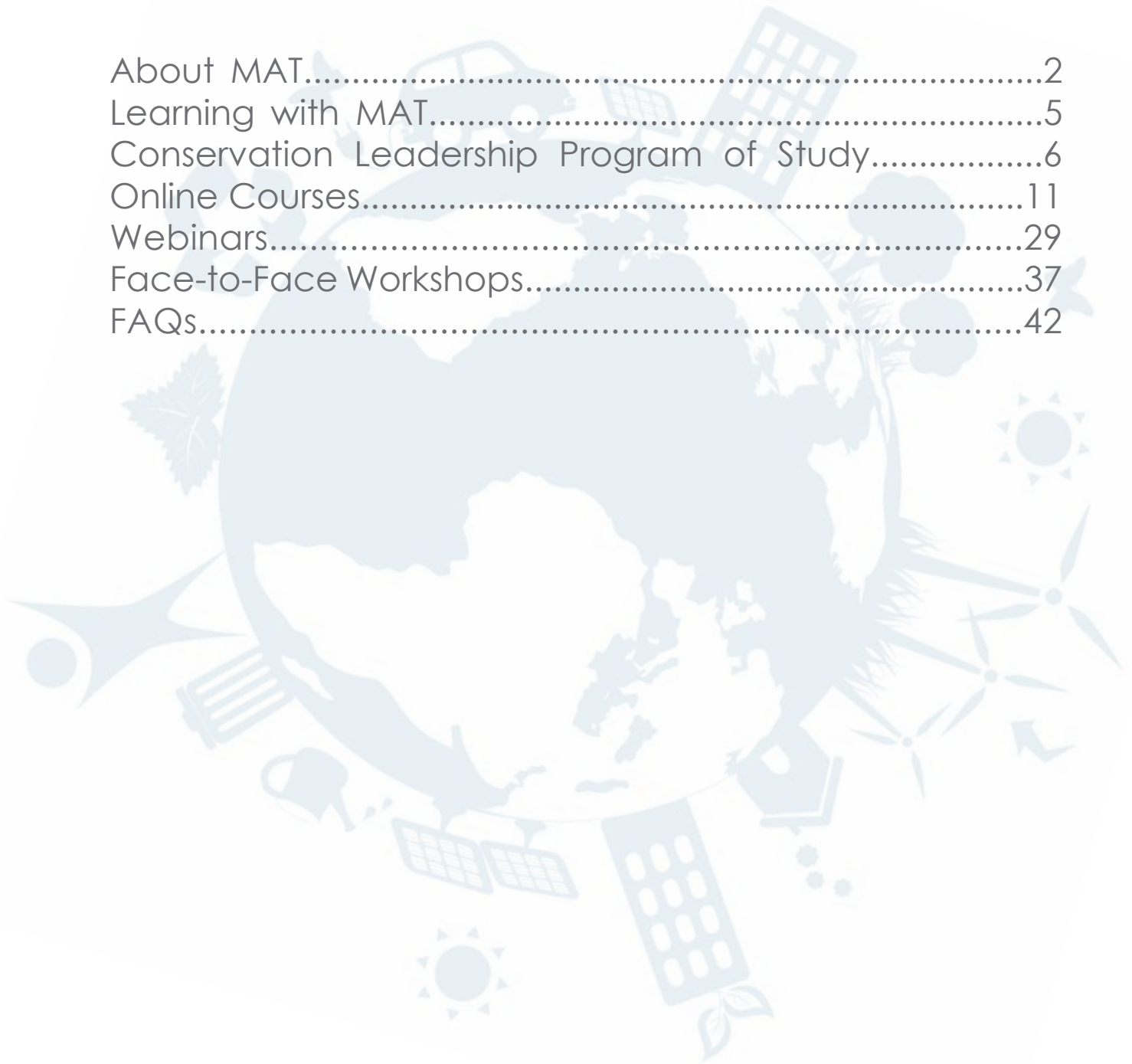


A unit of the Association of Fish and Wildlife Agencies, the Management Assistance Team is a small, high-performance team funded by a multi-state conservation grant, and established to help the vast number of technically trained state fish and wildlife agency professionals with non-biological aspects of agency work. The MAT team is passionate about its mission:

“Helping State Fish and Wildlife Agencies Achieve Excellence.”

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# About MAT

The Management Assistance Team (MAT) is a six-person, 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. Think of MAT as an internal training resource on retainer for all fifty state fish and wildlife agencies across the country. MAT's products and services concentrate on the agency administration—the people part of the equation. MAT helps state fish and wildlife agencies in the areas of leadership and professional development. In addition to MAT's involvement with leadership and professional development, MAT staff is also responsible for staffing the National Conservation Leadership Institute.

