



NATIONAL CONSERVATION LEADERSHIP INSTITUTE

*An unparalleled experience at the right moment in history developing
extraordinary leadership for natural resource conservation*

CANNONS AT ANTIETAM BATTLEFIELD



FOUNDATIONAL* NCLI SPONSORS AND SUPPORTERS

PLATINUM:

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SILVER:

America's Wildlife Association for Resource Education
Pope and Young Club
Campfire Conservation Fund, Inc.

BRONZE:

National Wild Turkey Federation
U.S. Geological Survey
Dallas Safari Club
Bass Pro Shops
International Paper
NCLI Board Members/Staff/Alumni
Southern Company
National Shooting Sports Foundation
Peabody



*We recognize in particular the top level of support received from these organizations—they shared the vision for the NCLI and made it possible through their significant financial support.



2011-2012
ANNUAL REPORT

NATIONAL CONSERVATION LEADERSHIP INSTITUTE

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COHORT 6 AT THE GRAND CANYON



The sixth year of the National Conservation Leadership Institute (NCLI) was the year that along with the rest of the nation we began to notice real impact. Without question the Institute was growing in credibility as one of the most respected leadership development initiatives ever, but it was apparent there was more going on when we entered the sixth year. The Fellows graduating from the Institute were now reaching sufficient numbers to influence thinking, perspective, problem solving and more we had yet to discover. Fellows from Cohort 6 and other cohorts preceding them were moving up in the leadership ranks of their organizations. And those in authority were noticing that these fellows returned to them changed by their experience, often bringing a valuable freshness to the table.

From all ways of looking at it, Cohort 6 was a success. Perhaps making it so was the combined support of loyal sponsors, committed board members, provocative instructors, tireless staff, inspiring alumni, awesome partners, and natural resource conservation organizations whose directors believed the cost in time and money to send their “high potential staff” would be worth the investment.

In the spring of 2011, nominees from across the nation competed for limited places in the NCLI. Thirty-six participants were selected and accepted the challenge to be NCLI Fellows and expand their leadership capacity. Of these thirty-six, three Fellows were NGOs, two came from the National Wild Turkey Federation and one Fellow from the Eastern Shore Land Conservancy; two Fellows were from the U.S. Fish and Wildlife Service; two other feds came from the Bureau of Land Management and the National Park Service each. The remaining twenty-nine Fellows were from state fish and wildlife agencies (see listing at end of report). These 36 individuals of Cohort 6 soon became much more than a cohort; they became a community of high trust and great expectations.

This Annual Report was written to give you a glimpse of what we, the staff, were so proudly a witness to in 2011–2012—sometimes in amazement, sometimes with curiosity, but always with pride. To us, the future of natural resource conservation definitely looks brighter. If you listen, really hard, you can hear the music beneath the words. The Fellows of Cohort 6 did exactly that, and this report is more about their story of courage and wonderment and triumph than a mere fiscal reporting.

RESOUNDING HARMONY



NCLI COHORT 6 FELLOWS

GETTING TO “THE WHY”

WHY THE NCLI? While it’s a very difficult thing to try and describe the *experience* of the NCLI, it is quite the opposite when it comes to articulating *why* the NCLI is. The NCLI is important and of value...

- ...because we who labor within this profession are passionate about fish and wildlife and wild places and conserving these natural resources;
- ...because more than just about anything we want to ensure this legacy for our children and their children;
- ...because having wildlife and wild places is a national treasure and an American heritage;
- ...because we believe, without a doubt, that it could all be lost at the blink of an eye without a strong enough leadership capacity within the organizations whose purpose is to protect and conserve wild things/places;
- ...because today we need a type of leadership that can distinguish between technical problems that we already have solutions for and adaptive challenges that we do not.

WHY THE NCLI? Because leadership development needs to be something more than merely developing certain traits, as advocated by many traditional leadership programs. The kind of expanded leadership capacity needed by natural resource conservation professionals today requires staying power and a reach that extends to addressing the problems of conflict, competing values and beliefs, a scarcity mentality, fear, organizational evolution, and a reliance on technical solutions.

WHY THE NCLI? The time is ripe... Boomers and funding are leaving our organizations, institutional memories are teetering, a sense of apprehension is growing, and the need for leadership capacity expanding. Something “meta” is clearly needed to help us help ourselves. Something that crosses organizational boundaries and helps the natural resource conservation community as a profession to both increase and make more effective its leadership for the future.

