

# Management TRACKS



**News from the Organization of Wildlife Planners**

*An affiliate of the Association of Fish and Wildlife Agencies*

## ***An Action Agenda for Creating Conservation Curricula to Serve Employers of Fish and Wildlife Professionals***

***A facilitated discussion and follow-up conversation at the 74<sup>th</sup> North American Wildlife and Natural Resources Conference, hosted by the Organization of Wildlife Planners***

Progressive curriculum development in higher education today faces multiple demands and diverse expectations from many quarters of society. Society and our fish and wildlife resources will be best served if university faculty and employers of natural resource professionals collaborate in effectively preparing the Generation NeXt or Millennial students for meaningful as well as impactful careers in fish and wildlife conservation.

The Organization of Wildlife Planners (OWP) invites all interested parties to attend a facilitated discussion at the 74<sup>th</sup> North American Wildlife and Natural Resources Conference on Wednesday, March 18 in Arlington, Va., to address these issues.

The OWP discussion will follow up on information presented during the special session, "The Coursework of Conservation: Are University Curricula on Target?" and will focus on creating an action agenda for updating conservation curricula. The discussion will take place from 1:30 to 3:30 in the Manassas Room of the Marriott Hotel. Participation in this follow-up session will foster collabo-

ration among conservation professionals in agencies, NGOs, the private sector and the university faculty who train future generations of professionals in a comprehensive effort to design conservation curricula for the future.

The following is an excerpt from the December 2008 *The Outdoor News Bulletin*, Wildlife Management Institute, describing the content of the special session on curriculum. The full text is available at [www.wildlifemanagementinstitute.org/](http://www.wildlifemanagementinstitute.org/).

Are universities adequately preparing the next generation of wildlife professionals? Do today's students get enough hands-on field exposure or is their education too theory focused? How has the academic preparation of natural resource management professionals changed over the years and is it headed in the right direction? If it is not headed in the right direction, what should be done to change it?

These and other questions will be addressed in Special Session #2, *The Coursework of Conservation: Are University Curricula on Target?* at the 74<sup>th</sup> North American Wildlife and Natural Re-

sources Conference. This is one of four concurrent special sessions that will take place from 10:00 a.m. to 12:00 noon, Wednesday, March 18, 2009, at the Crystal Gateway Marriott in Arlington, Virginia.

In the 50 years following establishment of the Cooperative Fish and Wildlife Research Unit system, students were trained primarily in traditional fish or wildlife management programs at land grant universities that hosted "coop" units. This successful model of federal, state, private and university collaboration produced several generations of wildlife professionals. Special Session #2 presenters will describe the many forces that are changing that model, foremost of which are the changing demographics of students and the diversity of fisheries- and wildlife-oriented programs available to them. Initially, for the latter, nearly all students were males who entered the profession because they liked to hunt. Today's students are members of the "Animal Planet Generation." They include many more females than in the past and are much less likely to hunt or have as

*Continued on page 2*



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# ***The Prez Sez...***

## ***A few words from our president***

**By Rob Brooks  
Montana Fish, Wildlife and Parks**

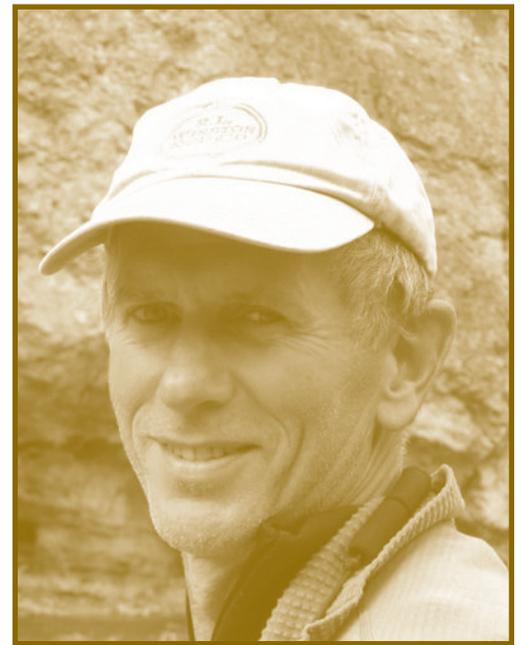
It's a cold and snowing day here in Montana as I write this, and I am hoping for a change in the weather. Enough said about hoped-for changes in weather though, let's talk about change and OWP for a bit.