## Our Vision

Because we believe that 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 professional development of agency staff at all levels. With the support of our world-class leadership and professional 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 professional development training with focus areas including leadership, 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. MAT also staffs the National Conservation Leadership Institute, 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 lending library, as well as a variety of learning tools. MAT also produces whitepapers and provides keynote speaking.







# Learning with MAT

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

## **Conservation Leadership Program of Study (CLPS)**

MAT designed the CLPS to fit the needs of state fish and wildlife agency employees by delivering an exceptional leadership development experience. The CLPS is an affordable way to learn about leadership in various stages of professional growth and development. For those states not having a program, the CLPS offers employees an opportunity for leadership growth in individual tracks or building upon tracks.

## **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, organizational and professional development. In fact, MAT exists specifically to help state fish and wildlife agencies, and their partners, with the organizational challenges they encounter while managing national resources today. MAT currently offers 2 ways to learn online; the Conservation Leadership Program of Study, or enrollment in individual, "a la carte" online courses and webinars.

## **Face-to-Face Workshops**

MAT's half day, 1 day, or 2 day 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 are interactive workshops with high energy participation. Workshop materials including workbooks, facilitator guides, PowerPoint presentations, and overhead transparencies are available for no additional charge to state fish and wildlife agencies under the AFWA-MAT Community License. MAT offers electronic versions of these documents to state fish and wildlife agencies and train-the-trainer opportunities at an agency's request. Travel expenses for on-site workshops are paid by the state fish and wildlife agency client.



**Whether your ambition is to rise to the top of your organization, or to lead from where you are, the Management Assistance Team's (MAT) Conservation Leadership Program of Study (CLPS) can help.**

Leadership isn't just for the corner office. The potent force shaping behavior in organizations is the combination of expressed expectations of purpose, intent, and values. Behaviors do not change just by announcing organizational values. Leaders move gradually into being able to act congruently with those values. These ideas speak with a simple clarity to issues of effective leadership. The leader's task is first to embody these principles, and then help the organization become this standard. Leaders with integrity have truly learned there is no choice but to walk the talk and thus lead organizations to success.

MAT designed the CLPS to fit the needs of state fish and wildlife agency employees by delivering an exceptional leadership development experience. The CLPS is an affordable way to learn about leadership in various stages of professional growth and development. Our curriculum provides case examples from fish and wildlife conservation and selected course work relative to the fish and wildlife competencies. Several of these courses feature video segments from the authors and other leading authorities. Some courses have lecturers from the Kennedy School of Government at Harvard and other current experts in their field of instruction. This program will compliment any existing leadership program an agency might already have in place. For those states not having a program, the CLPS offers employees an opportunity for leadership growth in individual tracks or building upon tracks.





## **CLPS Program Outline**

The CLPS structures its content to enhance performance and develop positive work environments. The CLPS is a rigorous program with each online course requiring 5-10 hours per week. The program's design for completion from 18 months to 3 years.

Online courses are asynchronous and contain a variety of reading assignments, written assignments, videos, discussion forums, quizzes, and a final exam or paper. Webinars generally run 2 hours in length and meet at a set date and time with active participation by other participants and the facilitator. Select CLPS offerings are eligible for The Wildlife Society's Certified Wildlife Biologist Renewal/Professional Development Certificate Program contact hours. Participants do not receive college credit for these courses.

It is our belief that great leaders are forged by knowledge, opportunity, experience and self-sacrifice. We also affirm that leadership qualities are available to everyone, and we promote positive leadership development in our organization, community, and every individual. Our facilitators endorse sound leadership principles using the latest adult learning techniques and current training methodologies.

Succession planning reaches all levels in the organization. These classes are intended to be a talent management tool for all leadership, front-line employees can also develop a new set of strategies to ensure fish and wildlife knowledge is not lost through retirement or career change.

# CLPS Tracks and Electives

The CLPS offers three tracks to meet the variety leadership and skill building needed by state agencies. Each track has its own core studies geared toward the development of competencies for level of professional development desired. The three tracks include:

**CORE TRACK ONE—EMERGING:** Successful graduates complete 70 contact hours for this program.

**Eligible Applicants:** Available to all state fish and wildlife agency employees

## MAT Online Courses

Adaptive Leadership I (18 contact hours)  
Your Leadership Style (12 contact hours)  
Power (12 contact hours)

## MAT Webinars

Creative and Critical Thinking (2 hr, 2 contact hours)  
Problem Solving and Decision Making (2 hr, 2 contact hours)

**CORE TRACK TWO –OPERATIONAL:** Successful graduates complete 85 contact hours for this program, and the essay requirement.