Void of techniquing and oversimplification, the NCLI defies the ordinary, executing a leadership development “program” that is unparalleled for natural resource conservation professionals. Plagued by funding challenges, masses of retiring baby boomers, and trying to be strategic for a very uncertain future, state fish and wildlife agencies, federal agencies, NGOs and others are in agreement about one thing for certain—effective leadership is paramount.

The connective tissue of the NCLI is *Adaptive Leadership*[™] that introduces “a practical leadership framework that helps individuals and organizations adapt and thrive in challenging environments. It is being able, both individually and collectively, to take on the gradual but meaningful process of adaptation. It is about diagnosing the essential from the expendable and bringing about a real challenge to the status quo...and it provides a disciplined approach to do more for what you care most about.”—Cambridge Leadership Associates.

“Words are inadequate to describe what the training means to me. It seems like a dream now but I don’t think I have ever been more alive in my life as I was during the residency. But what a roller coaster ride it was. Every one of my senses was awakened by the energy and thoughts of the group. It was cosmic and surreal yet uncannily realistic, accurate and applicable.”

—Greg Moore, NCLI Cohort 6 Fellow, Delaware Division of Fish and Wildlife

THE BOARD

From its inception in 2005, membership of the NCLI Board has remained stable and continues to reflect the initial vision of bringing different natural resource conservation organizations together in the NCLI experience to achieve greater diversity of perspective and depth of discussion. **BOARD MEMBERS IN 2011-2012 INCLUDED:**

<i>Chair:</i>	Steve Williams, Wildlife Management Institute
<i>Vice Chair:</i>	Lowell Baier, Boone and Crockett Club
<i>Secretary/Treasurer:</i>	Jay Slack, National Conservation Training Center Gary Boyd, Greener Options, NCLI Alumni, Cohort 1 Jimmy Bullock, Resource Management Service Jon Gassett, Kentucky Department of Fish and Wildlife, NCLI Alumni, Cohort 1 Erik Meyers, The Conservation Fund Max Peterson, Former Executive Vice President of AFWA and Chief, US Forest Service, Emeritus Joanna Prukop, Freedom to Roam Ron Regan, Association of Fish and Wildlife Agencies Greg Schildwachter, Watershed Results Jeff Trandahl, National Fish and Wildlife Foundation
<i>Ex Officio:</i>	Karen Alexy Waldrop, NCLI Alumni Assoc. President, KY Dept. of Fish & Wildlife, Alumni Cohort 3
<i>Advisory:</i>	Dan Ashe, US Fish and Wildlife Service

THE STAFF

The Association of Fish and Wildlife Agencies' Management Assistance Team continued to staff the Institute during Cohort 6: Dr. Sally Guynn, *NCLI Executive Director*, Dr. Dwight Guynn, Jacqueline Linton, Gina Main, Amanda Myers, and Colby Smith.

THE PEER COACHES:

Divided into six subgroups, or peer groups, the cohort learned how to give each other candid, valuable feedback as they discussed their individual leadership challenge projects throughout the eight months of the NCLI. Essentially, all the Fellows functioned in the role of *peer consultants* for one another. Facilitating the process, each subgroup had its own peer coach who was a volunteer and an alumnus (with one exception) from one of the previous cohorts. The role of the peer coaches is a critically important role in the Institute's program and success. Peer coaches work side by side with the Fellows and, together, as in years prior, the peer

coaches and Fellows developed high trust relationships, invaluable as they continue in their professional journeys.

The lineup of peer coaches for Cohort 6 was: Dwight Guynn (MAT), Mark Hatfield (NWTF, Cohort 4 alumnus), Paul Kazyak (MD DNR, Cohort 5 alumnus), Joel Pedersen (NWTF, Cohort 4 alumnus), Lynn Quattro (SC DNR, Cohort 2 alumnus), and Alexandra Sandoval (NM Game and Fish, Cohort 5 alumnus).

Peer coaches reported how valuable having "*another shot of NCLI teaching*" was to them and their sponsoring organizations. They listened and were present every step of the way. Staff reported how important the peer coaches were to the overall NCLI efforts aimed at connecting all the cohorts together.

A future goal is for the peer coach lineup to be totally composed of alumni from each of the past cohorts.

OBJECTIVES

- 1 Increased confidence in their leadership capacities
- 2 Increased ability to differentiate problems that require adaptive solutions from problems that require technical solutions, ultimately leading to increased leadership in strategic decision-making, and managing organizational change
- 3 Increased quality and quantity of participants' lifetime, inter-organizational professional networks

ABOUT THE OBJECTIVES

The NCLI's three principal objectives capture what the “program” endeavors to accomplish overall and they align well with most natural resource conservation organizations' (USFS, USFWS, etc.) continuing education criteria. The objectives are evaluated with each cohort and are much more than merely “new tools in a leader's toolbox”.

