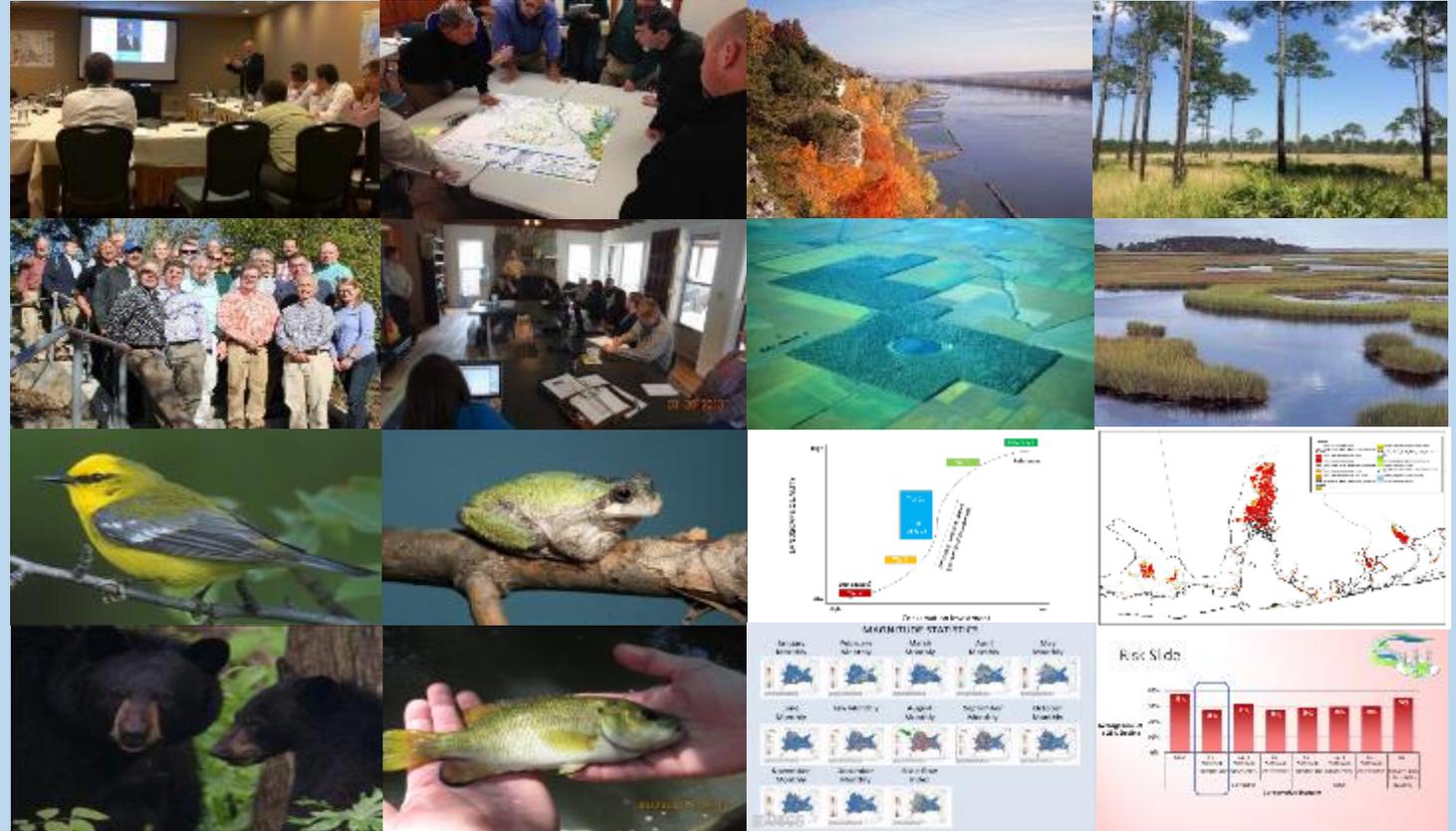


# The Rise & Fall of a Landscape Conservation Cooperative – lesson for large-scale collaborative efforts

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June 2018



# This presentation reviews my experience with LCCs and potential lessons for the next phase of landscape partnerships

- Outline

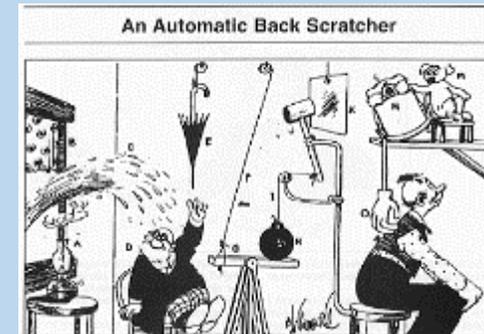
- The LCC Backstory



- Managing By Network: Lessons for Large Landscape Conservation in a post-LCC world