**Eligible Applicants:** Completion of Track One (Emerging) Courses or in a Supervisory Position

## MAT Online Courses

Adaptive Leader I (18 contact hours)  
Emotional Intelligence (12 contact hours)  
What Great Managers Know (12 contact hours)  
Conflict (18 contact hours)  
A five page written essay concerning management or supervision issue and how you would approach solving it. (15 contact hours)

**CORE TRACK THREE—STRATEGIC:** Successful graduates complete 100 contact hours for this program, and the project requirement.

**Eligible Applicants:** Completion of Track Two (Operational) Courses or in a Supervisory Position or Provides Letter of Recommendation from Mid-Level Leader.

### **MAT Online Courses**

Adaptive Leader I (18 contact hours)  
Adaptive Leader II (18 contact hours)  
Emotional Intelligence (12 contact hours)  
Disorder 2 Order: Leading in Chaos (12 contact hours)  
Secrets of Agency Assessment & Development (12 contact hours)  
Final project with AFWA Mentor (25 contact hours)

### **FINAL PROJECT**

The CLPS final project is your culminating work demonstrating your understanding of the major leadership concepts and principles covered in the CLPS coursework. The final project consists of a 1 page written proposal, two months of independent implementation, 250 word abstract, 3-5 page written report, and a 2-4 minute oral presentation.

### **ELECTIVES**

#### **Online Courses and Webinars**

Going from Good to Great  
Visionary Leadership  
Disorder to Order: Leading in Chaos  
Eyewitness to Leadership  
Conflict  
Power  
What Great Managers Know  
Your Leadership Style  
Emotional Intelligence  
Adaptive Leadership II  
Secrets of Agency Assess. and Dev.

Creative and Critical Thinking  
Problem Solving and Decision Making  
Public Involvement in Conservation  
Power of Empowerment  
Different Dialogues





# Online Courses

MAT's 4-6 week online courses are tailored specifically to the fish and wildlife profession. An interactive, instructor-led approach is used that is much more than just computer based training. The courses require that participants have reliable Internet access and basic computer skills to visit websites, create MS Word documents, and use email. The courses are challenging and require about five (5-10) hours of work each week.

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The Management Assistance Team's

# ADAPTIVE LEADER I



## Adaptive Leader 1 (AL-101)

6-week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

Required Text: *Leadership Without Easy Answers* by Ronald Heifetz, Harvard University Press/McGraw Hill Books, 1998

This course is based upon the work of Ron Heifetz and Marty Linsky at Harvard's Kennedy School of Government. In this course you will learn to define adaptive leadership and distinguish leadership from authority. Students will be able to apply principles of adaptive leadership and learn how to lead both with and without authority. This course is designed to help you determine the difference between adaptive problems and technical problems and the importance of addressing each type of problem differently.

According to Heifetz, leadership is an improvisational art that requires experimenting using smart risks. To exercise leadership, even with smart interventions, can be a perilous activity which can take you out of the game quickly. This course will identify the dangers of leading and provide some tips on staying alive. I'm excited about these new cutting edge concepts that can make us all more effective problem solvers.

### Objectives:

- Understand the prescribed definition of adaptive leadership.
- Be able to define the types of problems you face in exercising leadership.
- Understand and address Type I, II and III problems.
- Know the dangers associated with leading.
- Be able to decide smart risks and maximize the chances of success in interventions.



The Management Assistance Team's

# ADAPTIVE LEADER II



Adaptive Leader II (AL-201)

6-week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

Prerequisite: Successful completion of either The Adaptive Leader I (AL-101) or National Conservation Leadership Institute coursework.

Required Text: The Practice of Adaptive Leadership; by Ronald Heifetz, Marty Linsky, Alexander Grashow

This course is the companion class to MAT's Adaptive Leader I (ALI). Where ALI addresses the theoretical basis for exercising leadership and affords the foundation to grow your leadership capacity, Adaptive Leader II provides the practical tools and techniques to ripen student's leadership skills.

Building on Heifetz seminal work "Leadership without Easy Answers," this class incorporates real life examples and recommendations from the author's personal experience to enhance leadership performance. Weaving together all of the essential elements of adaptive leadership described in the flagship course, this course will focus on diagnosing both the internal and external system in order to devise smart risk interventions to bring about change.

### Objectives:

- 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.



## Conflict (CON-101)

6-Week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

Whether it is a disagreement between friends and or co-workers or hostilities between nations, conflict is a constant in our daily lives. How we view conflict and attempt to resolve it determines successful interventions and improved relationships or the escalation, deepening and continuance of its root causes. This course will examine some of the popular theories and neuroscience associated with the development of conflict and provide some proven tools for conflict management.

Most of the conflict issues of today are rooted in differences in values, the need for basic resources or over identity. Resolution of these value differences depends upon an understanding of the cultural, economic and political basis of the conflict. Given the extent of unresolved conflict that impacts our lives daily, this course offers breakthrough insight to improve social interactions leading to more effective conflict resolution.