Some of the objectives speak to specific skill sets that are essential; other objectives focus more on expanding capacity and increasing the likelihood that the Fellow will step up to the call of leadership when the opportunity manifests itself. Still other objectives relate to personal attributes such as emotional intelligence, the ability to empower others by creating a motivating work environment, and the ability to differentiate between adaptive and technical problems—a critical capacity for effective leadership today. Finally, the development of high-trust networks composed of professionals from across organizational boundaries is a powerful, future success key for the graduates and their organizations as the Fellows advance in their careers.

SELECTION

Cohort 3 alumnus, Steve Perry, New Hampshire Game and Fish, again this year led the external selection committee who rated the nominations for the 2011–2012 Institute. Other members of the external selection committee included Janet Ady (NCLI Alumni, Cohort 4) with the U.S. Fish and Wildlife Service, Jason Moeckel (NCLI Alumni, Cohort 3) with the Minnesota Department of Natural Resources, Amy Owsley (NCLI Alumni, Cohort 3) with the Eastern Shore Land Conservancy, and Pat Ruble from the Wildlife Management Institute. Top administrators of natural resource conservation organizations nationwide submitted their nominations from February to the end of April, 2011. The applicant pool for this year was again of very high quality—organizations were not nominating people who needed to be “rehabbed” but who they believed had high leadership potential. Only space availability prevented all the nominations from acceptance in the Institute.

The final selection of Fellows for Cohort 6 resulted in 36 Fellows: 29 from state fish and wildlife agencies, 4 from federal agencies, and 3 NGOs. There were no nominations from Native American tribes or industry this year and there were fewer females, so the diversity of the cohort represented was not as great as that of years prior. An effort is underway to bolster recruitment processes with the objective to increase the diversity of the participants in cohorts to follow.

AWARDS & PROMOTION



Randy Stark, Chief of Law Enforcement for Wisconsin DNR, alumnus of Cohort 1, and peer coach for Cohorts 2–5, received the *Special Recognition Award* from the Association of Fish and Wildlife Agencies at their Annual Meeting in September, 2011. Stark has demonstrated application of adaptive leadership principles in a number of highly contentious situations in his home state. In addition, he has developed and presented an inspirational multi-media presentation titled “*Looking Back...To Learn Our Way Forward*” that he delivers each year to the Fellows as part of the Institute's program.



DR. TOM KALOUS



DR. MARGARET WHEATLEY



DR. HUGH O'DOHERTY



DR. SALLY GUYNN

FACULTY & SPEAKERS

FACULTY:

Dr. Tom Kalous, PSYCHOLOGIST AND CONSULTANT

Marty Linsky, CAMBRIDGE LEADERSHIP ASSOCIATES AND HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT

Dr. Hugh O'Doherty, CAMBRIDGE LEADERSHIP ASSOCIATES AND HARVARD UNIVERSITY'S KENNEDY SCHOOL OF GOVERNMENT

Dr. Mamie Parker, U.S. FISH AND WILDLIFE (RETIRED)

Randy Stark, WISCONSIN DEPARTMENT OF NATURAL RESOURCES, CHIEF WARDEN

Dr. Margaret Wheatley, BERKANA INSTITUTE, CO-FOUNDER AND PRESIDENT EMERITA

SPEAKERS:

Dr. Sally Guynn, AFWA'S MANAGEMENT ASSISTANCE TEAM, NCLI EXECUTIVE DIRECTOR

Dr. Rollie Jacobs, NATIONAL CONSERVATION TRAINING CENTER, CHIEF OF TRAINING

Dr. James Earl Kennamer, NATIONAL WILD TURKEY FEDERATION, CHIEF CONSERVATION OFFICER

"I have had the distinct honor of presenting at the NCLI since its inception. Every year I am amazed by the talent, intelligence and energy represented in each cohort. The Fellows in Cohort 6 were no exception. The NCLI experience was, once again, the highlight of my year." –Dr. Tom Kalous, Psychologist and Consultant



Lauri Hanauska-Brown, NCLI COHORT 6 FELLOW

CURRICULUM

One question, “*What will it take to prepare our future leaders?*” remains the critical driver for the design and process of the NCLI curriculum. The result is a curriculum that is distinct in a number of ways from other good leadership development programs. For example, an emphasis on the NCLI’s participant diversity, its natural resource conservation leadership context, its departure from teaching leadership as a set of traits or skills, its propensity to discuss the undiscussables, to embrace conflict, and to allow self-organization, just to name a few.

