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Alumni and Fellows News



## Cohort 15 Nominations

### *Cohort 15 Nominations Being Accepted Through April 15th*

The National Conservation Leadership Institute (NCLI)  
will be accepting nominations for NCLI Cohort 15 (2020-2021)  
February 1, 2020 - April 15, 2020.

We encourage federal agencies, state fish and wildlife agencies, non-governmental organizations, natural resource related industry organizations, and tribal organizations to submit up to three nominations to compete for one of 36 spaces in this world class leadership development program. As always, applicants to the NCLI must be nominated by their agency director.

To learn more about the application process visit  
[www.conservationleadership.org](http://www.conservationleadership.org) or contact  
Amanda Myers at 304.876.7797 or [amyers@fishwildlife.org](mailto:amyers@fishwildlife.org).

*Important Links:*  
[Program Overview](#)  
[Timeline](#)  
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## Cohort 15 Peer Coach Applications

Application period open until February 20th!

## Peer Coaches for NCLI Cohort 15

We are seeking interested, engaged, and committed Alumni to serve as peer coaches for the 15<sup>th</sup> Cohort of the National Conservation Leadership Institute. Each year we select six alumni to serve in this immensely rewarding experience. [Here](#) is a document which outlines the process for applying to be a peer coach along with some of the criteria we believe makes someone a good fit.

This year coaches will have the benefit of a robust training with Hugh and Jill, April 23 - 25 at NCTC, to build confidence in their peer coaching role.

If you believe you would make a good candidate, please consider submitting your name for consideration by **February 20th** at the link below.

Please don't hesitate to reach out to Amanda if you have any questions. [amyers@fishwildlife.org](mailto:amyers@fishwildlife.org) or 304-876-7797

[Peer Coach Application](#)

### Cohort 14 Update

#### Cohort 14 Completes First Residency

The 36 Fellows of NCLI Cohort 14 completed their first residency at the National Conservation Training Center in October, 2019. Currently the cohort is working individually and in small groups to deepen their learning and apply Adaptive Leadership principles to their individual leadership challenges. Their journey together will continue in June of 2020, when they gather for their second residency at Whiskey Mountain Conservation Camp in Wyoming.

### NCLI Alumni Portal and Directory

#### The NCLI Alumni Portal AND Alumni Directory

The portal will allow you access to upcoming events, news items, the Alumni directory, discussion threads, and career opportunities. A robust Resource Library is next in development for the portal. A document outlining how to register for the portal, create a profile, and edit and display your profile can be accessed [here](#). The directory has just been launched so don't be disappointed to see only a few names with profiles to display. We hope that

your engagement and participation will make both the portal and the directory a useful resources for you and other NCLI Alumni.

<https://www.conservationleadership.org/login>

## NCLI Events

### North American Conference Opportunities

#### North American Conference: NCLI Fellows and Alumni Opportunities

Come join your fellow NCLI Alumni at the upcoming North American Wildlife and Natural Resources Conference in Omaha, NE. There will be many opportunities to engage in the work of the NCLI, Adaptive Leadership and relationship building.

- **Adaptive Leadership Working Group (LPD)** -Monday, March 9, 10 am - 12 noon
- **Workshop: Creating a Welcoming Culture**, (The Women in Wildlife Conservation Network, open to all), Monday, March 9, 1-5 pm
- **Leadership and Professional Development Committee:** Tuesday, March 10, 10 am-12 noon
- **NCLI Alumni Meeting:** Wednesday, March 11, 3-5 pm  
*(Requesting Volunteers to Lead and Organize the Alumni Meeting, please contact Gina at [gjackson@fishwildlife.org](mailto:gjackson@fishwildlife.org) to step up to this leadership opportunity!)*
- **NCLI Reception:** Thursday, March 12, 7:00 - 9:00 pm (location TBD)

...and the NCLI Booth will be exhibiting throughout the conference and would greatly benefit from Alumni support, staffing, and testimonials.

Hope to see you there. For more specifics or to volunteer for the NCLI Booth...only 30 minutes... please contact Gina at 301-524-0606 or [gjackson@fishwildlife.org](mailto:gjackson@fishwildlife.org)

### NCLI Board Meeting

#### NCLI Board Meeting Convened January 22, 2020

The NCLI Board met on January 22, 2020 in person and via conference call at Shepherdstown, WV. Nine board members were in attendance including the newest Board Member Judy Camuso, Commissioner for the Maine Department of Inland Fisheries and Wildlife... and also an NCLI Alum! Discussion items included a report on Cohort 14's first residency, a review of

revised application scoring criteria, approval of the Cohort 15 Budget, and discussions around board recruitment, regional NCLI type leadership programs, and Alumni continuing education.