The course will examine several leading theories concerning why we fight, then look at the biology underlying conflict and conclude with an analysis of conflict resolution tools reinforced by examples from world and national events. Objectives for the course are to provide the student with a basic understanding of the nature of conflict and provide useful tools to resolve conflict when it occurs in the workplace and home. This course is priceless to anyone who wishes to be a more effective supervisor, parent or employee.





### Conservation Communication Strategies (CSS-101)

6-week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

Required Text: An Overview of the Public Relations Function by Shannon A. Bowen, Brad Rawlins and Thomas Martin, Business Expert Press, 2010.

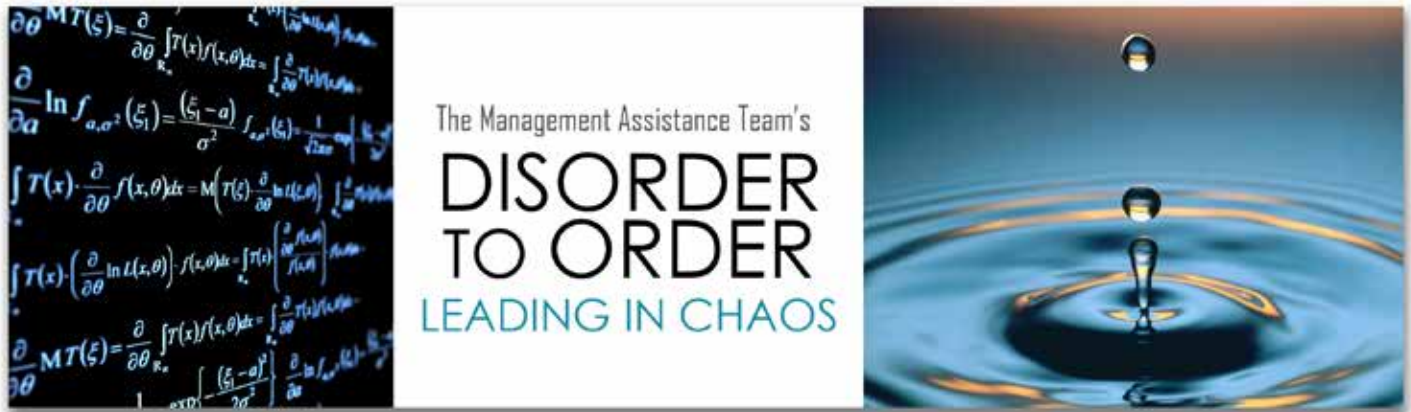
This course is designed to help you gain an understanding and proficiency in using a standard planning approach to communication to ensure more positive results for your program and projects. Over the years the process has been refined and taught to many public relations practitioners, leading to more 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.

#### Objectives:

- 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.



Disorder to Order: Leading in Chaos (DTO-201)

4-week Online Course

Course Fee: \$70 (Invoiced to students during the first week of classes)

Required Text: Leadership and the New Science by Margaret Wheatley

This 4-week online course will provide tools and tips on how to transform in the midst of chaos and change, and how to turn an organization into an effective adaptive problem solving machine.

Einstein said “we cannot solve today’s problems with the same level of thinking that we possessed when they were created.” Yet most of us are stifled by organizations that apply old paradigms to solve new and complex problems. Margaret Wheatley’s seminal work, “Leadership and the New Science,” provides us hope of a better way; a promise that all organizations can transform in the midst of chaos and change to become effective adaptive problem solving machines. Armed with new information generated by quantum physicists, Wheatley demonstrates that the chaos that we try so desperately to avoid is a necessary step in the process for every organization to self-generate. Wheatley’s book guides us through the bumps and bruises of this process showing us a world with social structures based upon strong relationships, horizontal organizational structure and the unrestricted flow of information.

Specific Course Learning Objectives Include:

- Understand the difference between Newtonian and Quantum Organizations.
- Learn the fallacies of conventional wisdom relative to leadership and change.
- Learn the importance of relationships and the true meaning of communications.
- Realize that there is no objective reality and consequently we can create our own reality through commitment to purpose.
- Understand the effectiveness of Officer’s intent as a leadership style.
- Understand that chaos and order are complimentary forces.
- Know that all natural systems have the innate ability to self-organize.



Emotional Intelligence (EQ-101)

4-week Online Course

Course Fee: \$70 (Invoiced to students during first week of classes)

Required Text: The Brain and Emotional Intelligence: New Insights D. Goleman, More Than Sound LLC, 2011.

