



MATters

An Update from the Management Assistance Team

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leadership

Introducing the Conservation Leadership Program of Study

The conservation community is in the midst of significant change. As the baby boomers retire, the next generation of conservation professionals has an opportunity, and perhaps even an obligation, to develop the leadership skills they need to carry on our proud legacies and develop a new legacy appropriate for the next century.

The Conservation Leadership Program of Study (CLPS) is built around the philosophy that leadership happens at all levels in an organization: the entire organization benefits when everyone has access to leadership development training. Employees wherever they are, geographically, should have access to leadership development opportunities, and those same employees, wherever they are in the agency hierarchy should likewise benefit from leadership development, and bring benefit to the agency. Leadership development should also challenge an individual. The CLPS is an opportunity for any state fish and wildlife agency employee, anywhere in the

country to get state-of-the-art leadership training.

MAT has designed the CLPS to fit the needs of state fish and wildlife agency employees by delivering a state-of-the-art leadership development experience. The CLPS is an affordable way to learn about leadership from the perspective of fish and wildlife conservation. This program will complement any existing leadership development program that an agency might already have in place. Also, for those states that do not have a program, the CLPS offers employees access to an in-depth leadership development program that they can pursue on their own.

The CLPS is built around core courses offered through MAT's online learning system. However, CLPS participants are not limited to online courses – they may complete the CLPS using a combination of online and face-to-face courses. The CLPS is rigorous, and the online courses generally require about 5 hours per week over a four or six week period. The

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2007 NCLI Residency

a Resounding Success

The National Conservation Leadership Institute (NCLI) just completed its residency for a second cohort of Fellows in November. All the pieces came together with the program's intensity, world-class speakers and instructors, and participants' diversity to create an extraordinary experience described by many of the Fellows as "life changing."

The thirty-six Fellows in this second cohort are now working on individual challenge projects in their organizations to apply what they learned during their ten-day residency. Progress and application experiences will be shared at a final three-day gathering of the cohort in Missouri at Big Cedar Lodge in the spring.

Upon completion of the NCLI program this cohort will join Fellows from cohort one as alumni. The Fellows are building a remarkable nationwide community of extraordinary conservation leaders for us all.

Nominations from organizations for cohort three will be accepted beginning February 2008. If interested in applying, please see the NCLI website, www.conservationleadership.org. Applicants that were not selected in the past will be given extra consideration due to the history of excellent applicants and the limit of only

thirty-six Fellows per year accepted.



MAT *Better Conservation Through*

MAT Welcomes a New Team Member

by Sally Ann Hardy



My name is Sally Ann Hardy and I am the new Training Services Administrator with the MAT Team. I am just beginning to scratch the surface with all this job entails, but I am very excited to learn. The other members of the MAT team welcomed me with open arms and, of all things, asked me to change my name. I am no longer just "Sally"; I am "Sally Ann". After I got over the feeling that I was in trouble, like when your mother uses your middle name, I got used to it. You see, we had to have a way to distinguish me from our other beloved Sally; Sally Guynn. October 9th was my first day, and so began my baptism by fire or something of the sort. This was the

same day that the fall term of our on-line courses started. And, looming not quite a month away was the arrival of the thirty-six Fellows that compose the second cohort for our National Conservation Leadership Institute (NCLI). I tried to jump in with both feet so that I would be a help and not a hindrance. I have been with the MAT team for two months now, and in the words of Gloria Gaynor, "I Will Survive" and I have. In fact, it has been wonderful and I am very happy to be part of the MAT Team. I am amazed with the quality and quantity of work that this team produces. Everything is first rate and top-notch. It is exciting to be a part of a group that is helping to produce leaders in the conservation community.

Before joining the MAT team, I stayed at home with my two beautiful daughters, ages nine and five. I also managed the office for my husband's painting business. Previous to that, my experience included a customer service and marketing background. I live in Shepherdstown, WV with my husband, John; our daughters, Megan and Molly; and our yellow lab, Willie. Away from work, I enjoy spending time with my family, being outdoors, and reading.

As part of the MAT Team I look forward to working with all of you who compose MAT's customers. There is a lot to learn, but I have great teachers in Donna, Gina, Jake, Sally, and Dwight.



Better Managed Fish and Wildlife Agencies

Introducing the CLPS ... (continued from page 1)

CLPS is also flexible, so that participants can take other courses offered by their agency (or other entity) and still apply the work towards completion of the CLPS.

