

## MANAGING BY NETWORK

### COURSE REVIEW - SESSIONS I-IV

NTC Link to Course Materials:

<http://www.ntc.blm.gov/krc/viewresource.php?courseID=412&programArealD=174>

[For an overview of the course view the [Course Summary](#) document]

[For definitions of partnership and collaboration competencies view the [Managing by Network: Definitions](#) document.]

**Course Goal:** Provide 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.

Session I: AGENDA - November 4<sup>th</sup> and 5<sup>th</sup>

1. Introduction to Managing by Network, 5 minutes, Helene Aarons  
[See the [Managing by Network: Overview Power Point PDF presentation at the training center web site](#)]
  2. Course Announcements: MbN Course Reference Materials will be posted at BLM NTC web site, Self Assessment Survey Update, 2 minutes: Liz Madison
  3. Participant Introductions ~ what do you plan to gain by taking this course? 30 minutes
  4. Peer Learning Network ~10 minute presentation, Liz Madison 5 minutes discussion  
[See the [Peer Learning Power Point PDF presentation at the training center web site](#)]
  5. Next Sessions: Tuesday, Nov 10 and Thursday, Nov. 12: Stages of Network Development and Self Assessment Survey Results:1 minute
  6. Homework: Begin thinking about Goals and Objectives for the Network You Manage: 2 minutes
- ✓ [Participant Take A Ways:](#)
- ✓ Course participant gain a clear understand four forces driving the emerging role of Managing by Network as a best management practice and list three of five benefits of this management practice related to managerial responsibilities and the agency mission

- ✓ Course participant understanding that this distance learning course is based on peer learning using Q&A to explore the meaning, use and demonstration of the core competencies associated with partnership and collaboration management responsibilities
- ✓ Course participants assess their individual peer learning network based on partnership and collaboration competencies and seek opportunities to build and strengthen their peer-learning network to support development of their professional competencies related to managing by network—who's in your peer learning network?

## Session II: AGENDA - November 10<sup>th</sup> and 11<sup>th</sup>

1. Course Announcements: BLM NTC web site ~ MbN Course Posted: Life Cycle of Network Management, Managing by Network Definitions, Who Is In Your Network and discuss Meeting reminders and Web Ex Invitations 3 minutes: Liz Madison
2. Survey Says: Summary Overview of Group Response to Self-Assessment of Partnership and Collaboration Competencies, Brief Review and Discussion 10 minutes
3. Participant Discussion ~ Who is in your peer-learning network? What is the goal of your network management? Are these measurable objectives? 30 minutes  
[See the [Who Is In Your Network](#) document at the training center web site]
4. Learning Lab: Life Cycle of Network Management 10 minute presentation, Liz Madison 5 minutes discussion  
[See the [Network Life-Cycle: Six Stages of Development](#) power point PDF presentation at the training center web site]
5. Homework: Know your communities of place, identity and interest: 5 minutes
6. Next Sessions: Wednesday, December 2 and Thursday, December 3: Discussion of Accountability and Political Savvy

**Strategic Thinking** - Formulates effective strategies consistent with the business and competitive strategy of the organization in a global economy; examines policy issues and strategic planning with a long term perspective; determines objectives and sets priorities; anticipates potential threats or opportunities.

### **Community of place**

A group of people living in the same locality and under the same government  
The district or locality in which such a group lives

### **Community of interest**

A group of people having common interests: *the international business community, the recreation community.*

A group viewed as forming a distinct segment of society: *the sportsmen conservation community.*

### **Communities of identify**

A group of people sharing a common identity: *the scientific community; the Latino community, a faith-based community, university communities*

Sharing, participation, and fellowship

### Participant Take A Ways:

- ✓ Course participant begin an inventory of who is in their partnership and collaboration network assisted by an inventory form that organizes partners relative to formal and informal agreements—who's in your managing network?
- ✓ Course participants discuss “Strategic Thinking” relative to network development and begin to formulate strategic goals and objectives for their network management—conceptual stage-what are your network goals and objectives?
- ✓ Course participants discuss six stages of network development and assess the development of their networks and individual partnerships within their network-seeking opportunities to define the next steps to move forward in the development of their network [Six Stages: Visioning, Conceptual, Research & Development, Implementation Planning, Active, Evaluation]
- ✓ Course participants discuss communities of place, identity and interest and begin to assess new opportunities for strengthening or expanding their network—are you working with communities of place, identify and interest?