The curriculum and basic model for learning remained fundamentally the same in year six. Four major components comprised the curriculum architecture: prework, residencies, an individual leadership challenge, and peer groups. The following is a brief synopsis of the overall curriculum, however, *reader take note*: by condensing the NCLI down into these four categories, the reader is not able to sense the “*fire within*” that is so evident in this program.

The following is a brief synopsis of the overall curriculum:

PRE-WORK: This year, for the first time, Fellows were initially introduced to each other through two webinars that served as a type of “*icebreaker*”. In addition, Fellows were sent one book, *Leadership on the Line* by Ron Heifetz and Marty Linsky, that they could read in preparation to hearing Linsky during the first residency. Fellows began to think about and frame what their challenge project might be.

RESIDENCIES: Fellows piqued critical thinking, challenged their assumptions, and engaged in lively discussions in two residencies. The first residency was 10 days of intensity in October at the U.S. Fish and Wildlife Service’s prestigious National Conservation Training Center in Shepherdstown, West Virginia. It rained a lot, and for most it turned out to be more like an exoskeleton molting experience than any typical, off-site, passive, and predictable training they’d experienced

“Predictions a decade ago are proving true. Our profession needs to increase its leadership capacity. We are witnessing the NCLI helping us to do just that by increasing our professionals’ capacity to exercise a different kind of leadership — leadership that is more adaptive, creative, courageous and collaborative, adding power to the system.” –Dr. Sally Guynn, NCLI Executive Director

before. Harvard University faculty from the Cambridge Leadership Associates as well as other faculty provided incomparable teaching. Exercises, case examples, and learning were all connected into a cohesive picture of this new approach to leadership, i.e., adaptive leadership. Another book, *“The Speed of Trust,”* was given to the Fellows at this first residency.

Eight months later in the spring, the second residency provided a forum for the Fellows to present their work on their leadership challenge projects to the whole group, receive feedback, and learn from each other. The National Park Service’s Albright Training Center was the site for the second residency that included an inspirational graduation ceremony on the south rim of the Grand Canyon.

INDIVIDUAL LEADERSHIP CHALLENGE

PROJECTS & PEER GROUPS: Each Fellow worked individually for eight months on a challenge or issue facing their organization. They used their peer groups, usually through conference calls, and received completely honest, straightforward feedback from their peers and coaches. They challenged their assumptions, experimented with alternative ideas, and applied principles of adaptive leadership to solve the challenges of their particular project. They also continued to build on the high trust relationships already begun during the first residency.



Kipp Frohlich & Bruce Rich, NCLI COHORT 6 FELLOWS



Brian Zielinski, Scot Kofron, & Jimmy Fox NCLI COHORT 6 FELLOWS



NCLI COHORT 6 FELLOWS



Glenn DelGiudice, NCLI COHORT 6 FELLOW



Dr. Hugh O'Doherty, NCLI COHORT 6 FACULTY



Pat Barber, Scott Vance, Jennifer Pollard, and Rollie White NCLI COHORT 6 FELLOWS

SOME RECOLLECTIONS...

GLIMPSES THROUGH JOURNAL ENTRIES

ADAPTIVE LEADERSHIP™: Famous Harvard dude, Marty, fills us in about adaptive leadership. Warns about inherent dangers of trying to do it. Big Thought: *This is probably not just another program I've gotten myself into.* Marty describes the tension surrounding leadership (1) my organization wanting to keep me manageable, i.e., my continuing to be a good “do-be” (i.e. do-be this, do-be that) and (2) my organization expecting me to be able to help in some greater way now that I’ve had a “good dose of the NCLI Kool-Aid.” Hmmm. Definitely not just another training.

Collusion—Speakers keep saying this word—probably important. When I’m silent and stuff is going on in the room or at the table and I say nothing...then I’m colluding with and in the stuff going on. There’s a difference between being talkative and making my voice heard. Yes, these people are screwing with my mind. Marty challenges us to think about the conversations in our heads versus those in the room. It’s refreshing though challenging...the undiscussables in the room and how much “the other” can get in the way when we’re trying to exercise leadership, especially if you’re not even aware of them.

Another zinger, incoming... Marty says, *“Think about how our passion is for us both a resource and a constraint.”* And then he zings me another one — *“We’re not framing solutions, we’re blaming solutions.”* I wonder, as a profession are we evolving? If not, what are we doing? I learn that people support what they help to create. I learn too that during change when I’m exercising leadership, people may need an emotional “container” for a while as they sort things out. Part of my job will be to figure out what kind of container might work best.