First, as most already know, the annual meeting is being held in conjunction with the North American Wildlife Conference March 16–19 in Virginia. We are hopeful that this unexpected change in venue from Minnesota will allow members who otherwise would not have been able to attend a stand-alone OWP meeting to be able to make the North American conference. The idea is/was that members would be able to pitch going to this joint meeting to their agencies, similar to the “killing two birds with one stone” saying.

Second, the OWP strategic planning committee is drafting a strategic plan for membership review. OWP has always prided itself on its innovation and continual search for cutting-edge management techniques. The Executive Committee is hoping that you will provide your ideas and comments on the proposed strategic direction and your feedback on what OWP can provide and do in the short-term, say the next year or two, to help fish and wildlife agencies maintain their effectiveness in these difficult economic times and changing environment.

With everything else around us in transition, including our organization, some of us felt it was time to revisit some of the basics in planning and related activities that have stood the test of time. In addition to information about this year's meeting in conjunction with the North American (and an invitation to readers to attend the OWP social), this issue contains articles from previous *Management Tracks* that remind us about where we came from and what is still true relevant and important. We hope you are renewed and re-grounded in the articles that follow.

--Rob



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## ***Action Agenda***

*Continued from page 1*

much outdoor experience as their predecessors. They have hundreds of university programs from which to choose, ranging from ecology and conservation biology to environmental science, rather than a few dozen wildlife programs at land grant universities. Also, these students have less desire for a career in a traditional wildlife management agency.

Conservation-oriented programs at universities also are changing as a result of budget pressures. As state support for public universities declines, faculty members increasingly turn to research grants to support students and maintain programs. Research funding often is more readily available for projects dealing with species conservation issues than for traditional fish and wildlife management issues. As a result, university programs increasingly opt for hiring new faculty members who can tap those funding sources to support their programs. Lack of funding also affects undergraduate curricula as expensive field-oriented courses may be viewed as luxuries rather than necessities.

# Eight Conflict Resolution Skills for Natural Resources Professionals

By Mike Fraidenburg,  
Spring 2004, Vol. 18, No. 1

Natural resource professionals deal with no shortage of conflict, yet few professionals are explicitly trained to constructively manage this part of their work environment. Professionals are usually involved early in a conflict over the public's natural resources. Frequently, these early stages are high-leverage opportunities to play the constructive role of conflict resolver. To do so, the professional needs an ability to diagnose conflict and then apply intervention skills. Eight diagnosis skills can help you think in more creative ways about what might be going on in a conflict, and a few conflict management principles can help you improve your intuition about intervening if things start falling apart.

**1. Redefine conflict.** Challenge your general perceptions about conflict to be open to the possibility of positive consequences.

**2. Suspend judgment.** Don't jump to conclusions about a specific conflict, so you can seek to understand the underlying basis for it.

**3. Understand conflict behavior.** Challenge your own typical approach to managing conflict, and use the best style—perhaps from the behaviors or styles of others involved—to respond to a specific conflict situation. Generally, seek to collaborate to maximize opportunities for successful and lasting outcomes.

**4. Understand conflict reactions.** Effectively diagnosing and responding to the cycle of anger often involved in conflict can improve the reasoning ability of yourself and others.

**5. Analyze power dynamics.** Fostering a reasonable balance of power among parties in a dispute will help ensure that individuals' interests are fairly represented in resolving a conflict and thereby increase the likely durability of its resolution.

**6. Distinguish between issues and interests.** Recognizing the difference between



## OWP Annual Meeting at March 2009 North American

The Organization of Wildlife Planners (OWP) Annual Meeting is being held in conjunction with the 74th North American Wildlife and Natural Resources Conference in Arlington, Virginia, March 16– 21, 2009.