Required Materials: There is an additional \$36 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



Eyewitness to Leadership: Examining Adaptive Leadership Through Turning Points in History (ETL-201)

6-Week Online

Course Fee: \$90 (Invoiced to students during the first week of classes)

Prerequisite: Successful completion of either The Adaptive Leader I (AL-101) or National Conservation Leadership Institute coursework.

Required Materials: DVD Set “Eyes on the Prize”; Movie: Invictus

History is an ever-present teacher. Eyewitness to Leadership: Examining Adaptive Leadership Through Turning Points in History is designed to enhance and deepen participant understanding of adaptive leadership by bringing the concepts to life through the examination of historical turning points. Studying history deepens understanding of the relationship between the context, events, and people of the past. The wisdom gained by examining the past can be applied in the present.

Turning points represent decisive before and after moments in history. They are historical events that break with the past, create new realities, promote new thinking, and ignite renewal. Turning points include examples of adaptive work in social movements, technological advances, economic changes, environmental issues, and political shifts. The context, lives, events, perspectives, and personal experiences of those who exercised adaptive leadership in ways that changed the trajectory of history provide a real-life leadership laboratory. These turning points provide us an opportunity to discover and learn about the universal experiences in exercising of adaptive leadership. By examining the people, events, and responses to adaptive challenges from the balcony of history, we benefit from the seeing how adaptive work takes place. We can bring forward the wisdom and experience of the past and learn how to successfully exercise leadership in addressing today’s adaptive challenges.

Through a combination of documentary videos, movies, on-line discussion, reading, analysis, self-study, critical thinking, and writing, participants will “witness” the exercise of adaptive leadership through events that turned history and shaped the present. The historical turning points covered will focus on how adaptive leadership principles were exercised to influence social change in society with emphasis on the Civil Rights Movement.





Once the historical events have been witnessed and examined to enhance the participants understanding of adaptive leadership, we'll turn our attention to identifying the adaptive challenges of institutions charged with protecting wildlife and natural resources in contemporary society.

#### Course objectives:

- To enhance and deepen the participants understanding of the practice of adaptive leadership through examination of historical turning points, thereby making participants more effective in exercising adaptive leadership in their lives and careers.
- To create an experience that long after the course is over, continues to challenge participants to view life as a leadership laboratory, a way of being in the world that enables one to see adaptive challenges and the leadership opportunities that present themselves on a daily basis.
- To understand that adaptive leadership has been taking place across generations since the inception of human social systems and its importance to future generations.
- To demonstrate that a sense of purpose and exercising leadership are inextricably intertwined.
- To understand the human condition and the role of conflict (creative tension) to mobilize adaptive work and learning.
- To draw wisdom and inspiration in our time from the courage and sacrifices of those who exercised leadership when facing adaptive challenges of the past.
- To diagnose the adaptive work of our institution with the goal of tying what we've learned back into our context of doing conservation work, identifying the adaptive challenges of our institution, and how adaptive leadership might be exercised to address those challenges.
- To stimulate an interest to continuously learn about leadership.



Going From Good To Great (GTG-101)

4-week Online Course

Course Fee: \$70 (Invoiced to students during the first week of classes)

Required Text: Good to Great: Why Some Companies Make the Leap...and Others Don't by Jim Collins;  
Good to Great and the Social Sectors: A Monograph to Accompany Good to Great by Jim Collins.

Why do some companies make the leap from being good companies to being great companies? What factors allow them to have continuing, sustained growth in excess of similar companies around them? What is it that makes them different? Is it charismatic leadership? Right place, right time? Some unique product? This on-line course will delve into these questions and put them into perspective as they relate to social sector businesses.

There are no silver bullets in leading an agency from good to great. But there are some commonalities of great companies such as Level 5 Leadership, the right people, controlling the brutal facts objectively, the "hedgehog concept" (or taking action to be the best at what you can do the best), and a culture of discipline. Lively discussions will focus around these concepts researched by Jim Collins in his best-selling book, Good to Great and the accompanying monograph Good to Great and the Social Sectors.

Specific Course Learning Objectives Include:

- Understand why good is the enemy of the great
- Understand how a conservation agency can apply the principles of great organizations to their agencies
- Understand why the leaders of great organizations contradict society's tightly held beliefs about great leadership – What is level-5 leadership?
- Examine the current state of your agency and program using the "Good to Great" principles



The Management Assistance Team's

# LEADER AS COMMUNICATOR



Leader as Communicator (LAC-101)

4-week Online Course

Course Fee: \$70 (Invoiced to students during the first week of classes)

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



The Management Assistance Team's

# POWER



Power (POW-101)

6-week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

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





The Management Assistance Team's

## SECRETS OF AGENCY ASSESSMENT AND DEVELOPMENT

Secrets of Agency Assessment and Development (SAAD-101)

4-week Online Course

Course Fee: \$70 (Invoiced to students during the first week of classes)

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.



