



Management TRACKS

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Successful Fish & Wildlife Programs: It's All about People and Process

ABOUT THIS ISSUE: Today's fish and wildlife professionals find themselves working with a wide variety of people, across jurisdictions, to tackle conservation issues large and small. They are engaging regularly with new audiences – including those with a strong distrust of government regulation or taxation. And while a love of wildlife and science may have attracted many fish and wildlife professionals to their jobs, it's clear that “people skills” are critically important. This issue is dedicated to providing practical advice, best practices and other valuable resources, which may assist you in becoming more productive and successful in your collaborative efforts to manage fish and wildlife in the 21st century.

Meeting the Challenge

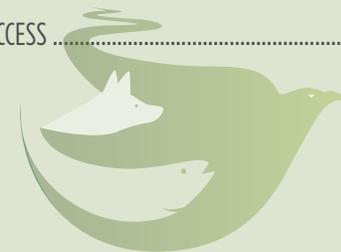
It's no secret that fish and wildlife organizations face a number of challenges. In the Winter 2014 Management Tracks, we addressed how funding models are changing and requiring new solutions.

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The Organization of Wildlife Planners

Dedicated to improving the management of fish and wildlife agencies and to supporting the professional lives of people who participate in our organization.



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The Prez Sez ...

A Few Words from Our President

By Ann Forstchen, Florida Fish and Wildlife Conservation Commission

Conservation organizations face complex and dynamic issues; many without definitive solutions or a distinct end point. These issues can rarely be addressed alone so collaboration is a critical tool for the conservation of fish and wildlife. Partners, stakeholders and citizens play an important role in conservation policy and decision-making, and through teamwork we can improve our conservation actions. It's worth our time to look at collaboration a bit more closely and see how we can best use this joint effort to achieve our desired conservation outcomes.



Collaboration can leverage diverse expertise and resources; broaden thinking and increase creativity; share and spread new ideas; reduce silo'd thinking; and improve problem solving capacity. But partnering typically doesn't happen organically— it needs direction, leadership and accountability to ensure that it is adding value. And it takes time, resources and skills to be effective. In fact, negotiation, mediation, facilitation and meeting management skills can be learned and improved through training and practice.

Effective cooperation creates a shared understanding of the issue and can develop a shared commitment to the solution. It is perhaps best used when we're faced with an adaptive challenge, such as when an issue is unprecedented or at least not routine; there's no obvious solution or process to use; and shared resources are needed. Collaboration means opening our doors and minds to new and different people and ideas. We should embrace the diversity of many perspectives— they will contribute to a more coherent and complete understanding of the issue.

As with any relationship, we need to spend the time to build trust among the parties in the coalition. We should explore and understand each other's perspectives, constraints and needs, and ensure that the expectations of the coalition are clear. Having a clearly articulated shared purpose is a critical prerequisite to successful partnering. Finding that common goal(s) will take time and resources; but if you don't, you're just meeting to meet. As the number of collaborators increases, so do the different values, opinions and perspectives that need to be considered. Plan for and manage the added complexity of having many voices at the table. Successful teamwork has a focus on both the process and the outcomes. Remember that collaboration is a means, not an end.

Joint efforts can help us steer away from interest group competition and focus on common ground. Collaboration helps us transcend organizational boundaries and be more creative and adaptable in developing solutions to our conservation challenges. Please reach out to OWP members who can help you find training for effective coalitions or help you design and implement your collaborative work.

Enjoy the newsletter!

Regards, Ann



Successful Fish and Wildlife Programs *continued from pg. 1*

If fish and wildlife organizations are going to find a way forward, they must find a new way to work with those who share their passion for wildlife, according to Brent Thomas, GIS Analyst, Idaho Fish and Wildlife Game.

“It doesn’t take a degree in statistics to see quite clearly that our current funding mechanism is ageing,” says Thomas. “If you can’t get folks to get behind increased taxes to fund their children’s education, do you think they’ll get behind game wardens?”

But it’s not just funding issues; OWP members face concerns with climate change, energy development/distribution and urbanization, along with a slew of local, regional and national issues.