OWP has organized two “Deepening the Discussion” sessions on Wednesday afternoon, March 18. These discussion sessions will provide participants the opportunity to explore in more depth the information and points brought out earlier in the special concurrent sessions, *The Coursework of Conservation: Are University Curricula on Target?*, and *Measuring State Wildlife Action Plan Implementation*.

The OWP Annual Business Meeting will be held Thursday afternoon, March 19, from 1:30-4:30 p.m. In addition to the usual business items, a major topic of discussion will be the strategic direction for the Organization. To ensure this effort is successful, Bill Romberg, Strategic Planning Committee Chair and Past President, will lead this discussion at the meeting. A telephone conference bridge will be set up for those who would like to participate in the business meeting. Details are forthcoming.

OWP will also be hosting a social Thursday early evening, March 19, where this year's Paul C. Weikel Memorial Award recipient will be announced and recognized. Dave Schad, Minnesota's Director and Weikel Award Committee member, has graciously agreed to present this award. We are extending an invitation to all state/provincial directors and other AFWA and WMI staff.

In addition, OWP will have a booth providing information regarding our mission, training opportunities, etc. Directors especially are encouraged to stop by and find out what we do and how we can help.

surface issues in a conflict and the underlying needs and values (interests) that generate the issues (conflict) is essential to finding lasting solutions that meet higher needs and values of those involved. In my workshops, participants say that learning about how to work with issues and interests is their most valuable take-home lesson.

**7. Define the specific sources of conflict.** This will help you and others involved see the conflict in common terms—terms that may not have been seen or considered before and thus will help you find the key(s) to unlock possible solutions. (Remember, you can do this best once you've suspended judgment.)

**8. Search to understand values.** When parties' apparent positions collide, finding higher common values can avert “good-

person” versus “bad-person” value judgments and help those involved prioritize the values that are most important for them to maintain or secure in potential resolutions. As a conflict resolver, you try to empower everyone with as large a range of options as possible. The goal is to move the communication from a one-dimensional, right-versus-wrong debate to a dialogue that identifies and considers multiple reasons for agreeing to a course of action. It's all about shifting the discussion from “me-against-you” to “us-against-the-problem.”

Diagnosing the real problem is often the hardest part. Now you have eight skills to help. Conflict resolution skills can improve your chance for mission success. Begin taking advantage of it today.

# What Is a Successful Agency?

By Bob Hays, April 1995, Vol. 10, No. 1

[Adapted from the Introduction, 1994 Study of the Idaho Department of Fish and Game. Article describes the standard applied to the agency assessment.]

There are many opinions, and we cannot claim we have the absolute truth, just a position. Our biases are the blinders and sunglasses that limit and shade what we [see].

We are strict constructionists when it comes to governmental functions. An agency is given its mandate when it is created by law with explicit purposes and sideboards. It "inherits" additional limits from the Constitution. We believe that success must be measured in terms of how well this mandate is addressed—and only how well it is addressed.

A mandate sets broad purposes. This establishes a range to focus their limited resources on making the biggest gain possible toward their mandate. The agency primarily serves a limited fraction of the general public with particular services—its narrow publics. (If I were to

use business as a metaphor, the *range* is the *business it's in*, and the *goals* are the *market segments it focuses on* and *how it measures its profits*. The *general public* is the *potential market* and the *narrow publics* are the *target markets for product lines*.)

However, things change. The mandate changes with every law, executive order and court opinion that requires action by this agency or all agencies in general. The agency's goals must shift the focus of its resources to follow the changes in the state of the universe it addresses (its *market opportunities*). If a wildlife species declines into trouble, resources must shift to help it out. Also, there are other players (*competitors*). Many other agencies from all levels of government and organizations in the private sector have overlapping purposes. Our agency must cooperate and partner with the overlapping institution to avoid working at cross purposes, as well as to share expenses (*joint ventures*). This allows our agency to focus relatively more of its resources on the gaps where it

must work alone (its *market niches*).