### Visionary Leadership (VL-101)

6-week Online Course

Course Fee: \$90 (Invoiced to students during the first week of classes)

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: \$70 (Invoiced to students during the first week of classes)

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.

This course is conducted online over four weekly segments. Participants will typically spend about 5 hours each week on coursework. Participants will be expected to read the assignments and post discussion forum ideas by Thursday of each week. Comments on other classmates' postings are due by Sunday at midnight and all exercises, papers, etc. are due by midnight on Sunday of each week. This course is a revision of MAT's Leader as Supervisor online course.



The Management Assistance Team's

# YOUR LEADERSHIP STYLE

Your Leadership Style (YLS-101)

6-week Online Course

Course Fee: \$100 (Invoiced to students during the first week of classes)

What if you could bring your greatest talents, strengths and passions to your leadership role every day? How would your energy, performance, and efficiency shift if you were leading from a place of strengths? In this course you will learn how to leverage your talents and strengths to further develop your leadership style and voice. You will explore how to balance your strengths for peak performance while addressing the sources of your weaknesses. Ultimately, this course will help you to leverage your strengths so you can thrive in your current and future management and leadership roles in the conservation field.

This course looks at leadership style and voice. In this course, we pause to intentionally explore who we want to be as conservation managers and supervisors, how we want to show up, and what drives our performance, strategy and outcomes. This course encourages participants to take stock: What's important? Why do we work in the conservation field? And, how do we leverage our deepest talents and passions to be effective, influential, and strategic? This course will allow you the time to refine, practice and articulate a leadership style that is grounded in personal strengths and values. Research shows that when people lead from a place of strengths that performance, efficiency, effectiveness and confidence soar.







# Webinars

MAT's 1-2 hour 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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### Creative and Critical Thinking (CCT-101)

2-hour Webinar

Webinar Fee: \$25

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. You will need a computer, internet connection, and a phone.

#### Specific Course 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



The Management Assistance Team's

# DIFFERENT DIALOGUES

Different Dialogues (DFD-101)

90 Minute Webinar

Course Fee: None

How much of your time is spent dealing with under-performing employees? Ever dread having to come to work in the morning because you have to have “that” conversation? What are your employees feeling about the work they do; are they accomplishing their goals, are you? What if you gained the skills to have different conversations with your employees and achieved greater outcomes?

Different Dialogues offers supervisors the knowledge and skills required to set the tone for gaining greater results through dialogues with high, middle, and low performing employees. From hire to retire, you can charter a new course in how you communicate with your employees and create a new environment for you, your employees, your division, and agency!

## Objectives:

- State the benefits for different dialogues
  - Individual
  - Team
  - Department
  - Agency
- Define & Differentiate high-middle-low performers
- Conduct H.M.L. Performer Conversations



## Power of Empowerment (POE-101)

1 Hour Webinar

Course Fee: None

No matter your position, most organizational pressure to perform is self-imposed. It's a result of being so busy being busy, not doing what you're really supposed to do, or not understanding your role and responsibility. Learn the truth about your leadership weaknesses and the impact on your team and agency, and position yourself to change your thinking and behaviors.

Simply put, when you do your job better, you are in a better position to help your employees perform theirs better too.

At the end of this webinar, Participants will know the following:

- Distinctions between delegate & empower
- Significance of TRUST
- Barriers to empowerment
- Benefits of empowerment
- Significance of empowerment leadership development





## Problem Solving and Decision Making (PSDM-101)

2-hour Webinar

Webinar Fee: \$25

This one session, two hour 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. You will need a computer, internet connection, and a phone.

### Specific Webinar 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



The Management Assistance Team's

## PUBLIC INVOLVEMENT IN CONSERVATION



### Public Involvement in Conservation (PIC-101)

2-hour Webinar

Webinar Fee: \$25

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 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.

#### Objectives for this Webinar

- Understand why public involvement is mission-critical.
- Learn about the elements that must be present to foster relationships and successful conservation projects.
- Discover resources and best practices for public involvement