A CRUMMY TRIP TO ABILENE: Wow, what an eye opener! Groupthink is alive and well. If you’re not careful you could step into an “old chevy” and wind up in “Abilene” and not know why. We talk a lot at work about having to reach consensus. I don’t recall any talk about the dangers of overmanaging it. I pledge to myself to do whatever it takes to avoid “the trip.”

COMMITMENT TO PURPOSE, GETTING TO 43 AND BECOMING 1: Hugh cautions us not to give any beginning conflict any energy and to anchor to purpose to

help us hold steady. My mind wanders and wonders...to who’s purpose does he refer? Clincher: *“If you’re not standing in your purpose, you’re standing in someone else’s.”* Deep.

Saw clip from movie *The Legend of Bagger Vance*. Hugh told us to count out loud to 43 with each person only saying one number and with no signals, cues or preplanning as to who says what, when. We tried a couple of times, got to maybe 9 or 10. We laughed. Then Hugh told us to think about our purpose and see the way to 43 with “soft eyes,” not a red flag at the end of the fairway or a tiger that we had to kill, but like Bagger Vance told Matt Damon in the movie, to envision with “soft eyes.” We tried again. We counted off. I was so afraid I’d screw the process up and say the wrong number at the wrong time. I waited. Then, suddenly, I just blurted out the next number. The process continued and when Kip, the last person, said “43,” there was an absolutely unforgettable silence in the room. How did we just do that? Even Marty, famous dude from Harvard, asked, *“What the heck just happened?”* We, the collective us, had done something together that was extraordinary; we went to “43” together and became one on the way there. I learned a lot today about staying on purpose.

LEADERSHIP ON THE BATTLEFIELD: Rollie Jacobs from NCTC was a great tour guide and gave a wonderful spiel about the dramas that played out during the Civil War Battle of Antietam. The rain today made even more somber our walking the battlefields at Antietam and thinking about the huge losses of human life because of some type of leadership, or a lack of any. Hugh proposed it wasn’t leadership at all but work avoidance. Hmmm. Not sure. I think there are different kinds of leadership. Appears that the Adaptive Leadership™ type had not been present at the fighting so long ago in Antietam. Question to self: *Could adaptive leadership that we’re learning at the NCLI have worked there in Antietam? Could it have made a difference? Changed history?*

TAKING SMART RISKS SMARTLY: I wanted more time with this woman...this uncommon woman in unlikely places... Dr. Mamie Parker. She was the real deal alright. Her humility, her sense of humor, the fact that she appeared to take her job seriously but not herself so much, her crediting her mother “Miss Piggy” for teaching her values for exercising leadership. “Deep love” is what Parker called it...Mental note: *Isn’t that the way we feel working on behalf of wild things in wild places?*

EMOTIONAL INTELLIGENCE: Dr. Tom helps us laugh at ourselves as we look at our DISC social behavior assessments. We learn about men’s “empty boxes,” mirror neurons, and the sadness hormone. We talk about conflict winding up in anger... code word “amygdala hijacking.” I wonder if I’m trapped in my reptilian brain stem? Glad there’s others that share my concerns. Dr. Tom shares a recipe for disaster: *“Overestimating my abilities and value and underestimating the negative impact my behaviors have on others.”* We talk about courage—it takes lots to exercise adaptive leadership, to turn up the heat to bring issues into a ripeness for action, and, finally, to just do what is right. Mental note: I must be nicer to my brain.

We talk about *The Golden Circle* and how what we do serves as proof of what we believe. Mental note: *Can my agency articulate “the why”?* I learn people don’t buy what you do but why you do it. Note: If I’m going to be successful at influencing change then I’ve got to get at it from a values level, not a logical one.

Dr. Kenamer showed me some real emotion in his story about being a boy and experiencing turkey hunting for the first time. Funny how strength can be revealed the most sometimes from just sharing our vulnerability.

ROPES COURSE: More rain. Everything a little scarier. “I can do this...I can do this...”be at one with the pole...” A replay of *Bagger Vance* zooms through my head and I began to relax concentrating on seeing the end of the exercise with those “soft eyes” that are so hard to get to. I remember Hugh saying in class that you can’t separate leadership from purpose and the heart. Then I see Jennifer high up on a beam between two telephone poles. The wind is blowing in gusts. Her legs are shaking really hard. She’s definitely concentrating with all her might. She looks really scared. Her team’s below on the ground cheering her onward. Someone yelled up, *“Don’t worry, we’re here to help.”* Jennifer yells back, *“I don’t need somebody to help, I need the right somebody.”* Wow—a classic.