An agency could believe that it has a permanent mandate, or that it is in the fish and wildlife business. We believe that agency will perish. Nothing is permanent, and all agencies are in the public service business. The law and elected officials are the instruments of the people. As the public's desires change, so will the agency's funding and mandate. A wise agency will keep close direct relations with its publics. It will do the same with elected and appointed officials. The officials can help it to notice changes in public demand. The agency can reciprocate and share what it learns about public wants. (This is the analog to *marketing* and *doing market research*.) We must watch for the signs of broad changes in public values, such as the rise of environmental concern in the 1970s, and the recent elections' signal that the public wants less government in general and for government to work. (These are the *forces of market demand*.)

## Field Notes from Utah

By Dana Dolsen, Utah Division of Wildlife Resources

Like all of our sister state agencies, we are dealing with current FY budget cuts and facing a lower revenue stream in the year ahead. Aside from Utah State University employees having a furlough with no pay, we should not lose any full time positions. We are fortunate because the agency recently restructured its three programmatic sections to create a mid-level management tier to help section chiefs and program managers better deliver results to our constituencies.

The state is embroiled in water wars in the southwest and several pressures are rising in association with the confirmation of Quagga mussels in at least one lake and one reservoir. Our agency has geared up a new Aquatic Nuisance Species Prevention program to stop the spread of such invasives, and has succeeded due to the critical engagement of key affected partners.

Bob Hasenyager, Interim Executive Di-

rector of the Utah Wildlife and Conservation Foundation, has directed the launch of several campaigns for research, conservation and education projects under the name of "Utah Wildlife In Need – UWIN." UWIN has developed a new Web site and hired a grant writer/development coordinator.

The revamped Leadership Development Program welcomes the Association's MAT online courses as the mainstay offerings for all interested employees' credentials to prepare for leadership. Of the MAT courses offered, our program stipulates an 8-course minimum: a specific set of 5 are required, and then 3 are electives. In support of this effort, the planner attended CoveyLink's "Leading at the Speed of Trust (SoT)" workshop and is being certified in preparation to co-instruct an in-person SoT training this August with MAT's Dr. Sally Guynn.

## OWP Elections

Open slots for leadership roles this year are for OWP President and OWP Secretary.

**Candidate for president**

**Michele Beucler** is with the Idaho Department of Fish and Game. **Candidate for secretary**

**Mary Lyon** is with the Missouri Department of Conservation. Biographies for these sterling individuals and voting information are available at <http://www.owpweb.org/docs/>

Category:Elections

# Measuring Performance in Minnesota

By Laura Preus and Brian Stenquist, Spring 2004, Vol. 19, No. 1

Large green sheets, titled “Conservation Agenda,” hang quietly in the early morning hallways. Their graphs, statistics, and pictures tell stories about agency performance. ... We like seeing our successes proclaimed and our challenges articulated in clear language and crisp graphics. We like measuring performance in Minnesota. We like knowing where we are and where we are going. In early 2004, the DNR completed its first edition of “A Strategic Conservation Agenda.” This Conservation Agenda was built on two decades of strategic planning at the agency level. It offered agency-level priorities and reported on 75 measurable indicators in six performance areas: natural lands, fish and wildlife, waters and watersheds, forests, outdoor recreation, and natural resources stewardship education.

The Conservation Agenda was several years in the making. The Conservation Agenda’s performance measures were developed in response to various internal and external requests: (1) DNR managers and staff wanted to build a “culture of results”; (2) a new Commissioner wanted to better communicate agency direction and identify measures of progress; (3) the Governor’s Office asked each state agency for a set of performance measures to assess progress; (4) legislators requested budget information in the context of outcomes; and (5) stakeholder groups requested information about conservation results. Now, in February 2005, the DNR is completing its first Conservation Agenda progress update. This update includes the latest data on progress, ten new indicators, and a better description of DNR’s vision and challenges. The update will soon be posted on the DNR Web site (above). Over the past year, the Conservation Agenda has been used by DNR staff in a variety of ways. Here are a few examples:

- **Learning and decision making.** DNR managers are using indicators to foster discussions about progress (and shortfalls) in key performance areas.
- **Operations.** DNR managers are integrating performance measures into program-level strategic and operational plans for fish, wildlife, and ecological resources.
- **Communications.** The graphics, pictures, and indicator descriptions have been used for stakeholder presentations, legislative hearings, Commissioners’ briefings, media releases, etc. They have fostered

shared expectations for natural resource results and built support for DNR budget initiatives.

