

# Managing by Network

## 2019 Optional Homework Assignments



### Session 1: Collaborative Leadership: My Partner Said What?!

1. READ: My Partner Said What?! [Part 1](#) and [Part 2](#).
2. DOWNLOAD: Options exercise ([DOC](#)) ([PDF](#))
3. APPLY: 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. Answer the questions provided in the options exercise.

### Session 2: 21 Partnership Success Factors Gap Assessment

1. READ [21 Partnership Success Factors Brian O'Neill.pdf](#) – Review the 21 Success Factors.
2. EXERCISE [21 Partnership Success Factors Gap Assessment Exercise](#) – Download and complete the 3 worksheets.
3. DOWNLOAD [21 Partnership Success Factors Brian O'Neill.pdf](#) – Download for your reference library.

### Session 2: Political Savvy: Adaptive Leadership Strategies

1. THINK of a change facing your organization.
2. DOWNLOAD and COMPLETE the worksheet: Adaptive Leadership Strategies for Acting Politically ([DOC](#)) ([PDF](#))

### Session 3: Strengthen Active Listening Skills

1. READ [Active Listening Practices.pdf](#) – Review the practices of active listening and familiarize yourself with the ADORES mnemonic.
2. EXERCISE Active Listening Self Assessment ([PPT](#)) ([PDF](#)) – Download and complete this self-assessment and instructions for field testing your practices.
3. APPLY Field test your active listening practices.

### Session 4: Surf the Human Dimensions web site

1. EXPLORE: resources, broadcast, tools, methods, blogs at <https://my.usgs.gov/hd/team/usfws> using the [HD Scavenger Hunt](#).
2. FEED YOUR MIND: This exercise goes well with a brown bag lunch or afternoon snack.

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### Session 4: Succession Planning and Transition Management

1. READ [Succession Planning for Partnerships](#) blog post.
2. DOWNLOAD 30-60-90-Day Plan Worksheet ([DOCX](#)) or ([PDF](#)).
3. EXERCISE: Using the 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. Then, 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 6: Partnership Assessment Tools

1. REVIEW one of these tools:
  - o [Collaboration Factors Inventory](#) - Wilder Foundation
  - o [Digging Deeper - Finding Answers](#) - Smarter Partnerships.
  - o [Partnership Self-Assessment Tools](#) - CACSH
2. COMPLETE one of the tools, for one of the partnerships you work on. Reflect on: What is going well? What could be better? How or when might you use this kind of assessment tool with your partners?

### Session 7: Community Collaboration: Stakeholder Analysis

1. REVIEW: [Collaboration: Stakeholder Analysis, 5 mins](#) and [Decision Space 4 mins](#). with Joy Lujan
2. COMPLETE: Community Collaboration Stakeholder Analysis ([DOC](#)) ([PDF](#)). Related to your current work with partners and/or stakeholders, download and complete this exercise.
3. 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.

### Session 8: Principled Negotiation Planning Template

Apply principled negotiation concepts to a recent or upcoming negotiation in your partnership work.

1. DOWNLOAD: Principled Negotiation Planning Worksheet ([DOC](#)) ([PDF](#))
2. 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.

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### Session 8: Improve your Persuasion Strategy

1. REVIEW: Persuasion Insights presentation ([PDF](#))
2. EXERCISE: Complete the mapping exercise [How might you improve your persuasion strategy.docx](#)
3. APPLY: Test your strategy on a member of your target audience and then reflect on the effectiveness of your new strategy.

### Session 9: Facilitation Competency Self-Assessment

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

### Session 9: Facilitation Tool Box

1. REVIEW: [Facilitation Tool Box](#) (PDF)
2. EXERCISE: Select one of these tools to use at an upcoming meeting. Consider:
  - Do you need to coordinate use of this tool 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?
3. 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: Conflict Management Practices

1. REVIEW: [Getting to the Core of Conflict and Communications Participant Workbook](#)
2. EXERCISE: Complete two self-assessment exercises from the workbook.
3. 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.

### Session 12: Risk Assessment Template

1. DOWNLOAD: Risk Assessment Template ([DOC](#)) ([PDF](#)).
2. APPLY: For one of your projects, fill-in the risk assessment template.

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

### Session 13: Accountability Toolkit – Surf the Competencies

1. DOWNLOAD [22 Partnership and Community Collaboration Competencies.pdf](#) and select 2 competencies that you would like to strengthen.
2. FIND these 2 competencies on the [Leadership Competencies Development Model](#) (at your grade level) and review distinguishing behavior or practices.
3. APPLY Take note of at least 2 new practices associated with these skills that you will commit to practicing in the next few weeks.

### Session 14: Partnership Ethics Fact Patterns: Pop Quiz

1. DOWNLOAD: Partnership Ethics Fact Pattern Pop Quiz ([DOC](#)) ([PDF](#))
2. APPLY: Consider the scenarios and note down your thoughts about what ethical rules may apply.
3. CHECK your responses against the Answer Key ([DOC](#)) ([PDF](#))

### Session 15: Corporate Partnerships: Who's in your neighborhood?

1. CONSIDER: two corporations who might have an interest in your work.
2. EXPLORE: their website to find: (a) Mission statement; (b) Corporate Social Responsibility report; (c) Potential giving program(s); (d) Key contact (s)
3. REFLECT: what might be some common language or interests that would help you start a dialogue?

### Session 16: Managing Agreements Best Practices

1. DOWNLOAD: Managing Agreements Best Practices ([DOC](#)) ([PDF](#))
2. APPLY: Complete the Gap Assessment to identify your current and new practices.
3. 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 16: 7 Faces of Partnership: Mapping Exercise

1. DOWNLOAD the 7 Faces of Partnership Mapping Exercise ([PPT](#)) ([PDF](#))
2. APPLY: Review the 7 Faces of partner motivation, involvement and recognition (slides 1-4). Fill our page 5 using the PPT, fillable PDF or a printed copy.