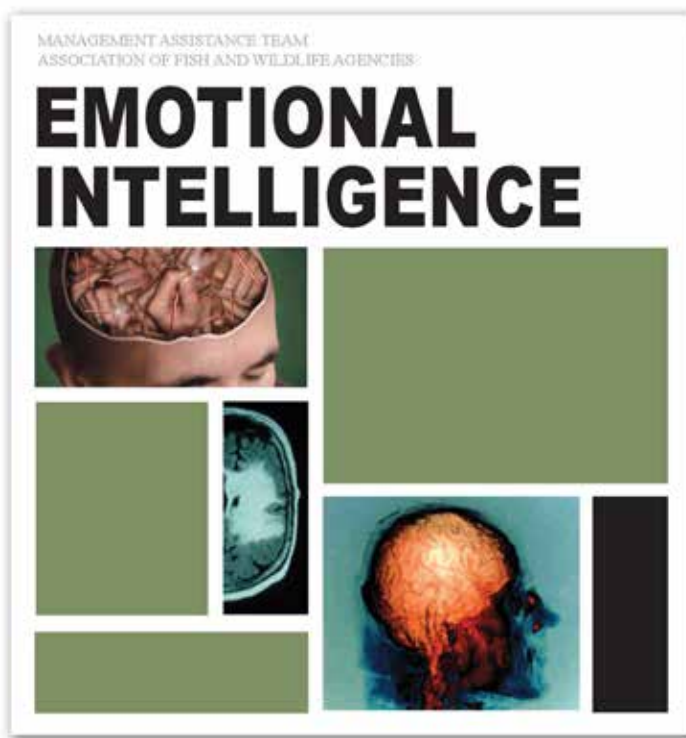


# Workshops

MAT’s half day, 1 day, or 2 day 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 are interactive workshops with high energy participation. Workshop materials including workbooks, facilitator guides, PowerPoint presentations, and overhead transparencies are available for no additional charge to state fish and wildlife agencies under the AFWA–MAT Community License. MAT offers electronic versions of these documents to state fish and wildlife agencies and train–the–trainer opportunities at an agency’s request. Travel expenses for on-site workshops are paid by the state fish and wildlife agency client.

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## Emotional Intelligence

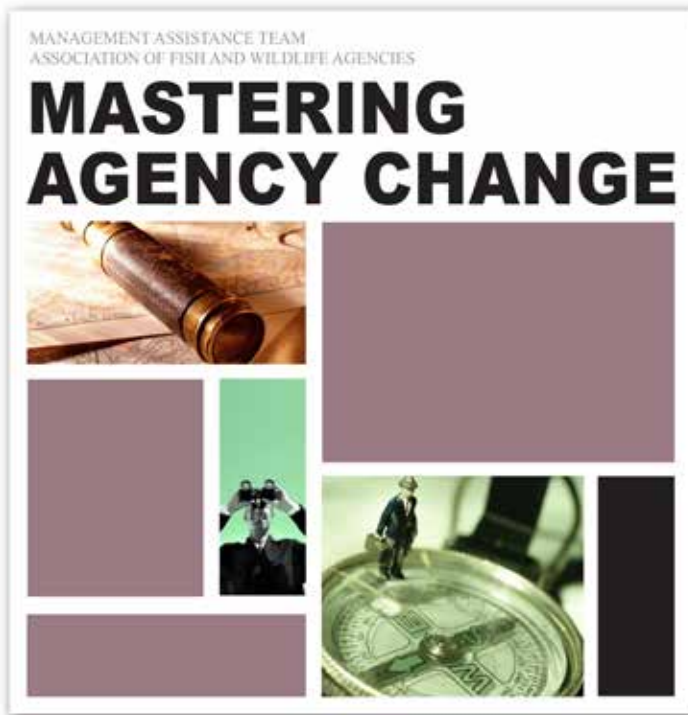
### 2-Day Classroom Workshop, with Train-the-Trainer

From entry level jobs to top executive positions, the single most important factor for success is not IQ, advanced degrees, or technical expertise. It is emotional intelligence. The top performer has to have high levels of self-awareness, maturity, and self-control. They must be able to withstand the heat, handle setbacks, and when those lucky moments arise, enjoy success with equal parts of joy and humility. —More and more of us are thinking emotional intelligence is more rare than book smarts, but perhaps more important in the making of a leader. So says Jack Welch, speaking to the Wall Street Journal.

#### Specific Learning Course Objectives Include:

- Understand what emotional intelligence is and why it is important
- Develop personal competence in: self-awareness, self-regulation, trustworthiness and conscientiousness
- Develop social competence in: empathy, influence, conflict management, and teamwork
- Understand the importance and skills for building bonds and networks

This course builds on Daniel Goleman's works and his bestselling book —Working with Emotional Intelligence and draws on experiences of leaders around the world, as well as studies conducted in more than 500 organizations. This highly interactive course reveals the skills that distinguish the star performers in every field. The MAT Team will teach this course for your agency trainers and others to be certified so they can teach Emotional Intelligence for your agency. After conducting the 2 day workshop, MAT will immediately provide a train-the-trainer session for agency trainers and certify them. Your agency will receive a MAT CD with all the PowerPoint slides, overheads, workbook, and facilitator guide so that you are ready to begin offering this course to your agency. There is no charge for MAT time.