- **Accountability.** The Governor’s Office requests periodic progress on indicators. The performance measure information is now readily available and transparent. The Conservation Agenda has been accessible to citizens on the DNR’s Web site and has received thousands of Web “hits.” A few of the challenges we have encountered with performance measures include:
  - **Integrated management–indicator connections.** It is easy to fall into a trap of examining indicators in isolation. Integrated resource management requires examining the connections between multiple performance measures. This requires a conscious effort to work across organizational boundaries and create shared meaning from performance information.
  - **Staff resources during tight budgets.** Performance measurement requires a sizable organizational investment. It takes time and money, as well as interpersonal relationships, to create and maintain performance information. During times of tight budgets, this can be challenging.
  - **Lack of data sets that answer key questions.** Quite often, we do not have and cannot get the most meaningful outcome-based performance information. DNR highlights data gaps in its Conservation Agenda. When one DNR manager was recently asked what advice she would offer to other agencies as they develop or refine performance measures, she responded matter-of-factly: “Take it slow, and bring people along with you. Tie it to operations, and report on how you are doing.” DNR was highlighted as a case study of performance measures in a recent U.S. Government Accounting Office’s report on Environmental Indicators. (The report [GAO-05-52] discusses the state of the art of developing environmental indicators; it also highlights challenges of using environmental indicators to inform decisions.) Minnesota state government’s effort to measure performance was a contributing factor to its high ranking in *Governing* magazine’s “2005 Government Performance Project.”

As the February sun sets, it casts a warm, red glow through the DNR building. The large green sheets in the hallways (proclaiming performance measures) cast a bright light of their own—helping us know where we are and where we are going. We like that.

# Is There a “Right” Management System for Your Agency?

By Verlyn Ebert, April 1995, Vol. 10, No. 1

TOTAL QUALITY MANAGEMENT, COMPREHENSIVE MANAGEMENT SYSTEMS, TOTAL QUALITY SERVICE, KAIZEN MANAGEMENT, MANAGEMENT BY OBJECTIVE, QUALITY CIRCLE MANAGEMENT, STRATEGIC MANAGEMENT, EFFECTIVE MANAGEMENT, RESPONSIVE MANAGEMENT, CUSTOMER FOCUSED MANAGEMENT.

How can these systems help you “reinvent” your agency to more effectively address the concerns of your customer; both internal and external, traditional and non-traditional?

These management systems share a common philosophy: improved responsiveness to the customer through delivery of quality products and service. They all stress involving total participation within the agency. They all encourage extending participation to our customers and partners in defining and delivering products and services. They are all based on learning and continually changing to improve both the system and its product; a continual increase of customer satisfaction at lower real costs. They each contain processes to clarify what your “business” is, what products and services your customers expect, how you are going to provide those products and services, and evaluation of your efforts to provide the desired levels and quality of products and services with an emphasis on continually improving your efforts. They each describe the processes in different words, but the key to effective implementation of any of them is the level of commitment by the leaders and staff of the agency.

*What is your business?*

The point is not so much what you think your business is, but who think they are your customers, and what they perceive your business to be. Yesterday, it seemed simple: customers of fish and wildlife agencies were hunters and anglers. Today, those customers are still there, but they present new challenges. Specialty interests expect different

products and services than we used to provide. We are also beginning to recognize a myriad of “new” customers: photographers, watchers, and other “non-consumptive” wildlife appreciators. To be truly effective, we must systematically identify all members of the public who consider themselves our stakeholders and work with them as we define our vision, mission, and the products and services we provide.

*What products and services do your customers expect, at what level of quality?*

Get to know your customer groups and have them help you define what your products and services should be and let them tell you their quality expectations. Share the biological limitations of the resources with them and involve them in articulation of realistic expectations and objectives for each product or service. Getting agreement on how much of what to produce will foster collaborative efforts to identify what obstacles must be overcome, challenges answered, and opportunities exercised to achieve them. How can your agency provide the desired products and services at the levels of quality the customers have defined?