Starts with People

One thing is clear, however. Whether fish and wildlife agencies are managing fish and wildlife, or implementing outdoor recreation programs, it’s really about the people.

This isn’t a new idea. There has always been a critical and urgent need to work with different stakeholders to achieve success, according to former OWP President Dan Zekor, who recently retired from Missouri Department of Conservation (MDC).

Citizen: A member of a political community.

Customer: One who gives something of value in exchange for goods or services received from another.

Colleague: An associate in an office or profession.



“It’s not so much about working successfully with these groups, as it is working with them to be successful,” says Zekor. “No single person or agency can achieve success on its own. Engagement and collaboration are the most important pathways to success, because they create partnerships, investment and energy. They expand the view of what’s possible and achievable.”

The value of building strong relationships and trust with citizens, customers and colleagues can’t be underestimated; these people’s opinions, wants and desires impact the management of natural resources, according to Kenneth Kesson, Michigan Department of Natural Resources (DNR) Wildlife Biologist.

“It’s important for citizens to have an accurate impression of what our agency does,” explains Kesson, “so they have confidence we’re doing a responsible job of managing public trust resources. Our customer interactions should always be professional and courteous. By providing accurate information, we maintain credibility and address their concerns and service needs. Without successful teamwork with our colleagues, we couldn’t achieve mutual goals, improve performance or accomplish tasks efficiently.”

Current OWP President Ann Forstchen agrees. Over the years, she has seen stakeholder demographics change dramatically as Human Dimensions Coordinator for Florida Fish and Wildlife Conservation Commission.

“However you categorize them as citizens, customers or colleagues,” says Ann, “working with stakeholders is a responsibility of the natural resource public trust agencies. As a conservation community, we must embrace insight from the social sciences for understanding people, as well as the principles of good governance, such as open, fair and accountable processes. And we must use tools and techniques to continually understand who/where these stakeholders are, and what they want. It’s not a one-off exercise.”

Process Matters

Often overlooked, but instrumental for success, is the *process* for working with these groups, according to Amy Derosier, Wildlife Action Plan Coordinator for Michigan DNR, Wildlife Division. The process should be considered, whether planners are brainstorming with team members, meeting with standing committees or engaging with the community.

“The process part is hard and it takes work,” admits Derosier. “But without a strong process, people often just ram through things and then don’t get good results. The larger group doesn’t understand how it was decided. Or, people get busy and no one follows up.”

Process especially suffers as work schedules grow busier. “The more we have to do, the less people rely on process,” she explains. “Instead, we often rely on people’s sheer wills,



Successful Fish and Wildlife Programs *continued from pg.3*

which sets agencies up for burnout. This causes confusion about how things work and when things are supposed to happen. It also makes it easier for people to avoid being held accountable, and this can erode staff morale.”

Derosier recommends individuals or small groups “own the process.” This helps people understand how things happen in the agency and ensures there is follow-up to learn from past actions.

“In Michigan, we’ve addressed these challenges by creating a section charged with helping the Wildlife Division become more of an adaptive, learning organization,” says Derosier. “We’re starting to own certain processes to ensure the loop is closed, that we reflect and learn from our efforts, and that we create pathways that allow time for communication.”

Skills Required

Effective wildlife planning processes require broader skills than before, such as working well with people, facilitating productive meetings or keeping team members on track with established goals. Although the paradigm shift of integrating the “human dimensions” into wildlife management began in the 1970s and 1980s, the need to work well with people is as important and relevant as ever.

Solving complex fish and wildlife management problems is more about working with the people than the critters, reports Forstchen.

“Many of us entered this profession because of our interests in fish and wildlife,” she says, “not because we wanted to work with people. And many of us weren’t trained for the people side of fish and wildlife management.”

That’s changing slowly, but there remains a critical need to provide training resources that fill this skills gap. Forstchen adds, “We can’t expect staff to become ‘expert stakeholder process gurus’ without direction and training – whether it’s formal external classes, internal training courses or informal mentoring opportunities.”

Agency leadership needs to reinforce with their staff the attitude that stakeholder engagement, collaboration and partnering are all expected behaviors. “Everyone at an agency interacts with stakeholders,” she says. “Some at very different levels of impact, and that requires varying levels of training and support. But we all are the face of the agency in every interaction we have with people.”