LEADING AT THE SPEED OF TRUST: Low “trust taxes” and “high trust dividends” can slow down or speed up trying to get stuff done. Yep, I like framing trust this way. Like the trust action behavioral cards too...finally, something I can touch and see and move around on the table, not just in my mind only.

LOOKING BACK TO LEARN OUR WAY FORWARD: Randy Stark snatched pieces of soul from history and stitched them together into this provocative and inspirational presentation. Whatever shreds of ego or protective shell we had left at this time in the program we began to shed as Randy led us through history and we saw the role of adaptive leadership playing out in pivotal moments of significant change...in Rachel Carson’s leadership with *Silent Spring*, during the Civil Rights Movement with many characters. It was powerful.

LEADING IN CHAOS: Meg Wheatley talked to us about being lost and how a lot of folks at work these days feel like they’re lost. I guess it’s the way you feel when you’re trying to exercise leadership in the middle of chaos. She tells us, *“If you can’t get to destination, go for direction.”* I like that.



Greg Moore, NCLI COHORT 6 FELLOW



NCLI COHORT 6 FELLOWS AT ROPES COURSE



Dr. Hugh O'Doherty, NCLI FACULTY and Ericha Shelton-Nix COHORT 6 FELLOW



Dr. James Earl Kenamer, NCLI COHORT 6 SPEAKER



NCLI COHORT 6 FELLOWS LEARN LEADERSHIP LESSONS AT ANTIETAM BATTLEFIELD



Bill Post, Chris O'Bara, and JR Jacobson NCLI COHORT 6 FELLOWS

“Participation in the NCLI has become a “must-have” for all of my up and coming leaders. The experiences gained from this program and the networks and relationships built throughout the residency are critical to the functioning, and ultimately the success of today’s wildlife management community.”

–Dr. Jonathan Gassett, Commissioner, Kentucky Department of Fish and Wildlife Resources, NCLI Alumni

RESULTS

Both qualitative and quantitative measurement indicators show impressive results of the impact of the NCLI on participants. However, the truest measure of this remarkable program’s success will undeniably become evident only in the long term. In the meantime, the reader should note that Fellows from all cohorts are being continuously promoted, appointed to key committees and work groups, and advanced to new leadership positions both within and outside their organizations. It is also noteworthy that, almost to a person, the Fellows of Cohort 6, as has been the case with previous cohorts, testify that the NCLI was a “life changing experience” and report seeing through “new eyes” and with a renewed confidence.

A pre and post self-assessment* identified the Fellows’ perceptions of key content learned from the NCLI.

Finally, at this sixth year of the NCLI there are more requests for NCLI special sessions at conferences or other venues to expand the NCLI program to a wider audience. It is most likely reflective of the fact that there are only 36 spaces per year. Some organizations are frustrated that they are not able to send more folks through this amazing program. However, at this sixth year milestone, those states and organizations who have sent numbers of their employees through the NCLI are now reaping the benefits of having an internal cadre to function as leadership “think tanks.”

*IMPRESSIVE CHANGES:

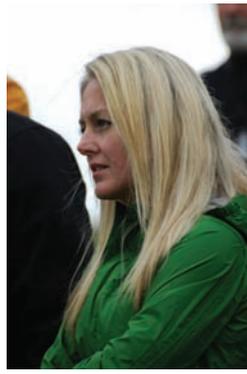
Cohort 6 Fellows’ understanding of Adaptive Leadership more than doubled.

Cohort 6 Fellows’ capacity to exercise Adaptive Leadership more than doubled.





Dale Caveny, Brian Zielinski, and Eric Rickerson COHORT 6 FELLOWS



Nikki Moore COHORT 6 FELLOW



Dave Kohler COHORT 6 FELLOW

FURTHER EVIDENCE OF NCLI SUCCESS CAN ALSO BE SEEN IN THE:

- continued 100% completion of the program by the Fellows
- number of nominations received for the sixth cohort continued to exceed the number of spaces available, particularly impressive during a time of continued economic strain and travel constraints
- volunteer participation of alumni from all cohorts to serve as guest speakers and/or peer group coaches
- impact of the graduates in recruiting; most Fellows had heard about the NCLI from someone who had graduated from the program
- increasing desire of agency directors to use NCLI graduates in decision-making, think tanks, or other value-added roles



