

Open Enrollment Now for Fall Online Courses

MAT is holding “open enrollment” for its online leadership courses offered this fall which are offered to all state fish and wildlife agency employees. Courses begin on October 2. Colleagues from across the state and across the country come together in these courses in a *highly interactive* environment that affords time flexibility for busy conservation professionals.

Courses typically require about 5 hours of work per week. Classes are held in a virtual classroom that is accessed through a web browser. There are no specific meeting times, but there are deadlines each week.

If you can surf the web and use a basic word processor and email, you can excel in an online class! MAT’s courses are taught by nationally recognized conservation leaders and experts in leadership development.

All online courses offered by MAT are focused on developing leadership skills using experiences that are highly relevant to managers in fish and wildlife agencies. Each course draws on case examples from the conservation community and applies appropriate context from other sectors.

MAT’s online courses require a nominal fee per student to cover the purchase of materials and reimbursement of fees incurred by MAT’s technology provider, eCollege in Denver, Colorado. Compared to courses of similar caliber typically costing more than \$400 per course, MAT’s online courses are a tremendous bargain. This rare training opportunity is offered to anyone working in a state fish and wildlife agency who is also prepared to be an active learner tackling challenging leadership concepts.

MAT ONLINE COURSE SCHEDULE

Adaptive Leadership	Oct. 2 – Nov. 10	\$60 plus materials
Creative & Critical Thinking	Oct. 2 – Nov. 10	\$60 plus materials
Power	Oct. 2 – Nov. 10	\$60 plus materials

Registration closes September 8 or when registration is full. Course spaces are limited. For those who have never taken an online course from MAT, there is an approximately 90 minute orientation that participants are recommended to take on their own schedule the week of September 25. Detailed course descriptions, registration, and payment information is available at MAT’s website, www.matteam.org.

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MATters

An Update from the Management Assistance Team

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LEADERSHIP CONSTRUCTION SITE Power Tools Included

In many ways, over the last year, MAT has been very much like a major construction site. A NASA construction site comes to mind. But typical building sounds of saws buzzing away and the roar of heavy equipment have been replaced by the clicking of keyboards and the humming of printers and copier machines. The rest of the construction picture, for sure, has been full throttle “go.”

As directed, MAT has been creating, testing, and finalizing training and programmatic consulting tools to help state

fish and wildlife agencies develop their own leadership development programs. The sawdust is beginning to settle a little. The products are now ready!

Launch Time is Near

At the September AFWA Annual Meeting, MAT will present the final state leadership development “toolbox” for approval. States are invited to request help from MAT in using any or all of the tools to help them catalyze their state leadership programs.

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Leadership Construction Site

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No matter where you are in thinking about how to meet the challenge of so many baby boomers retiring, it is time to prepare for a launch – to begin thinking seriously about how you will meet the challenge. Some pretty good tools to help you are now out there. We invite you to take advantage of them, and us, as you go forward in creating your leadership development programs to leverage your recruitment, retention and development of your workforce.

Countdown to Launch: Five Agency Action Steps

5 Do your homework – evaluate how many baby boomers will leave your agency, when and how you will fill the workforce gaps

4 Answer the “Nine Critical Questions”; call MAT if you need help

3 Visit www.matteam.org to check out resource options

2 Determine your timeframe for needing/using the leadership tools and whether you will want to use any of the tools separately before you have established a formal program

