

# Managing by Network

## 2018 Optional Homework Assignments



### Session 1: January 17 or 18 - Orientation

#### Accountability Toolkit – Surf the Competencies

DOWNLOAD: [22 Partnership and Community Collaboration Competencies \(PDF\)](#) and select 2 competencies that you would like to strengthen.

FIND: 2 competencies on the [Leadership Competencies Development Model](#) that match your grade level and review distinguishing behavior or practices.

APPLY: Take note of at least 2 new practices associated with these skills that you will commit to practicing in the next 2 weeks.

### Session 2: January 24 or 25 - Belay On

#### 21 Partnership Success Factors – Bridge the Gap and Apply the Practices

READ: [21 Partnership Success Factors Gap Assessment.pdf](#) – Review the 21 Success Factors and Gap Assessment Exercise.

EXERCISE: [21 Partnership Success Factors Gap Assessment](#); complete the 3 worksheets.

REVIEW: [21 Partnership Success Factors Brian O'Neill.pdf](#) for your reference library.

#### Accountability – What Would You Do?

READ: [What Would You Do Accountability.pdf](#)

APPLY: Write the end of the story as a short essay.

READ: [The Rest of Story Response from 2017 Course Participant.pdf](#) and compare this ending with your thoughts.

### Session 3: January 31 or February 1 - See the Possibilities

#### Strengthen Active Listening Skills

READ: [Active Listening.pdf](#) – Review the practices of active listening and familiarize yourself with the ADORES mnemonic.

EXERCISE: [Active Listening Self Assessment.pptx](#) – Download and complete this self-assessment and instructions for field testing your practices.

APPLY: Field test your active listening practices.

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### Session 4: February 14 or 15 - Hand, Head, Heart

#### Paperwork Reduction Act

READ: [Urban Myths and the Paperwork Reduction Act](#) blog post.

IDENTIFY:

- the Information Collection Office/Officer (ICO) for your agency or organization or, if there isn't one, for your primary partner agency;
- 1-2 social scientist(s) or Human Dimension subject matter expert(s) that you can go to for ideas about working with the public in a way that is consistent with the PRA.

DOWNLOAD: The Academy's [PRA FAQ](#).

#### Collaborative Leadership

READ: My Partner Said What?! [Part 1](#) and [Part 2](#)

EXERCISE: Think about a partnership where one or more of your partners might be stuck in some bad habits and likely to say something at your expense or that could cause problems for the project. Download this worksheet to work through your options: ([DOC](#)) ([PDF](#))

#### Human Dimensions

EXPLORE: The Human Dimensions Website: <https://my.usgs.gov/hd/team/usfws>. Check out the resources, broadcast, tools, methods, and blogs using the [HD Scavenger Hunt](#).

SHARE: one link to useful information with a colleague or course participant.

### Session 5: February 21 or 22 - Find the Common Threads

#### Partnership Assessment

REVIEW: one or two of the following Partnership Assessment tools:

- [Collaboration Factors Inventory](#) - Wilder Foundation
- [Digging Deeper - Finding Answers](#) - Smarter Partnerships (the one we used in class)
- [Partnership Self-Assessment Toolkit](#) - CACSH

APPLY: Complete one of these tools for one of the partnerships you work on.

REFLECT:

- What is going well in your partnership? What could be better?
- Did you find gaps in the assessment tool, or in your partnership's practices?
- How and when might you use this kind of assessment tool with your partners?

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### **Session 6: February 28 or March 1 - Cast a Wide Net**

#### Succession Planning and Transition Management

READ: [Succession Planning for Partnerships](#) blog post.

DOWNLOAD: 30-60-90-Day Plan Worksheet ([DOCX](#)) or ([PDF](#)).

COMPLETE: Using the 30-60-90-Day Worksheet, fill out the information for 3-5 partners who, based on your job, you think a new supervisor or line officer would need to know about.

CHOOSE: 1-2 of those partners for whom a more detailed briefing package would be needed and briefly describe why the additional detail would be important and some of the material you think would be needed.

### **Session 7: March 14 or 15 - Paddle Together**

#### Stakeholder Analysis

REVIEW: [Collaboration: Stakeholder Analysis, 5 mins and Decision Space 4 mins](#). with Joy Lujan

COMPLETE: Related to your current work with partners and/or stakeholders, download and complete the [Stakeholder Snapshot.docx](#) exercise.

SHARE: Your Stakeholder Snapshot with an agency colleague and discuss how at least one partner/stakeholder frames the decision-making space of this partnership and/or community collaboration.

#### What Would You Do? Stakeholder Communication

READ: [What Would You Do Stakeholder Communication.docx](#)

WRITE: The outline of a communication plan for one stakeholder/potential partner

SHARE: Your summary communication plan points with a colleague.