Charles Corsi , NCLI COHORT 6 FELLOW

“I hope you are all ‘bringing hope to the workplace’ while simultaneously ‘disappointing your own people at a rate they can absorb’, and as a consequence saving the planet one piece at a time.” –Charles (Chip) Corsi, Idaho Department of Fish and Game

BUDGET, SPONSORS, AND PARTNERS

NCLI COHORT 6 | REVENUE AND EXPENSES | FISCAL YEAR 2012

REVENUE

Donations

U.S. Geological Survey	20,000
AFWA/America's Wildlife Association for Resource Education	10,000
Boone and Crockett Club	10,000
Board/Staff Donations	5,250
Camp Fire Conservation Fund, Inc.	5,000
National Fish and Wildlife Foundation	5,000
Pope and Young Club	4,000
Rocky Mountain Elk Foundation	2,000
NCLI Alumni	174
Total Donations	\$61,424

Tuition

State	108,750
Federal	11,500
Non-government organizations	17,250
U.S. Fish and Wildlife Service	7,500
Total Tuition	\$145,000

Total Revenue

\$206,424

EXPENSES

Project Staff	63,274
Instructor Fees	62,010
Lodging/Meals-First Residency, National Conservation Training Center	34,643
Lodging/Meals-Second Residency, Albright Training Center	12,704
Field Trips/Activities	6,040
Course Materials	5,972
Legal/Professional	4,921
Travel	4,524
Promo/Recruitment	3,047
Postage/Shipping	1,117
Overhead	500
Technology/Webinars	167

Total Expenses

\$198,918

NCLI COHORT 6 | COST COMPARISON, SCHOLARSHIP, AND FISCAL UPDATE | FISCAL YEAR 2012

IN-KIND CONTRIBUTIONS

Covered Expenses

NCTC Instruction Rooms and Lodging Credit	49,393
Management Assistance Team (MAT) / AFWA	13,742
National Park Service - Albright Training Center - Instructional Room	3,700

Time and Services

Staff

Management Assistance Team (MAT) / AFWA	47,188
U.S. Fish and Wildlife Service	7,013

Coaches

National Wild Turkey Federation	19,364
U.S. Fish and Wildlife Service	8,330
Maryland Department of Natural Resources	7,267
New Mexico Fish and Game	6,684
South Carolina Department of Natural Resources	5,977

Speakers

Randy Stark - Wisconsin Department of Natural Resources	3,288
Mamie Parker - MaParker and Associates	2,600
Rollie Jacobs - USFWS / NCTC	2,500

Total In-Kind Contributions

\$177,046

OPERATION COSTS

Total Expended	198,918
Total In-Kind Contributions	177,046

Total Cost to Operate NCLI

\$375,964

COST AND TUITION ANALYSIS

Operation cost associated per Fellow	10,443
Average tuition paid by Fellow	4,028
Subsidized average amount per Fellow	\$6,415

For every \$1 received from tuition in Cohort 6, \$1.59 was matched from in-kind and other fundraised sources to fund the NCLI.

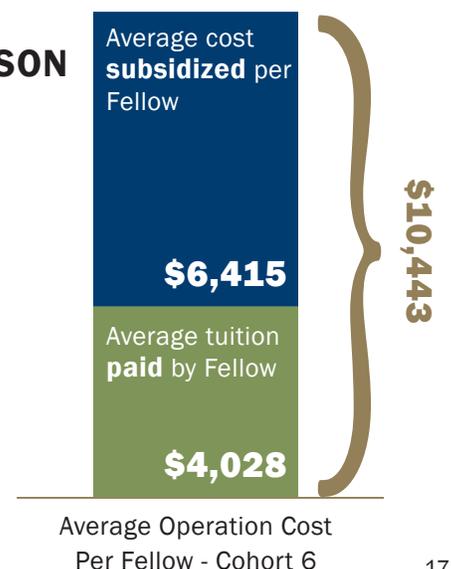
SCHOLARSHIPS

One Fellow received financial assistance for the 2011-2012 Cohort 6 NCLI Fellowship:

The Southern Company tuition scholarship covered 50% of one Fellow's tuition costs

COST COMPARISON

Costs Per Fellow



FINAL REFLECTIONS

We would characterize C6 as first of all “non-Kool Aid drinkers” and secondly as the “music” cohort. From Day 1 when they individually introduced themselves, music and singing or playing instruments was a common thread. They heard the music beneath the words spoken during their time at NCTC; when they got to “43,” they heard the music of what seemed a magical moment. And when they tramped around on the Antietam Battlefields and during part of the ropes course, they weathered the rain without complaint. Cohort 6 was also, in a word, “nice.”