Completing the CLPS will take a year to two years depending on how many courses the participant chooses to take at one time. This may sound like a lot of effort, but leadership is not easy to learn, and it is not easy to practice. Like anything else in life, what is worthwhile is not easy. The work pays off with exposure to principles and practices that will help the individual practice leadership more effectively.

Best of all, it is free to enroll in the CLPS. The only cost would be for participation in any online courses, and we have worked hard to make the online courses highly affordable. MAT will track each participant's progress so that participants can focus on what's important – the coursework.

CLPS Program Outline

Required Core Courses	Elective Courses
<ul style="list-style-type: none"> • Creative and Critical Thinking • Secrets of Agency Assessment and Development • Leader as Supervisor • The Adaptive Leader • Power • Final Project 	<p>(3 Elective Courses Required)</p> <p>MAT Online Courses</p> <ul style="list-style-type: none"> • Going from Good to Great • Visionary Leadership • Emotional Intelligence <p>MAT Face-to-Face Courses</p> <ul style="list-style-type: none"> • Mastering Agency Change • Emotional Intelligence • Publics, Politics, and Participation <p>Franklin- Covey Courses</p> <ul style="list-style-type: none"> • 7 Habits of Highly Effective People • 4 Roles of Leadership
Other Training	
<p>Training conducted by your agency may be eligible for elective credit. To avoid content duplication, any course syllabus can be sent to MAT for review and inclusion.</p>	

For program details or to enroll visit MAT's website - www.matteam.org. Or you may call MAT at (304) 876-7988 for more information.

Your Conservation Learning Campus

The Management Assistance Team's Conservation Learning Campus is *your virtual place* for training, continuing professional development, and learning resources for conservation professionals.

Fish and wildlife personnel have unique perspectives, and the online leadership development courses are tailored specifically for conservation professionals. Each course carries a nominal fee that covers technology costs, required textbooks, and copyright protected materials.

Courses currently being offered each term are *Creative and Critical Thinking, Going from Good to Great, Power, The Adaptive Leader, Visionary Leadership, and Secrets of Agency Assessment & Development*, and run for 4 to 6 weeks, depending on the course. Additional courses are being developed now.

Winter Term Schedule:

December 21 – Registration Deadline
January 7 – Student Orientation
January 14 – Classes Begin

Spring Term Schedule:

Feb. 4-Mar. 21 – Registration
April 7 – Student Orientation
April 14 – Classes Begin

Visit www.matteam.org for a schedule of upcoming classes, important dates, registration forms, and other important information.



What MATters...

Multi-Taxing

by Donna Reeves

I sit at my desk with two computer monitors and a wireless headset on so I can work on the bookkeeping software while I answer my phone and emails. Then I wonder why I spend more time going back to check what I thought I did but don't remember if I did.

Multitasking became the battle cry with the birth of desktop computers, network systems and email. I recently found myself confused at work and totally spent at the end of the day. Then I started finding that I had let some things "slip through the cracks." The cracks in my ability to concentrate and remember!

It was just a week or two before the NCLI residency that I read an article in "The Week" magazine called "The Folly of Multitasking" by Walter Kirn. In it he explains that the constant switching back and forth "energizes regions of the brain that specialize in visual processing and physical coordination and simultaneously appear to short-change some of the higher areas related to memory and learning. We concentrate on the act of concentration at the expense of whatever it is that we're supposed to be concentrating on."

He cites a UCLA study where a group performed a sorting task while listening for specific tones in a series of sounds. They completed the sorting task ok but didn't remember much about what they sorted afterwards. Worse yet studies show that multitasking boosts the levels of stress related hormones. The confusion, fatigue and chaos not only hampers our ability to focus and analyze, but may ultimately cause it to atrophy.

Dr. Joshua Rubinstein of the FAA and Drs. David Meyer and Jeffrey Evans both at the University of Michigan published similar findings in the Journal of Experimental Psychology, published by the American Psychological Association.

They found that all this switching costs the company from 20% to 40% in terms of efficiency. They call it the "time cost" of switching.

"In effect you've got writer's block briefly as you go from one task to another. You've got to want to switch tasks, make the switch and then get warmed back up on what you're doing."

Says Dr. Meyer. And the more complex the tasks the more "time cost."

The time it takes to make a switch may only be a second or two but as Dr. Meyer points out, a mere half second of time lost due to task switching can mean life or death for a driver using a cell phone.



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