- Keeping Perspective Moving Forward



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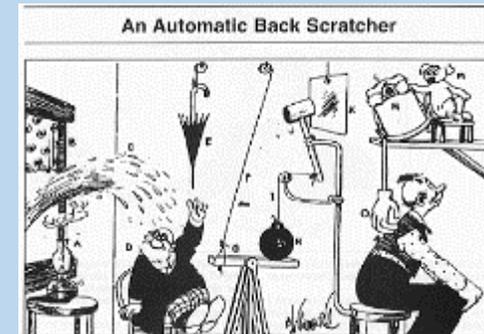
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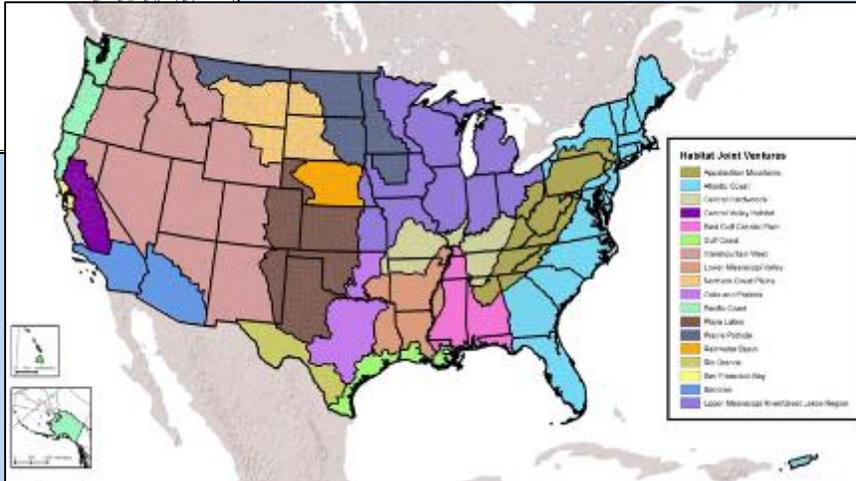
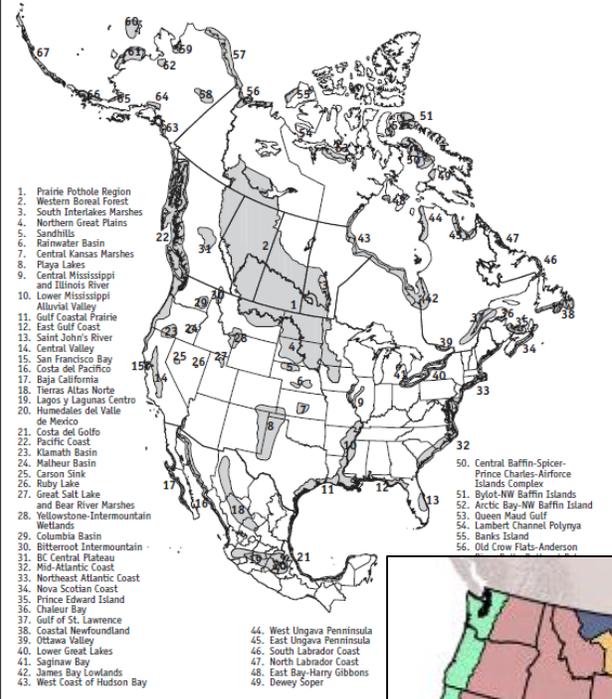
- Keeping Perspective Moving Forward



