Managing by Network:
Serving the Federal Partnership Community

Managing by Network (MbN) **is an interagency training program** for federal employees and their partners working to cooperatively steward our nation's natural, cultural, historic, and recreational resources.

Managing by Network supports the strategic priorities and training needs of federal agencies. This applied learning program is designed to build and enhance key partnership and collaboration competencies for advancing priority work across the federal government.

This interagency training is delivered in partnership with the USDA FS, BLM, NPS, NOAA, USFWS, USACE, and DOI CADR. Other participating agencies have included DOD, EPA, BOEM, USGS and other federal, state and local agencies and their nonprofit partners.

> *This has been the best training I've had in 25 years.*
> *I wish I'd had it much earlier in my career.*

OVER 1,300 GRADUATES

SINCE 2008

With over 1,300 graduates, agencies leverage the collective expertise of this growing federal community of practice.

Presentations by agency leaders, alumni and participants provide a **strategic opportunity for peer networking and sharing agency policies, practices, partnerships and success stories** with other agency partners.

Managing by Network:
## Building Capacity and Competence

Managing by Network builds capacity in the federal workforce for effective communication, transformational partnerships, and sustained collaboration. Participants learn how to:

- Build consensus and promote trust
- Facilitate internal and external meetings
- Apply persuasion and negotiation strategies
- Recognize conflict and respond effectively
- Evaluate risk and demonstrate accountability
- Assess partnership performance and impacts
- Leverage resources to build collaborative capacity
- Expand your networks to support partnerships

> *This course gave me the tools I needed to be more accountable with my partnerships – monitoring, evaluating, and looking at measurable outcomes.*

The curriculum focuses on key partnership and community collaboration competencies. Participants build knowledge, skills and abilities associated with 22 OMB competencies and related federal authorities, as well as the overarching competency of *Communication*.

Partnering	Community Collaboration	Strategic Thinking	Partnership Management	Accountability
Partner Culture Awareness	Collaborative Leadership	Vision	Influencing/ Negotiating	Consensus Building
Team Building	Conflict Management	Entrepreneurship	Political Savvy	Financial Management
Teamwork	Facilitation	External Awareness	Developing and Managing Agency Agreements	Planning and Evaluation
Leveraging Partnerships			Donation and Fundraising Activities in Partnerships	
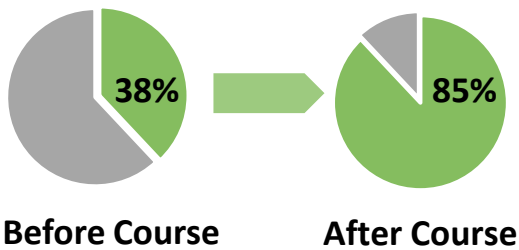
Before Course **After Course**

Participants' self-reported % change in preparedness to apply competencies on the job

Course evaluations show tangible benefits to federal employees. On average, participants experience a 45% increase in preparedness to apply these key competencies on the job.

(2024 course data)

Managing by Network:
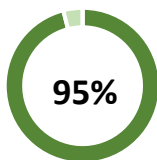## An Inter-agency Academy Experience

Managing by Network offers an unparalleled opportunity to connect with agency peers. Participants represent diverse agencies, positions, and communities nationwide, working in resource management and community engagement.

Participants work with a variety of partners in the public, private and independent sectors as well as Native Nations and indigenous communities. Most spend more than half their time working in partnership.
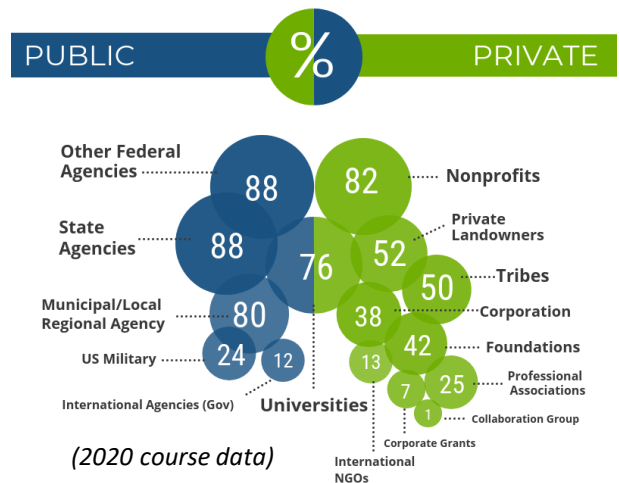
> *Hearing from agency professionals with such extensive field and partnership experience was incredibly valuable.*

RANGE OF PARTNERS

PUBLIC % PRIVATE

Other Federal Agencies ···· 88
State Agencies ···· 88
Municipal/Local Regional Agency ···· 80
76
US Military ···· 24 12
International Agencies (Gov) **Universities**

82 ···· Nonprofits
52 Private Landowners
50 ···· Tribes
38 Corporation
42 ···· Foundations
13 7 25 Professional Associations
1 ···· Collaboration Group
Corporate Grants
International NGOs

(2020 course data)

95%

Course Completion
(3 year average)

Managing by Network offers high value, low impact training suited to the federal work environment. All coursework is completed online, no travel is required. Graduates receive a certificate and may earn undergraduate or continuing education units.

Seminar-sized groups encourage interaction and dialogue. The 120 participants meet in webinar groups of 25-30 that include a range of agencies, geographies, partnership and federal experience.

Flexible options support work priorities and course completion. The 18 live webinars are offered over 6 months (Jan-June). Participants may attend any of 4 webinars offered each week, and join class via phone or computer from the office, field, or home.

MbN offers a wealth of resources, interactions, and learning aids. Participants have access to course materials online, anytime, including webinar recordings, instructional videos, presentations, readings and resource links. Instructors provide individual mentoring and feedback both in and out of the classroom.

> *The models and instructional materials were such high quality and resources I will reflect on and use for the rest of my career.*

Managing by Network:
Supporting On the Job Application

95%
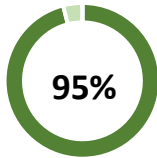
Application

*Agree course supported
on the job application*

MbN training sessions combine expert lectures, case studies and peer dialogue to encourage participants to stay engaged and **directly apply learning on the job.**

The cohort webinar experience, six month timeframe, class activities and optional homework promote reflective learning and provide opportunities to connect class concepts with real-life partnership experience.

I took away something useful from every class that shifted my thinking or contributed to my current partnership efforts in meaningful ways.

Examples of how federal participants apply course learning to support their agency mission and partnership priorities:

Knowledge and resources gained in this course will help me better navigate ethical, legal, and cultural hurdles which may arise in our partnerships.

Stepping into a leadership role, skills and concepts covered in this class have been invaluable. I am constantly referring to the materials on consensus building and facilitating with my own team, with other divisions, and with external partners.

Building trust with internal staff related to an agreement with an organization that has had major staff turnover. Creating a new agreement to engage partners in virtual experiences on the forest. Developing a strategic plan for future engagement with partners related to engaging more diverse audiences in activities on our forest.

This course will help me to more confidently engage with a wide array of partners to help inform park planning and decision making that helps support our agency mission. This includes through greater partner culture awareness and recognizing the diversity of perspectives different people have regarding public land management.

For more information:
https://www.partnership-academy.net/training/managing-by-network/