In thinking of a metaphor or symbol for Cohort 6, the image of a guitar comes to mind. The Fellows stretched and tried to hear the strings resonating music beneath the words. At the campfire, Fellows played four guitars. That number was unusual. In the past, one or two guitars, tops. They sang happy birthday to the bartender and they sounded really good. Fellow Chip Corsi and Marty sang the vowel song together, attempting to “find their authentic voices.” Again, the play of music in this cohort. And, at the end of the first residency, the Fellows of Cohort 6 decided what they might give back –they would leave a signed guitar as their gift to Fellows who would follow.

One clue about the quiet power of Cohort 6 might have been revealed just a bit when, at one point just after a break, an NCTC employee, Georgia Jeppesen, came to our classroom from another part of the building. She was curious and she wanted to let Sally know we must be doing some powerful leadership training because NCTC employees were saying they could feel the positive vibe from our room and whatever we were doing to keep doing it! It was remarkable feedback in real time.

Can leadership be learned? Yes, undeniably so. And, as stated earlier, it can be learned without techniquing or oversimplification. *Can a group of 36 individuals form an enduring, high trust community within only 10 days?* Apparently, yes, they can and they did, as we later recognized together while standing on the South Rim of the Grand Canyon one fine day in May 2012.

NCLI FELLOWS COHORT 6

Carmen Bailey, UTAH DIVISION OF WILDLIFE RESOURCES	a	Scot Kofron, WYOMING GAME AND FISH DEPARTMENT	s
Pat Barber, ARIZONA GAME AND FISH DEPARTMENT	b	Dave Kohler, OHIO DEPARTMENT OF WILDLIFE	t
Jennifer Battson, MISSOURI DEPARTMENT OF CONSERVATION	c	Greg Moore, DELAWARE DIVISION OF FISH AND WILDLIFE	u
Tom Brookover, ALASKA DEPARTMENT OF FISH AND GAME	d	Nikki Moore, BUREAU OF LAND MANAGEMENT	v
Debra Burns, MISSOURI DEPARTMENT OF CONSERVATION	e	Paulette Nelson, NEW JERSEY DIVISION OF WILDLIFE	w
Dale Caveny, Jr., NORTH CAROLINA WILDLIFE RESOURCES	f	Christopher O’Bara, WEST VIRGINIA DEPARTMENT OF NATURAL RESOURCES	x
Charles Corsi, IDAHO DEPT OF FISH AND GAME	g	Brad Parsons, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	y
Robert Curry, NORTH CAROLINA WILDLIFE RESOURCES	h	Jennifer Pollard, EASTERN SHORE LAND CONSERVANCY	z
Glenn DelGiudice, MINNESOTA DEPARTMENT OF NATURAL RESOURCES	i	Bill Post, SOUTH CAROLINA DEPARTMENT OF NATURAL RESOURCES	aa
James Fox, U.S. FISH AND WILDLIFE SERVICE	j	Bruce Rich, MONTANA FISH, WILDLIFE, AND PARKS	bb
Kipp Frohlich, FLORIDA FISH AND WILDLIFE CONSERVATION COMMISSION	k	Eric Rickerson, OREGON DEPARTMENT OF FISH AND WILDLIFE	cc
Justine Gartner, MISSOURI DEPARTMENT OF CONSERVATION	l	Ericha Shelton-Nix, ALABAMA WILDLIFE & FRESHWATER FISHERIES	dd
Maria Gladziszewski, ALASKA DEPARTMENT OF FISH AND GAME	m	Kenneth Stahlnecker, NATIONAL PARK SERVICE	ee
Lauri Hanauska-Brown, MONTANA FISH, WILDLIFE, AND PARKS	n	Scott Vance, NATIONAL WILD TURKEY FEDERATION	ff
Richard Hargrave, OREGON DEPARTMENT OF FISH AND WILDLIFE	o	Susie Vance, OHIO DEPARTMENT OF WILDLIFE	gg
Scott Harp, KENTUCKY DEPARTMENT OF FISH AND WILDLIFE RESOURCES	p	Mark Weise, ARIZONA GAME AND FISH DEPARTMENT	hh
Roy Jacobson, NEW YORK STATE DEPT OF ENVIRONMENTAL CONSERVATION	q	Rollie White, U.S. FISH AND WILDLIFE SERVICE	ii
Donald Jaramillo, NEW MEXICO DEPARTMENT OF GAME AND FISH	r	Brian Zielinski, NATIONAL WILD TURKEY FEDERATION	jj



a



b



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