Three key elements are common to success in this arena:

1. Biological and technical expertise,
2. Empowering employees to design and carry our strategies and tactics to achieve agreed-upon objectives, and
3. Allowing and encouraging customers, suppliers, and partners to help accomplish the work.

*How successful are your efforts to provide the desired products and services, and are you meeting the quality expectations?*

The evaluation process should look at things like, “Did we produce the quantity and quality of products and services we agreed to?” and “How much did we

invest to provide the products and services?” Effective agencies share this information on progress and cost information with their customers. They are interested in how well we did, because not only are they the recipients, they helped us set the expectations and probably helped us secure the funding. Effective organizations also carry the analysis of this information to the next, crucial, level. They critically examine the results for better ways to accomplish the same ends, they discard or replace ineffective procedures, and they identify new customers and desired products and services. They use their evaluation processes to continually update and improve their concepts of what business they are in, who their customers are, and how to better deliver quality products and services.

If your agency management system employs these processes and takes them seriously, any of the “labels” in the first paragraph might be used to describe it. Any of the major pieces or processes within them that are missing in your system will probably decrease effectiveness, but that’s what evaluation is all about: a way to learn and change to improve.

Every agency has management and decision-making systems. Total Quality Management, Comprehensive Management Systems, Kaizen Management, and other currently popular management systems alter or replace existing processes based on a primary change in focus toward including customers more than they ever have in the past. Each of the systems use similar means to achieve this shift, but none probably have *all* of the right tools. The primary issue for an agency is whether they will commit to an ongoing change process and a fundamental shift toward broader participation. Once that decision is made, any of these systems (or parts of several) can serve your agency well in its efforts to improve its management.

## *(Past-) Prez Sez: Dead Horses and Other Clichés*

*Michele Beucler, Spring 2004, Vol.18, No. 1*

For the past two years, a team of 20 coworkers has been developing a strategic plan for our agency. We were determined to do this as a group, and we frequently held long and laborious meetings. Our planning team joked about activity codes that we needed to add to our new cost-accounting system to reflect our not-so-productive moments:

- Getting wrapped around the axle
- Reinventing the wheel
- Riding a dead horse

Our facetious “activity codes” helped us make the distinction between activity and progress, and after a good chuckle we could get back on track. It also spurred me to put the following tagline on my E-mail: *If you’re riding a dead horse...dismount!*

Although ancient wisdom says dismounting the dead horse is the best strategy, a fellow planner recently suggested other commonly used strategies:

- Hire a contractor to ride the dead horse.

- Change riders.
- Perform a productivity study to see if lighter riders improve the dead horse’s performance.
- Rewrite the expected performance requirements for all horses.
- Develop a strategic plan for the management of dead horses.

Although I try not to foster cynicism, I found that list quite funny. Actually, I’ve kept it handy because it reminds me to do a quick personal performance check. Thankfully, I have outspoken friends, family and coworkers who remind me that I am riding a dead horse when I forget to check myself. Although it’s usually difficult to hear that I’ve been doing the same ineffective thing over and over, I know that it’s coming from a place of good intention—to make room for bigger and better things.

Measuring progress towards an objective has always been part of planning. But there seems to be new energy behind it. While at the IAFWA Annual Meeting in Madison, I heard comments such as, “Can

we detect changes from our efforts?” and “Are we moving the needle?”

Meanwhile, in walks a horse of a different color: the Comprehensive Wildlife Conservation Strategy (CWCS). New programs will be developed. New staff will be hired. New relationships and partnerships will be forged. And how will these new conservation partners detect changes resulting from their efforts? Ah, yes, the CWCS *requires* performance measures.

In this day and age of greater accountability and of partnering for conservation, let us consider ways to acknowledge and dismount our dead horses so we can move on—collectively—to bigger and better things. We all are so incredibly busy doing our activities that we often forget to pull back the reins and take stock of our progress. Do a personal performance check. Help your agency check its performance. Then you won’t need activity codes for getting wrapped around the axle, reinventing the wheel, or riding a dead horse.