## NCLI in Action

### NCLI Alumni Give Back



### NCLI Alum Meet with VA TECH Students

Three NCLI alumni, Dave Miko, Steve Hilburger, and Stephanie Westby met with 12 students from VA Tech's Natural Resource's Leadership Institute. Each year the current VT cohort of students embark on a week-long trip to meet with leadership entities in Conservation. Students in this program have been meeting with NCLI Alumni since the VT Leadership Institute began 10 years ago.

## The Leadership Lens

### NEW - The Leadership Lens

We are excited to announce "The Leadership Lens", a new addition to the From the Balcony E-newsletter. It is a place that will showcase blogs, articles, and inspiration from NCLI Alumni. Please reach out to Gina Jackson, [gjackson@fishwildlife.org](mailto:gjackson@fishwildlife.org) if you would like to contribute.

We have two articles to share this issue. In addition we have placed them in a new section on the Alumni Portal which can be found here, [https://www.conservationleadership.org/alumni\\_portal](https://www.conservationleadership.org/alumni_portal) Enjoy!



# 1

## You Get What You Give

Scott Vance

*As I boarded the plane for a ridiculously early flight, I could tell things were a little hectic. Something had gone wrong with the coffee maker, the flight documentation was incorrect and a rather unpleasant man was trying to fit a bag that was far too large in the overhead compartment. The flight attendants were scrambling and they were rattled.*

*Shortly after the flight took off one of the attendants came up to his teammate and whispered "Girl you rock. You are so awesome for stepping up and bailing us out!". She just smiled and kept taking drink orders, but the smile on her face didn't go away the entire flight.*

*As I reflected on the teamwork and interaction I'd just witnessed it dawned on me. She didn't have to step up. She could have just done her job and left her teammates to scramble, but she wanted to step up. It probably wasn't the first time her team leader had made her feel good about stepping up and I'm sure he'd done the same for her.*

*So what does this have to do with leadership? Well, I think it has everything to do with it. A lot of times it seems like we may overthink the act of leading when something as simple as a "way to go" or an unexpected thank you note might be just as powerful as a full-blown workshop on "time management".*

*In order to be trusted, you must first display trust. If you want to be respected, you first have to clearly show respect. If you want someone to love you, then you guessed it, you've got to openly demonstrate your love for them.*

*So how can we apply this to leadership? Are you a great listener? If not, I'm going to bet people probably don't listen to you very intently either. Do you freely and frequently give affirmation to your staff and peers? Would you like to get more words of affirmation?*

*The next time you are unhappy or unsatisfied with how your staff or peers are responding to a new initiative, a heavy workload or even a new policy you've enacted, think about what behavior you are modeling. What are you giving? I suspect you'll get back exactly what you've given them.*

# 2



*The building of a community around purpose in the workplace is a difficult and rare feat. Sadly, our society still values individuality and authority over community. When a community does form, though, it touches deep into your soul. You are able to be more authentic and be transformed. When individuals are working at their best for the common good, everyone benefits. I have been lucky to experience this sense of community a couple of times in my life.*

*When I worked for the archery industry, I was on several teams that built a great working community, allowing different views and encouraging some risk. While studying Individual Psychology, I spent time with another amazing team, pushing each other to become better as people and as Adlerian practitioners. Just recently, though, I watched a community being built right in front of my eyes, through an elite program called the National Conservation Leadership Institute(NCLI), where I served as a peer coach this year. I revel in the feeling of community nearly a month later. The program is difficult to describe in full. I hope this breakdown will give you some clues as to how you can build community too.*

### ***What is this feeling?***

*As I reflect on this recent NCLI experience, I realized what I was feeling is what Alfred Adler called Gemeinschaftsgefühl, which when translated means Community Feeling (also referred to as social interest). For those of you unfamiliar with Alfred Adler, he is considered the father of Individual Psychology and his concepts are used in the Positive Psychology movement.*

*Social interest, as opposed to self-interest, is what Adler considered the sign of a normally adapting human. He said, "It is the individual who is not interested in his*

*fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring." We fail a lot because we are more focused on self than we are the greater community of beings.*