See *Tools for Success* in this issue for helpful resources that build important skill sets.

Citizen Naturalists Make it Happen



In the northernmost part of Idaho is an example of partnering that has engaged hundreds of citizens and generated plenty of positive news coverage.

Multi-Species Baseline Initiative (MBI) is a collaborative of organizations conducting wildlife and micro-climate surveys across the Idaho Panhandle and adjoining mountain ranges. The 16 MBI partner organizations and seven funding organizations are dedicated to providing a comprehensive data set of occurrence data for various wildlife species, including amphibians, beetles, forest carnivores, slugs and snails. Their main focus is the 20 species of greatest conservation need, as listed in Idaho and Washington State Wildlife Action Plans (SWAP).

Engaging Citizens

Collaboration among these local, state and federal organizations has always been integral to MBI’s work. In recent years, however, local citizens have become important partners as well.

It started in the winter of 2011-12, when Idaho Department of Fish and Game (IDFG) teamed up with a local community group called Friends of Scotchman Peaks Wilderness (FSPW) to find volunteers for its MBI Forest Carnivore Survey. FSPW already had a strong volunteer base, and a few volunteers had run a bait station for the project, according to Michael Lucid, IDFG’s Regional Wildlife Diversity Biologist.



“This project was so successful,” he remembers, “that FSPW applied for a grant to purchase remote cameras and hire a volunteer coordinator. FSPW did the work of marketing the project and getting people excited. They have email mailing lists, a quarterly newsletter, a very active Facebook account and regular events for volunteers. We had more volunteers than we knew what to do with.”

That winter, 140 citizen naturalists volunteered more than 2,000 hours of labor. With several sites located in some of the region’s most remote locations, some citizen naturalists climbed mountains 7,000 feet high in snow with 30 mph winds. The initiative attracted press attention with articles in media including Sandpoint Magazine, Boise Weekly and The Spokesman Review. Today, more than 200 citizen naturalists have participated on the project.



Best of all, everyday people have learned about wildlife and become advocates for conservation issues. “As biologists, we often don’t understand how little people know about the natural world,” says Lucid. “Thousands of people in northern Idaho now know what a fisher is because of this project. Because they know what a fisher is, they are more likely to be involved in fisher conservation and management.”

Success Factors

Three key reasons why the volunteer program has been so successful:

- **FSPW had an outstanding volunteer coordinator.** “Kelsey Brasseur did an amazing job of coordinating people and managing data,” says Lucid. “It’s a full time job managing so many volunteers. Without her the program wouldn’t have worked.”
- **A partner organization with a strong volunteer group was willing to take on the workload.** FSPW worked with Idaho Conservation League and Selkirk Outdoor Leadership and Education to manage the program.
- **The work had a high fun factor.** “There was a lot of excitement and buzz around Sandpoint, Idaho about this project, which kept citizens engaged,” he says. “If you have more technical and less fun work to get done, it’s important to have a paid crew in addition to volunteers.”

Quality Control

As project lead, Lucid’s job is to design enough flexibility into the study to ensure the team meets their goals and that the data are accurate.

“I wouldn’t be willing to have such a large group collect track data, for example, because tracking is a difficult skill to learn and we couldn’t verify the results,” he says.

“On this project, volunteers and paid employees bring back verifiable data from the field that can be reviewed by the pros. Hair samples are analyzed at a genetics lab, and images are reviewed by professional biologists.”

Several fail safes are designed into the data collection system. Field workers write waypoints, dates and survey numbers on data cards and sample envelopes. If something is mislabeled, then Lucid’s team can check several data points and determine the correct information. Dates on camera images are also checked.

“One of my favorite tricks is to require observers to write the elevation down at each visit,” says Lucid. “If they get it wrong consistently, we know we may have a problem with that observer. People often assume volunteers will have poorer quality data than professionals. This is a valid concern, but it also is an issue with professionals in my own and partner organizations. Just because someone is a professional biologist does not mean he or she will automatically fill out the data card completely.”

New Way of Thinking

This citizen naturalist program has required an adjustment in thinking for Lucid, who calls himself an “introverted biologist.”