## Mastering Agency Change

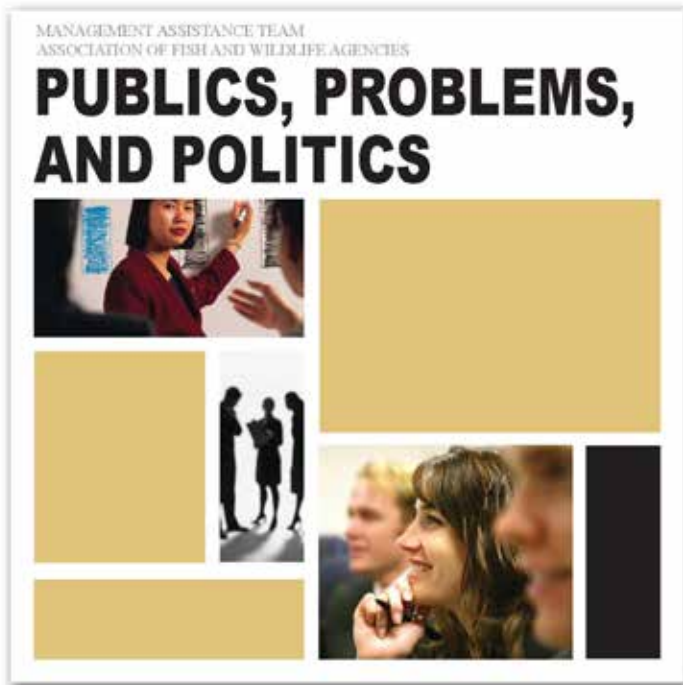
2-Day Classroom Workshop, with Train-the-Trainer

Leadership is about making change for the better. Just holding the reins of an agency and keeping on the old course may be good administration, but not leadership. This course reveals why 70% of change efforts in organizations fail. It also offers an eight-stage process for insuring success in leading change.

### Specific Course Learning Objectives Include:

- Reveal the overall pattern for organizational operation
- Show the connectedness of the parts and why multiple alignments are required if change is to stick
- Illustrate the eight common errors in change efforts
- Teach the eight stages of success

The MAT Team will teach this course for your agency trainers and others to be certified so they can teach Mastering Agency Change for your agency. After conducting the two-day workshop, MAT will immediately provide a train-the-trainer session for agency trainers and certify them. Your agency will receive a MAT CD with all the PowerPoint slides, overheads, workbook, and facilitator guide so that you are ready to begin offering this course to your agency. There is no charge for MAT time.



## Publics, Problems, and Politics

2-Day Classroom Workshop, with Train-the-Trainer

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 Course 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

The MAT Team will teach this course for your agency trainers and others to be certified so they can teach Publics, Problems, and Politics for your agency. After conducting the 2 day workshop, MAT will immediately provide a train-the-trainer session for agency trainers and certify them. Your agency will receive a MAT CD with all the PowerPoint slides, overheads, workbook, and facilitator guide so that you are ready to begin offering this course to your agency. There is no charge for MAT time.



## 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.

# FAQ's

(About online learning with MAT.)

## **How do I register for MAT's online courses and webinars?**

All of MAT's online courses and webinars are currently housed in our custom learning management system (LMS). If you are a new student you will need to visit our LMS here to create an account. After you've created an account, you can follow the instructions on the welcome page to register for and access your courses.

MAT courses are offered in 4 terms: Spring, Summer, Fall, and Winter. You can find a registration schedule [www.matteam.org](http://www.matteam.org).

## **Where can I login to access my courses?**

You can access your account with our LMS and enter your courses at the following link: <http://conservationlearning.remote-learner.net/login/index.php>

## **What do I need to take a MAT course?**

MAT's 4-6 week online courses require that participants have reliable Internet and email access, basic computer skills, and the ability to create MS Word documents.

## **Your course information includes a course or webinar fee. How can I pay my course fee?**

Students will be invoiced for course fees by email during the first week of courses. Invoices will be due upon receipt and can be paid by check or credit card. Students may withdraw up until 48 hours before online courses and webinars begin without being invoiced for course/webinar fees. Books and other course materials are not included in course fees. For more about billing, contact us at [info@matteam.org](mailto:info@matteam.org) or (304) 876-7988.



## **The MAT course I'm trying to register for appears to be full. How can I be added to the waitlist for this course?**

Space in courses and webinars is limited and will often fill quickly, so we recommend students register early. However, should you find that a course has reached capacity before you are able to register, we encourage you to submit your name through the waitlist tab which will appear in the bottom right corner on the course's web page once the course has reached capacity. We use this information to determine if there is enough interest to offer a second instance of courses that have filled quickly.







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Connect with MAT at:

 /FishWildlifeAgencies

 @fishwildlife