1 Commit to the launch. Translation: Agency decision-makers commit to developing a leadership development program

STATE LEADERSHIP DEVELOPMENT TOOLBOX

Program Component	Level I Program: Personal Leadership	Tools	Level II Program: Organizational Leadership	Tools
I. Agency Preparation	Nine critical questions for agencies to answer with senior staff to determine program readiness	Tool #1: Agency Readiness Questionnaire Tool #2: MAT On-site Consultation	Nine critical questions for agencies to answer with senior staff to determine program readiness	Tool #1: Agency Readiness Questionnaire Tool #2: MAT On-site Consultation
II. Program Design	Agency decision makers translate critical questions into the agency leadership development program/package	Determined by each individual state (MAT consulting available)	Agency decision makers translate critical questions into the agency leadership development program/package	Determined by each individual state's Director and staff (MAT consulting available)
III. Participant Assessment	<ul style="list-style-type: none"> Participants learn their individual leadership styles, strengths & weaknesses Establish performance benchmark 	Selected assessment tools—Contact MAT for recommendations	<ul style="list-style-type: none"> Participants learn their individual leadership styles, strengths & weaknesses Establish performance benchmark 	Selected assessment tools—Contact MAT for recommendations
IV. Curriculum	<ul style="list-style-type: none"> Personal Leadership Skills (7 Habits of Highly Effective People) The Leader as Supervisor Leaders as Communicators** Emotional Intelligence Visionary Leadership Going from Good to Great Creative and Critical Thinking Power 	<ul style="list-style-type: none"> MAT facilitation & special Franklin Covey discounts for train-the-trainer In-class workshop In-class workshop In-class workshop Conservation Learning Campus† Conservation Learning Campus† Conservation Learning Campus† Conservation Learning Campus† 	<ul style="list-style-type: none"> Interpersonal Leadership (Four Roles of Leadership) The Adaptive Leader Emotional Intelligence* Team Leader Skills** Organizations as Ecosystems Mastering Agency Change Politics, Publics and Problem Solving The Media 	<ul style="list-style-type: none"> MAT facilitation & special Franklin Covey discounts for train-the-trainer Conservation Learning Campus† In-class workshop TBD Conservation Learning Campus† In-class workshop In-class workshop Agency I&E sections develop their own
V. Experiential	<ul style="list-style-type: none"> Individual Projects Site Visits 	MAT provides guidelines for individual projects and site visits to agency division projects	<ul style="list-style-type: none"> Individual/Team Projects Optional: Stretch Job Assignments 	<ul style="list-style-type: none"> Participants provide issue topics for projects State arranges appropriate field trips and stretch job assignments (optional)
VI. Mentoring/Coaching	Optional: Each participant is matched to a mentor or coach whom they will meet with regularly throughout their program experience	<ul style="list-style-type: none"> Assessing readiness for mentoring Step-by-step start-up guide Selecting mentors and mentees 	<p>Each team is matched to a senior level staff mentor or coach whom they will meet with regularly throughout their program experience</p> <p>Mentors work with participants on action development plans</p>	<ul style="list-style-type: none"> Step-by-step start-up guide Video workshops—Becoming a mentor and/or mentee Selecting mentors and mentees
VII. Evaluation	Participant evaluation Program evaluation	Pre & Post Learning Test; Reaction Sheets Program assessment tool	Participant evaluation Program evaluation	Pre & Post assessment tools Program assessment tool
VIII. Closing	Significant special recognition	Individual state agency arranges: dinner, picnic, ceremony, keynote speaker, include alumni, press coverage, etc.	Significant special recognition	Individual state agency arranges: dinner, picnic, keynote speaker, ceremony at Governor's mansion, include alumni, press coverage, etc.
	Target Audience: Employees with Limited or No Supervisory Experience		Target Audience: Mid-Career Leaders with Multiple Years of Supervisory Experience	

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Retention: A Difference of Perspective

Here's the reality. Most managers believe employees leave because they have been pulled away by greener pastures. Most exiting employees say it was “push” factors that drove them out.

Okay, so there's a difference of perspective. No biggie you say. Au contraire, it is a biggie. Recent data from surveys of 19,700 employees performed by the Saratoga Institute, an internationally recognized research organization, showed that more than 85% of managers believe employees leave because they have been pulled

away by “more pay” or “better opportunity.” Yet, more than 80 percent of employees say it was “push” factors related to poor management practices or toxic cultures that drove them out.

Recognizing a difference of perspective between management and everyone else is not anything new. Tom Gilbert wrote about it in his classic 1976 book, *Human Competence: Engineering Worthy Performance*.

And more recently, *The 7 Hidden Reasons Employees Leave*, a book by Leigh Branham,

gives readers a deeper understanding of why conventional exit interviewing doesn't work and what organizations can do to identify, prevent, and correct the root causes of these problems.

While the differing retention perspective may not be new, it remains a gaping disparity between belief and reality that keeps fish and wildlife agencies like other organizations from addressing the costly problems of employee disengagement and regrettable turnover with on-target solutions. And, it is this turnover that poses one of the principal challenges to fish

and wildlife agencies facing the workforce hole created by so many retiring baby boomers.

So what do we do? Fish and wildlife agencies like everyone else are going to have to come to grips with avoiding job-person mismatches, aligning employee expectations with the realities of the position and the organization, and providing constructive feedback and coaching that breeds employee confidence, and much more.

The Tools and Construction Workers to Build Your Leadership Program

The leadership “toolbox” is the states' newest resource for helping fish and wildlife agencies to develop leadership. It is designed so that states without a leadership development effort in place can use the whole “toolbox” as a leadership program template. Examples of other tools are workshops, online courses, assessments, instructors, consulting and more. The tools can be used separately and/or customized. Course tools are arranged and sequenced so that each course builds upon previous courses in the “toolbox”. Some states may wish to use only certain parts of the “toolbox” and mix and match as they see fit. A big tool in the toolbox is consulting. MAT can help with building, maintaining, and assessing any state fish and wildlife agency's leadership development program.

National Faculty

MAT has also devised an exciting approach to help expand their delivery capability — a “National Faculty.” MAT will train and certify a small number of state fish and wildlife agency employees in September 2006 and January 2007 to become National Faculty. The faculty will work on their own time and be paid by MAT for each leadership course/workshop they deliver. In order to participate in the National Faculty program, “faculty” members will be required to get permission from their employer to assure no conflict of interest. National Faculty will not be paid to teach a course in their