“I’ve spent much of my career working alone in the woods with the animals I was studying,” he admits. “Managing a project like MBI with 15 partners, paid crews of 14 technicians working for me, and hundreds of volunteers on the ground, is a far cry from the days when my job was to go out for the summer and trap wolves by myself.”

His agency would be content to let him be that lone biologist out in the woods. “And if I took that path, I would lead a more peaceful life,” says Lucid.

“But the best thing for wildlife is for me to get out of my comfort zone, and use my position to help other people engage with wildlife in ways they never imagined possible. This leads them to become invested in the natural world around them and that benefits us all.”



Stumbling Blocks to Success

What are the most common obstacles to success in working with citizens, customers and colleagues? To find out, *Management Tracks* asked wildlife planners to identify key stumbling blocks in their work. Several prominent issues rose to the surface, along with tips for overcoming them.

Understanding Government, Bureaucracy

A common challenge, especially for people new to government, is that they expect government to function like the private sector, according to Chris Hoving, Adaptation Specialist, Wildlife Division, Michigan Department of Natural Resources (DNR).

“The civil service reforms of a century ago worked to remove bribery risks by disallowing government organizations from recognizing individual success monetarily,” explains Hoving. “Any expectations or attempts to make the government more like the private sector often run up against violations of checks-and-balances, fairness or anti-corruption policies. That’s why it helps to give new hires and newly elected representatives a crash course in civics.”

Despite working in this environment, however, it’s important to not let bureaucracy stand in the way of progress, advises Brent Thomas, GIS Analyst, Idaho Fish and Game.

“How do you get around this?” asks Thomas, “Stop asking for permission and learn to be an honest rule-breaker.”

Thomas’ Tips for Being an Honest Rule Breaker:

- 1) Make sure you have some tenure or political capital before proceeding.
- 2) Ask for forgiveness, not permission.
- 3) Succeed on your own terms with your own blood, sweat and free time.
- 4) Embrace your followers as equals (especially the first one). Build and support your tribe. Make the successes theirs, not yours. Shed your ego.
- 5) Let go of control; share without expecting a return.
- 6) Allow leadership to take credit for your success.
- 7) Time to start over. Repeat as needed.

Leveraging Influencers

While working with the organizational chart, it’s also helpful to identify those colleagues who have strong reputations, which can help or hinder success on a project.

“There are thought leaders in the agency who often have more influence on certain issues than those higher up the org chart,” reminds Hoving. “This actual org chart conveys valuable information. When you can identify those influencers, you can better leverage their input and support. It’s important to reach both org charts via regular communications or meetings.”

Stepping Out of Your Silo

It’s human nature to want to work more closely with people like us. But invaluable information can be gained by stepping outside our silos, working with other personality types and welcoming other opinions. In other words, the broader you make your coalition, the more robust your plan.

“We all have blind spots that we don’t recognize,” says Hoving. “When you’re meeting with people different than you, it’s easier to see those blind spots. That’s why we need to cast our nets more broadly. Invite people to participate in your meetings who you wouldn’t normally invite to a party.”

Handling Opposing Opinions

Fish and wildlife managers often face communication style differences in their jobs, reports Kenneth Kesson, Michigan DNR Wildlife Biologist. “Misinformation is sometimes either perceived or direct in nature,” says Kesson. “It’s important to recognize these communication differences, and address them as they arise.”

Commonly, fish and wildlife planners must deal with disparate views deeply rooted in core values, explains Douglas Vincent-Lang, Director, Division of Wildlife Conservation at Alaska Department of Fish and Game. That’s why the process must appear to be fair, so that even if the outcome isn’t what everyone wanted, at least people were able to provide feedback.

“One has to accept that deeply rooted opinions are largely unchangeable,” says Vincent-Lang. “We must work around these opinions to find areas acceptable on the canvas that we’re trying to paint. The goal is to find a single solution that everyone can live with, and if not, the discontents are satisfied their opinions were heard.”



Allowing Soak Time

When humans encounter change, they think more about the potential losses than they do about the potential gains – by about two times as much, according to research by Max Bazerman (people.hbs.edu/mbazerman).

