

# Managing by Network

## Course Summary

**Course Coordinators:** Helene Aarons and Liz Madison

**Course Participants:** NLCS Managers

**Course Length:** 12 months

Nov.-Apr. course participants meet twice a month for one-hour conference call sessions supported by WebEx

May-Oct. course participants meet once a month for conference call sessions, supported by WebEx as needed, including Managing by Network presentations to State Management Teams and Programs

**Methods of Instruction:** facilitated discussion, management coaching, peer-learning, self assessments, case studies

**Course Reference:** Governing by Network: The New Shape of the Public Sector by Stephen Goldsmith and William D. Eggers (copies will be mail to participants)

**Goal:** Provide NLCS managers with the partnership and collaboration training needed to effectively and efficiently support community collaboration and citizen stewardship.

### **Objectives:**

Participants will be able to:

1. Demonstrate their understanding of at least six best management practices of *Managing by Network*,
2. Define 22 partnership and collaboration competencies relative to their management responsibilities
3. Broaden and strengthen the management skills of participants to work with complex-interlocked networks of partners, contractors, volunteers, and alliances to accomplish mission-related work,
4. Create or strength a network of internal and external stakeholders to advance the mission of BLM, NPS, USDA FS and the NLCS strategic plan in at least one of the following areas: scientific research and monitoring, education and interpretation, recreation, natural and cultural resource management, and outreach.

**WebEx Session One:  
November 4 and 5**

Participants: Introduction of participants and discussion of their external network responsibilities  
Learning Lab(s): Peer-learning  
Homework: Know your Network Goals and Objectives

(Homework assignments are “food for thought” assignments and provide participants with transitions to the following session’s discussion and learning lab topics—thus how much time is invested in the homework is up to the individual course participants.)

**WebEx Session Two:  
November 10\* and 12**

Participants: Participant discussion of their network development  
Learning Lab(s): Stages of Network Development and Strategic Thinking  
Homework: Know your communities of place, identify, and interest

**WebEx Session Three:  
December 2 and 3**

Participants: Participant discussion of their network development  
Learning Lab(s): Political Savvy, Accountability  
Homework: Know your External Partners

**WebEx Session Four:  
December 9 and 10**

Participants: Participant discussion of their network development  
Learning Lab(s): Collaborative leadership, Partner cultural awareness  
Homework: Know your risk and how to assess it

**WebEx Session Five:  
January 13 and 14**

Participants: Participant discussion of their network development  
Learning Lab(s): Entrepreneurship, External awareness  
Homework: Know your management tools to facilitate external partnerships

**WebEx Session Six:  
January 27 and 28**

Participants: Participant discussion of their network development  
Learning Lab(s): Developing and managing agency agreements for partnerships  
Homework: Know your capacity and how to increase it

**WebEx Session Seven:  
February 10 and 11**

Participants: Participant discussion of their network development  
Learning Lab(s): Leveraging partnerships  
Homework: Know your measures of success and when to apply them

**WebEx Session Eight:  
February 24 and 25**

Participants: Participant discussion of their network development  
Learning Lab(s): Evaluation  
Homework: Know your budget and the budget process

**WebEx Session Nine:  
March 10 and 11**

Participants: Participant discussion of their network development  
Learning Lab(s): Financial management  
Homework: Develop your Network Presentation (4 weeks, 6 power point slides)

**WebEx Session Ten:  
March 24 and 25**

Participants: Participant discussion of their network development  
Learning Lab(s): Managing donation and fundraising activities in partnership  
Homework: Develop your Network Presentation (4 weeks, 6 power point slides)

**WebEx Session Eleven:  
April 7 and 8**

Participants: Participant presentation of their network development  
Learning Lab(s): Lessons Learned and Scheduling State leadership Team presentations

**WebEx Session Twelve:  
April 21 and 22**

Participants: Participant presentation of their network development  
Learning Lab(s): Lessons Learned and Scheduling State leadership Team presentations

**WebEx Session Thirteen:  
May, 2010**

Participants: Participant discussion of their network development  
Learning Lab(s): Social Network Analysis and Mid-term evaluation

**WebEx Session Fourteen:  
June 2010**

Participants: Participants Network presentations to State Leadership Teams  
Learning Lab(s): Feedback from State Leadership Team

**WebEx Session Fifteen:  
July, 2010**

Participants: Participant discussion of their network development  
Learning Lab(s): Communications Toolbox

**WebEx Session Sixteen:  
August, 2010**

Participants: Participants Network presentations to Program Teams and NLCS WO Staff  
Learning Lab(s): Feedback from Program Teams and NLCS WO Staff

**WebEx Session Seventeen:  
September 2010**

Participants: Participant discussion of their network development  
Learning Lab(s): Self-Assessment of Partnership and Collaboration Skills

**WebEx Session Eighteen:  
October, 2010**

Participants: Participant discussion of their network development  
Learning Lab(s): Lessons Learned and Course Evaluation