*As we prepared to enter back into the old "system", after two weeks, I realized the NCLI is designed to create Gemeinschaftsgefühl and teach us how to create it in our workplaces. So, how does the program build this feeling of community?*

### ***Creating the Holding Environment***

*In adaptive leadership, the holding environment is a place where eustress; the good stress that pushes us to do better, doesn't turn to distress; where people are less able to function. In the program, this is called the Zone of Productive Disequilibrium. The creation of this zone begins well before opening day of residency. Faculty Jill Hufnagel and Hugh O'Doherty, both senior associates at Cambridge Leadership Associates, practice what they preach at every moment - they are fiercely compassionate about leadership. I experienced this on the first day of the coach's training when I was challenged around issues of validation. Thankfully, I was given the opportunity to overcome the issue throughout the residency.*

*All of the coaches were pushed and actively encouraged to challenge Hufnagel and O'Dougherty so they could grow too. We were actually assigned sections on the agenda where it was our job to challenge - to demonstrate taking risks to the fellows and make it safe to do so. We didn't actually need the assignments as we all found our ways to intervene. Sometimes our input was helpful and other times it was not. During early morning and afternoon check-ins, we provided feedback to each other and discussed the effectiveness of our interventions. We did so with the intent to help each other stretch our capacity for leadership. With our own "container", or our coach/faculty "Gemeinschaftsgefühl" in place, it was easier to create the holding environment for fellows.*

### ***Opening and Closing***

*How you open a meeting is usually how it goes. Our introductions helped set the stage for the experience because they included answers to the questions; what do you want people to know about you AND what don't you want people to know. Answers to these questions provided clues to each person but more importantly showed themes around inferiority and vulnerability. We had the opportunity to demonstrate our common humanity at the outset. I said I was worried that topics around the human-nature connection that I am passionate about might be seen as "fluffy" and I'd be rejected as a result. Thankfully, several people asked me about my work later, not seeing it as "fluffy" at all.*

*At the end of the residency, we celebrated the community through a final dinner, slide show, and individual speeches. We heard words of kindness, gratitude, passion, and commitment to the community that had just been created. Mixed in was a little ribbing; my favorite, a new term PTHD or Post-Traumatic Hugh Disorder. For those who've experienced Hugh, who's been with the program for all fourteen years of its existence, PTHD is simply a term to express his influence in personal and group transformation. Hugh is a master of Gemeinschaftsgefühl.*

### ***Growth opportunities***

*Throughout the twelve days of residency, fellows were given plenty of opportunities to stretch. The agenda was flexible enough so when group issues*



arose, they could be discussed without losing the lessons. And, a session on the final day provided space to review several interventions which had taken place. One was an attempted intervention by me around leadership versus authority. Unpacking the gap between intent and impact is a great aid in learning.

The cohort was split into six peer groups so that learning and challenge could continue in a smaller, more intimate environment. My group decided early that our purpose was to be challenging, trusting and supporting. We checked-in occasionally to assess how we were doing. I am grateful they identified growth work I needed to do and I got to see how group members showed up differently in the larger setting.

Finally, the agenda included time for reflection through journaling, a session on storytelling that wrapped up in actual stories around the campfire and plenty of evening networking and relaxing. I felt the community coming together during these times and it reminded me of my own residency more than ten years prior.

### ***Gemeinschaftsgefühl for the future***

Over the next nine months, our small group will continue sessions via phone and video. Then, we'll all meet together again in June for the final residency, where our stretching will continue. At that time the entire group will become Alumni of this amazing program and join over 450 other graduating members. I've attended several alumni events over the years. Because the experience unites us, there is always an aura of community, even with people from other cohorts whom I've never met. This Community Feeling is a precious gift and I intend to continue spreading it in any way I can.

"This sense of belonging that cannot be denied anyone, against which there are no arguments, can only be won by being involved, by cooperating, and experiencing, and by being useful to others. Out of this emerges a lasting, genuine feeling of worthiness. " Alfred Adler

<https://www.anavahconsulting.com/building-community-in-the-workplace/>

## NCLI Board

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## NCLI Staff

Bettina Fiery, Program Manager for Leadership Development  
Gina Jackson, Program Manager for Communications and Learning Development  
Amanda Myers, Program Manager for Training and Information Services

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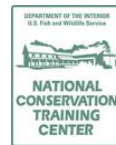
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