What's a good tip for successfully managing this "loss aversion bias" and moving communities to change? The answer lies in an old fishing trick, according to Michael Fraidenburg, owner of The Cooperation Company (cooperationcompany.com).

"Anglers use the term 'soak time' to describe the length of time they leave fishing gear in water before retrieving their catch," says Fraidenburg. "When creating changes, it's helpful to throw new ideas out early to let them soak in the community."

This allows stakeholders to familiarize themselves with the changes and discuss why they are needed. "Ideally, this 'soak time' lets the community see the changes with a more balanced perspective about the potential for gain," he adds.

Building Bridges

Particularly with politically or culturally sensitive issues, it's important to consider your messenger, according to Hoving.

"In some cases, the messenger matters more to successful communication than the actual message," he says. "This underscores the importance of a diverse coalition of partnerships to navigate difficult issues."

Always look for people who can serve as "bridges" to reach these groups. "Russ Mason, Chief of Michigan DNR's Wildlife Division, is a 'hunter's hunter'," explains Hoving. "But he is also passionate about climate change. As an in-group messenger, Russ does a great job of framing sensitive issues such as 'lead in ammunition' into words that hunters can better appreciate. That's because he speaks their language."

Avoiding Overkill

With so much emphasis on partnering and collaborating, it's easy to overdo it. More isn't always better.

"I'm a great proponent of partnerships," says Hoving. "But we often have too many partnerships for partnership sake. Agencies seek dozens of partnerships, get pulled into hundreds or thousands, and we have serious issues with capacity and expectations. We must learn to leverage partnerships to gain more than we give, and we must learn that it's okay to say no (or not yet), so we can harness the power of partnerships wisely."

OWP President Ann Forstchen agrees. At the Florida Fish and Wildlife Conservation Commission, where Forstchen is Human Dimensions Coordinator, there is a strong approach of teaming to address conservation challenges. She's a firm supporter of managing teamwork effectively.

"Our agency was quite formal at the beginning," remembers Forstchen. "Every issue had a team with representatives from all major divisions and offices. We had formal charters and decision structures for the different types of teams. And it seemed that all we did was attend team meetings and not have time to do anything else."

The Florida agency's teaming process has normalized and streamlined itself over time, and teamwork has become "just something we do," she adds. "Some meetings are more formal than others, but we always question who should be here and what perspectives are we missing?"

Ignite Your Conferences and Committee Meetings

Are you looking for ways to make conferences, subcommittee reporting or staff meetings more efficient and meaningful? Ignite your meetings. The Ignite format uses 20 slides that auto-advance every 15 seconds – whether the speaker is ready or not – for presentations that are only five minutes in length. Participants focus on delivering the highlights of their talks quickly. It's a great way to have a rapid download of a wide range of topics.

Ignite began as a "geek event" in 2006 in Seattle by Brady Forrest, Technology Evangelist for O'Reilly Media, and Bre Pettis of Makerbot.com, formerly of MAKE Magazine. Today the tool is an international success with Ignite events in more than 100 cities worldwide, from New York and Paris to Helsinki.

Recently, Idaho Fish and Game used Ignite for an in-service training school (ISTS) in Boise. The format was a big hit, and really stimulated the presenters' creativity and communication skills, according to participants.

"This was by far the best part of ISTS," wrote one attendee. "It forces people to focus on what's important and that's it."

Another attendee wrote, "It brought in humor and positive energy that ISTS lacked."

Learn more about Ignite at igniteshow.com.



Upcoming Events

Lightning Rod Issues and Wicked Problems

2014 OWP Annual Workshop
October 4-5, 2014

Right before 2014 Pathways to Success Conference

Dealing with high-profile conflict? Every fish and wildlife management agency must address one or more thorny issues at some point. Learn from successful practitioners which tools, strategies and best practices are available to help staff frame the problem, understand the broader management context and select the right approach when the issue seems intractable.

Register Online:
wildlifeplanners.org

Share Knowledge: Have a success story or lessons learned story you'd like to share at the meeting? Contact OWP President Ann Forstchen at Ann.Forstchen@myFWC.com.