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### Session 8: March 21 or 22 - Change Your Tack

#### Improve your Persuasion Strategy

REVIEW: [Persuasion Insights 2018.pdf](#)

EXERCISE: Complete this mapping exercise [How might you improve your persuasion strategy.docx](#)

APPLY: Test your strategy on a member of your target audience and then reflect on the effectiveness of your new strategy.

#### Principled Negotiation Planning Template

DOWNLOAD: [Principled Negotiation Planning Worksheet.docx](#)

EXERCISE: Review the four elements of principled negotiation on Page 1. Use the table on Pages 2 and 3 to go deeper in understanding your style, positions, interests and options - and those of your partner.

### Session 9: March 28 or 29 - Put the Wind in Your Sails

#### Facilitation Practices: Competency Self-Assessment

REVIEW:

- [Facilitator Core Competencies IAF.docx](#) Self-Assessment (based on IAF)
- [Facilitation Competency Framework National College UK.docx](#) Self-Assessment (based on National College, UK)

COMPLETE: one of the two facilitation core competency self-assessments. The IAF competencies are more focused on concrete meeting and group management practices, while the National College framework (shared in class) focuses on facilitator behaviors that demonstrate social-emotional intelligence.

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### Facilitation Tools

REVIEW: [Creative Facilitation Tools MbN 2018](#) (PDF)

EXERCISE: Select one of these methods to use at an upcoming meeting and prepare for the meeting to introduce this tool.

- Why did you select this tool?
- Do you need to coordinate with the group or the meeting coordinator in advance?
- Do you need support materials to use this tool?
- What objective(s) for the group will this tool support?
- How might using this tool change the attitudes and behaviors of meeting participants?

APPLY: Test this facilitation tool at the meeting and then reflect on what went well (WWW) and what would you do differently (WWYDD).

### **Session 10: April 11 or 12 - Calm the Waters**

#### Conflict Management: Alternative Dispute Resolution

READ: [Over the Horizon](#): Collaboration, ADR, Third-Parties, and You

DOWNLOAD: Over the Horizon Definitions ([DOC](#)) ([PDF](#))

COMPLETE: Match the terms and definitions. Answers on Page 2.

#### Conflict Management Practices

REVIEW: [Getting to the Core of Conflict and Communications Participant Workbook](#)

EXERCISE: Download and complete 2 self-assessment exercises

APPLY: Identify an opportunity to apply the conflict management practices highlighted in the exercises you selected. Then intentionally apply these practices in your professional and/or personal communication. Your goal is to develop the intellectual muscle memory to use these practices, so that they will be readily available to you.

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### **Session 11: April 18 or 19 - Smart Moves**

#### Asset Based Community Development Mapping

FIND the assets in your community through a mapping exercise and exploring the gifts that you and a colleague or partner bring to the table.

DOWNLOAD: ABCD An Exercise in Shifting Focus ([PDF](#)) ([DOC](#))

COMPLETE the exercise: Using the instructions on Page 1, complete one or both of the activities:

- Part 1 - Community Asset Mapping
- Part 2 - A Portrait of Gift

### **Session 12: April 25 or 26 - Walk a Mile in Their Shoes**

#### Political Savvy: Adaptive Leadership Strategies

THINK: of a change facing your organization.

COMPLETE the worksheet: Strategies for Acting Politically ([DOC](#)) ([PDF](#))

#### Corporate Partners: Who's in your neighborhood?

CONSIDER: two corporations who might have an interest in your work.

EXPLORE: their website to find:

- Mission statement
- Corporate Social Responsibility report
- Potential giving program(s)
- Key contact (s)

REFLECT: what might be some common language or interests that would help you start a dialogue?

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### **Session 13: May 9 or 10 - Get Your Ducks in a Row**

#### Managing Agreements Best Practices

DOWNLOAD: Managing Agreements Best Practices ([DOC](#)) ([PDF](#))

APPLY: Complete the Gap Assessment to identify your current and new practices.

SHARE: Discuss these best practices with a G&A specialist and ask him/her to share with you two tips that will keep you in the know regarding current G&A practices and processes.

### **Session 14: May 16 or 17 - Look Beneath the Surface**

#### Partnership Ethics

DOWNLOAD and COMPLETE: [Partnership Ethics Fact Pattern Pop Quiz.pdf](#)

REVIEW: Check your answers. [Partnership Ethics Fact Pattern Answer Key.pdf](#)

### **Session 15: May 23 or 24 - Adapting to Change**

#### Risk Assessment Template

DOWNLOAD: Risk Assessment Template ([DOC](#)) ([PDF](#)).

APPLY: For one of your projects, fill-in the risk assessment template.

SHARE: Discuss your assessment with internal and external project team members.

### **Session 16: June 6 or 7 - Community Connections**

#### Seven Faces of Philanthropy

DOWNLOAD: 7 Faces of Partnership Mapping ([PPT](#)) or ([PDF](#))

APPLY: Complete the mapping exercise.

REFLECT: How will you translate what you've learned about your partners into action?