### Session III: AGENDA - December 2<sup>nd</sup> and 3<sup>rd</sup>

1. Introductions—2 minutes, Liz Madison
2. Learning Lab: Political Savvy 10 minute presentation and group discussion  
**[See the [Political Savvy power point PDF presentation at the training center web site](#)]**
3. Participant Discussion ~ Goal of your network and steps to move forward- 30 minutes discussion  
or  
Guest Speakers  
**GROUP THREE: Jim Foote** Jim Foote, Monument Manager, Monument Manager, Santa Rosa & San Jacinto Mountains National Monument discusses network development related to public outreach and visibility  
**GROUP FOUR: Roy Simpson** Roy Simpson, Education Specialist, Yaquina Head Outstanding Natural Area discusses network development related to education  
**GROUP FIVE: Carolyn Shelton** Carolyn Shelton, Assistant Monument Manager, Science and Planning Division, Grand Staircase Escalante National Monument, discusses network development related to scientific research and monitoring
4. Learning Lab: Accountability 10 minute presentation and discussion  
**[See the [Accountability power point PDF presentation at the training center web site](#)]**
5. Homework: Know your external partners 5 minutes
6. Next Sessions: Wednesday, December 9 and Thursday, December 10: Discussion of Collaborative leadership, Partner cultural awareness

**Accountability (Leadership)** - Individual assures that effective controls are developed and maintained to ensure that integrity of the organization. Individual holds self and others accountable for rules and responsibilities. Individual can be relied upon to ensure that projects within areas of

specific responsibility are completed in a timely manner and within budget. Monitors and evaluates plans, focuses on results and measuring attainment of outcomes.

**Political Savvy (Leadership)** - Individual identifies the internal and external politics that impact the work of the organization. Approaches each problem situation with a clear perception of organizational and political reality, recognizes the impact of alternative courses of action.

#### Participant Take A Ways:

- ✓ Course participant discuss external and internal examples of the use of their “Political Savvy” skills reflecting on both awkward and successful management situations and discuss eight best management practices for exercising political savvy management practices.
- ✓ Course participants discuss the four attributes of “Accountability” relative to network management and assess their performance and best management practices.
- ✓ Group discusses goals and next steps in their network development. Groups Three, Four and Five enjoy case study presentations and a Q&A session with three BLM managers that participated in the Managing by Network pilot and developed networks in the areas of outreach and visibility, education and scientific research and monitoring.

#### Session IV: AGENDA - December 9<sup>th</sup> and 10<sup>th</sup>

This week we are going to see what’s on your computer. I will be passing the web ex controls to each member of the group so we can take a new step in introducing ourselves to each other—so show us a photo of yourself and be prepared to tell us about one of your proudest accomplishments related to working in partnership.

1. Introductions—30 minutes—passing the Web Ex controls to you to show a photo and share one partnership accomplishment storytelling by course participants
2. Learning Lab: Discussion of how we as managers demonstrate the best management practices of collaborative leadership—10 minutes  
[See the [Collaborative Leadership power point PDF presentation at the training center web site](#)]
3. Learning Lab: Partner Cultural Awareness-presentation and discussion—15 minutes  
[See [Assess Your Partner Cultural Awareness power point PDF at the training center web site](#)]
4. Next Sessions: Wednesday, January 13 and Thursday, January 14—Starting the new year with a discussion of Entrepreneurship and External Awareness

**Collaborative Leadership** - Enables people to join together from different units or organizations to accomplish a task that none of them could accomplish individually; leads as a peer, not a superior. Encourages and facilitates cooperation, pride, TRUST, and group identity; fosters commitment and team spirit towards mission accomplishments; works with others to achieve goals and realize a sense of SHARED ACCOMPLISHMENTS and REWARDS.

**Partner Culture Awareness** - Acknowledges, understands, respects and communicates respective partners' cultures that are based upon missions, practices, people, governance, traditions, financial structure and capacity, and institutional histories. Finds ways that partners' cultures can contribute to strengthen the mutual endeavor; values the difference and finds ways to integrate these differences into a workable operating culture for the overall partnership.

Participant Take A Ways:

- ✓ Course participant discuss six attributes of partners and how they communicate the value of the cultural assets to these partners to the partner and their colleagues inside the agency as each group reflects on the meaning and best management practices of "Partner Cultural Awareness."
- ✓ Course participants discuss the four elements of "Collaborative Leadership" and how these concepts translate into action while evaluating their individual performance and skills as managers.
- ✓ Course participants learn how to manage Web Ex and share their partnership success stories - outstanding case studies of network management and community collaboration.