Not an OWP Member? No problem. You can register for the conference as a non-member. Or, take this opportunity to become an OWP member and save on your conference registration fee!

How to Facilitate Productive Meetings

We've all sat through meetings that lasted too long, and didn't accomplish very much. Often, these meetings started out promising, but didn't actually achieve the intended results. What went wrong, and what are the criteria for a successful meeting?

According to Michael Fraidenburg, owner of The Cooperation Company (cooperationcompany.com), it's important to think about meetings differently and apply the same skills used for project management.

"A meeting is not a meeting, it is a project," explains Fraidenburg, who has facilitated thousands of meetings over the years. "Don't just create an agenda, set up a time and place, and start talking. Instead, treat a meeting as a stand-alone project; one that deserves your best project management skills to design and then execute the project."

Valuable Meeting Checklist

Fraidenburg urges OWP members to remember OWP's own planning questions before, during and after any meeting:

"In every meeting, give it all you've got," says Fraidenburg. "Make it their meeting, not yours. And make it a project, not a meeting."

Be a Fearless Facilitator

Why do some meetings run off course? According to Tamara Christensen of The Idea Farm (ideafarmcoop.com), it's often because the agenda isn't followed, and the discussion has moved beyond the scope of the meeting.

"This commonly happens," says Christensen, "when the topic is complex, the stakes are high, people have divergent opinions and/or the emotions are high. It's easy to prevent meeting meltdown when you set clear expectations and solicit agreement from all participants. Always have someone dedicated to holding people to these agreements."

An essential element of a successful meeting is having a fearless facilitator to manage the process (not the content) of a meeting.

A fearless facilitator is "someone who focuses exclusively on how people in a meeting are using a process to progress towards the purpose," says Christensen. If someone needs to do double duty, such as facilitate the meeting and contribute valuable content, "they need to be very clear about which hat they are wearing when addressing the group."

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The Facilitator's Roles

Christensen recommends facilitators become responsible for these key responsibilities:

- 1. Introduction** (setting expectations for meeting purpose, desired outcomes, format/agenda, behavioral guidelines, roles- why we are all here, clarifying questions)
- 2. Prevention** (explicitly describing desired behaviors and getting everyone in the meeting to agree to them, ideally these are written or posted somewhere)
- 3. Promotion** (gently guiding the process of the meeting and modeling the desired behaviors)
- 4. Intervention** (assessing when content creeps beyond meeting purpose, holding people accountable for

maintaining meeting focus, redirecting undesirable behaviors, reinforcing agreements)

- 5. Celebration** (synthesizing meeting outcomes and next steps, acknowledging the work of the group and expressing gratitude for contributions)

Faucet versus Funnel Thinking

Regardless of your meeting's topic or objective, two types of thinking are evident when groups of people gather to have a conversation and make things happen. These two thinking processes are called faucet (divergent) thinking and funnel (convergent) thinking.

"Both faucet and funnel thinking are valuable components of creativity and collaboration," says Christensen. "But most people have a natural preference for one thinking mode over the other."



How to Facilitate Productive Meetings *continued from pg. 9*

Faucet Thinking: Right brain creative types lead meetings with faucet thinking and generate many different options for moving forward. “These participants are more comfortable with ambiguity, enjoy imagination and like to play with possibilities before committing to decisions,” she says.

Funnel Thinking: Left brain logical thinkers, such as engineers, scientists, project managers or accountants, tend to prefer funnel thinking. “They want to figure out the best right answer, analyze it and implement it,” adds Christensen. “Their focus is on quality and deliberate decision making.”

Leverage Them Both

In meetings, allow time to include *both* types of thinking, but always keep faucet and funnel thinking separate. Typically, faucet thinking happens first, as in “let’s hear everyone’s ideas on this, no judging allowed.” Then funnel thinking allows the group to “assess what we’ve heard and prioritize opportunities.”

“Be very explicit with participants about the type of thinking acceptable at that moment,” advises Christensen. “Implementing this simple tip will help you better direct the flow of conversation and manage tangents, distractions and those pesky people who hijack meetings and prevent productivity.”

Parking Lots or Gardens

What about all those great ideas that pop up in a meeting, but aren’t immediately relevant? How can you save these good ideas and prevent them from derailing the conversation? Some meeting facilitators like to park those comments or topics in a “parking lot” until a later time.