## *Forming Partnerships: A Brief Introduction*

*By Cheryl Kolus, Winter-Spring 2002, Vol. 16, No. 1*

State and provincial fish and wildlife agencies today must answer to a broader spectrum of users and audiences than ever before. Politicians, board members and commissioners, hunters and anglers, nonconsumptive users, environmental and recreational groups, other governmental agencies, landowners, interested citizens, and others all play a part or want a hand in the way our natural resources are conserved, preserved, regulated, or consumed...

[P]artnerships and public involvement are ... a necessary ingredient of success in many situations these days. At the least, engaging in such cooperative decision-making can show an agency’s willingness to listen to others and consider their needs and opinions (assuming the agency truly *does* listen and consider). Even better, it can open up a whole new way of thinking and present new and better solutions to a problem the agency may be facing—solutions that can be implemented because they have broad support.

And, cooperative decision-making can gain respect for the agency and good contacts for future situations.

Partnerships may develop voluntarily or as a result of legal direction. Either way, they can succeed or fail. What are some characteristics of successful alliances? What are the signs that the partnership may fail?

According to Ellen Williams and Paul Ellefson (1997), who studied 40 landscape management partnerships, important conditions of an effective partnership include (1) the recognition of common goals and interests, (2) a mutual respect for interests and goals of other partners, (2) the willingness to openly share information, (4) an informal and open operating structure, and (5) decisions based on consensus.

Williams and Ellefson also list factors that may threaten the continuation of partnerships. These include (1) a lack of financial and related resources needed to implement agreed-upon plans and programs, (2) a lack

of resources to support the continued involvement of individual members, (3) conflicting interests and goals of the partnership and individual members, and (4) a lack of funds to organize and carry out the meetings.

“The most typical breakdowns occur when one or both parties are frustrated,” says Anna Maravelas, a licensed psychologist, international consultant and author. ... Frustration can lead to “flooding,” which Anna describes as the fight or flight response. “We become [more] self-righteous, less objective, and tend to withdraw from the other party,” she says, “or even worse, we work to discredit them.”

[To learn more about fostering partnerships and avoiding breakdowns, visit [www.therarising.com](http://www.therarising.com).]

### **Reference**

*Williams, E.M. and P.V. Ellefson. 1997. Going into partnership to manage a landscape. Journal of Forestry 95(5):29-33.*

**For more OWP news, visit [www.owpweb.org](http://www.owpweb.org)**

## ***Sign Up by Mar. 20 for MAT's Online Leadership Courses***

Registration for Spring 2009 online courses is now open. Before registering for the courses, you must register for the [matteam.org](http://matteam.org) website if you have not previously done so. Once you are logged into the MAT website, you will be able to see your course registration history, where the registration pro-

*The Management Assistance Team is a program of the Association of Fish and Wildlife Agencies.*

## **Spring 2009 Courses**

- The Adaptive Leader
- Creative and Critical Thinking
- Going from Good to Great
- Power
- Secrets of Agency Assessment and Development
- Visionary Leadership

## **Dates and Info**

- Registration deadline: March 20
- Student online tutorial: April 6
- Courses begin: April 13
- Course descriptions and registration: <http://www.matteam.org/joomla/content/view/107/352/>.
- Questions: (304) 876-7988

## **USGS 2009 Negotiations Training for Natural Resource Professionals**

The USGS Fort Collins Science Center will be offering **Negotiation Skills for Natural Resource Professionals: Building a Foundation** in Fort Collins, Colo., **April 7-9** and again **May 19-21, 2009**. This basic course, a mixture of lecture, hands-on training, and discussion, provides participants with in-depth natural resource negotiation strategies, skills, and techniques. The **Strategies and Tactics for the Experienced Natural Resource Negotiator** training course will be offered **September 15-17, 2009**. For more information on both courses, visit <http://www.fort.usgs.gov/Products/Training/NegTraining/>.



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