Christensen prefers to set up a meeting “garden.” This can be a flip chart or even a piece of paper on a conference table. When an irrelevant idea to the current topic comes up it is “planted in the garden” for discussion later.

“This helps the facilitator keep the meeting on track,” she explains. “Allow a few minutes at the end of a meeting to review the seeds planted in the garden. Find out if anyone wants to tend that item. If not, then it probably wasn’t as important as it seemed.”



Who makes these changes?

I shoot an arrow right.

It lands left.

I ride after a deer and find myself

Chased by a hog.

I plot to get what I want

And end up in prison.

I dig pits to trap others

And fall in.

I should be suspicious

Of what I want.

Rumi, translated by Coleman Barks



Tools for Success

A wide variety of useful tools and resources are available for everything from facilitating good meetings to working effectively with people. Below are a few recommendations from OWP members and other wildlife planners:

Books

(Available at Amazon, Unless Noted)

Building Web Reputation Systems

Cognitive Surplus: How Technology Makes Consumers into Collaborators

Communication Skills for Conservation Professionals

Crucial Conversations: Tools for Talking When Stakes Are High

Death by Meeting: A Leadership Fable...About Solving the Most Painful Problem in Business

Here Comes Everybody: The Power of Organizing Without Organizations

Linked: How Everything Is Connected to Everything Else and What It Means for Business, Science, and Everyday Life

Make Meetings Work

Rambunctious Garden: Saving Nature in a Post-Wild World

Silos, Politics and Turf Wars: A Leadership Fable about Destroying the Barriers That Turn Colleagues Into Competitors

Thanks for the Feedback: The Science and Art of Receiving Feedback Well

The Facilitator Excellence Handbook

The Five Dysfunctions of a Team: A Leadership Fable

Thinking Like a Manager: Reflections on Wildlife Management (Wildlife Management Institute)

Thinking in Systems

Facilitation Resource Manual and Farm Fresh Facilitation Training by Idea Farm, ideafarmcoop.com

Facilitation at a Glance! A Pocket Guide, by Ingrid Bens (goalqpc.com)

Websites

AFWA's Management Assistance Team
matteam.org

DataBasin.org: A science-based mapping and analysis platform, which supports learning, research and sustainable environmental stewardship.

Collaboratory for Adaptation to Climate Change: A resource dedicated to research, education and collaboration in the area of adaptation and climate change.
imds.greenlittestaging.com/knowledge-network/509

Great Lakes Leadership Academy - Emerging Leaders program: glla.msu.edu/elp.html

Institute for Participatory Management and Planning:
jpmpp.com

International Association for Public Participation: iap2.org

Myers Briggs Training: myersbriggs.org

ResearchGate.net: A social network dedicated to science and research

Web of Science: A single destination to access the most reliable, integrated and multidisciplinary research.
thomsonreuters.com/thomson-reuters-web-of-science

Videos

Eddie Obeng, Smart Failure for A Fast Changing World
Deals with the flow of information, rate of change and the inability of institutions (e.g., conservation agencies) to get ahead. ted.com/talks/eddie_obeng_smart_failure_for_a_fast_changing_world

Clay Shirky, Institutions vs. Collaboration
Explains how closed groups and companies are evolving to looser networks where small contributors have big roles and fluid cooperation replaces rigid planning. ted.com/talks/clay_shirky_on_institutions_versus_collaboration

Clay Shirky, How the Internet Will One Day Transform Government
Shows how democracies can take a lesson from the Internet, to be not just transparent but also to draw on the knowledge of all their citizens. ted.com/talks/clay_shirky_how_the_internet_will_one_day_transform_government

Simon Sinek

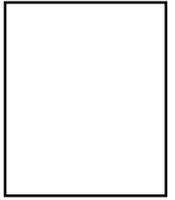
Start with Why youtube.com/watch?v=u4ZoJKF_VuA

First Why then Trust youtube.com/watch?v=4VdO7LuoBzM

Don't forget the OWP website for more helpful resources, or send a request to the OWP listserv!



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Management TRACKS

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