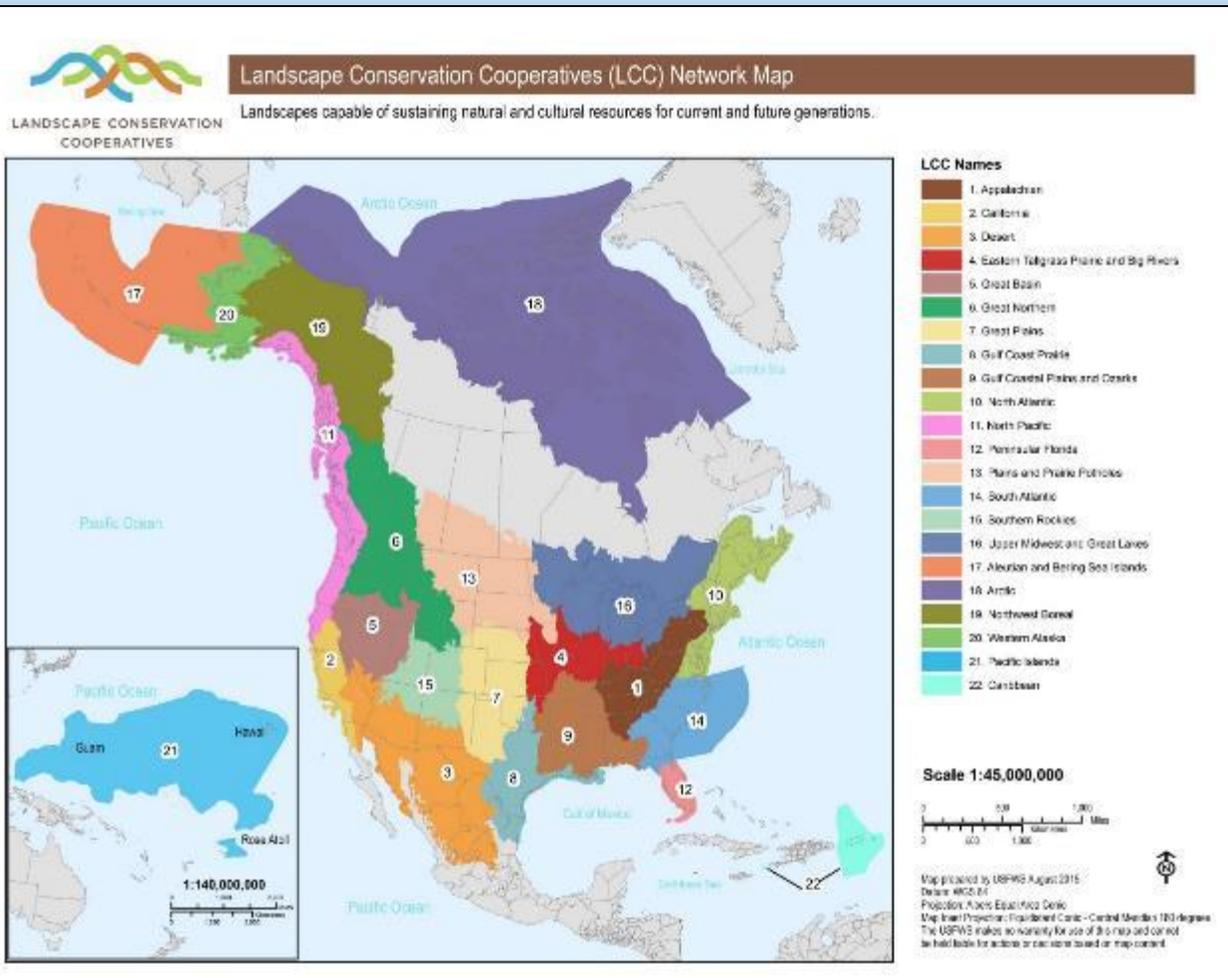
# The Genesis of Landscape Conservation Cooperatives (LCCs)

- Sam brought a Great Idea to DC – “Expand the successful Joint Venture model to conserve all critters”
- JV model was adopted from Business in the 1980’s
  - Voluntary, non-regulatory partnerships focused initially on waterfowl
  - Being in a JV meant extra points on NAWCA grants
- JVs refused the money
  - Growing pains of moving to “All-bird Conservation”
  - Dilution of the Vision/Mission

Figure 1. Areas of continental significance to North American ducks, geese, and swans.

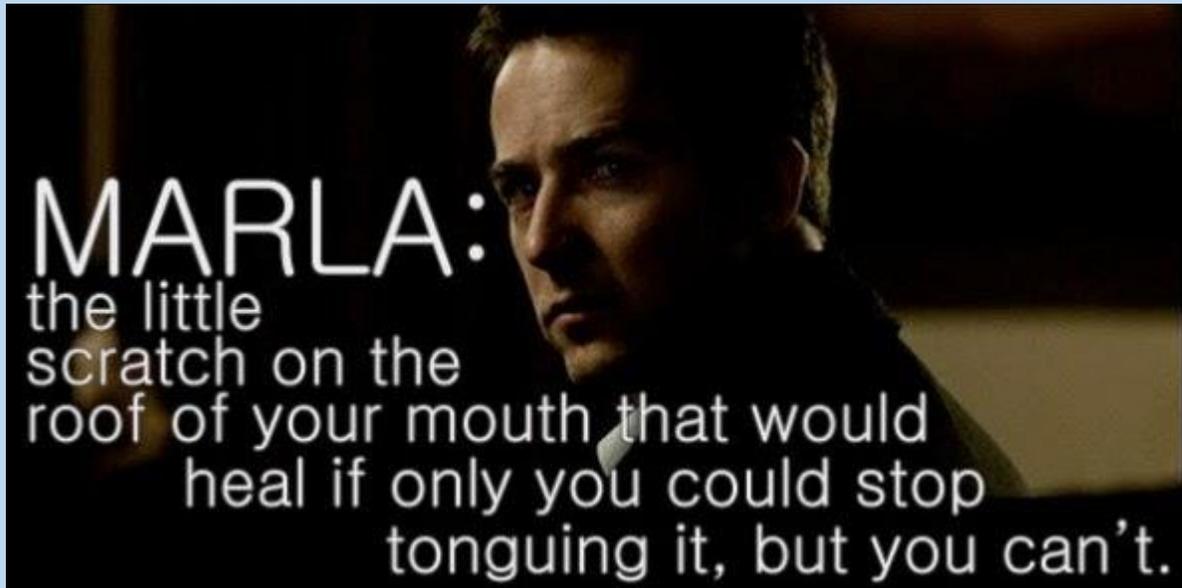


# The Genesis of Landscape Conservation Cooperatives (LCCs)



- Secretary Salazar elevated from FWS to DOI (Secretarial Order 3289)
- FWS creates new Science Applications program to support LCCs
- Complete coverage via “Top-Down” mapping process
- “DOI is doing this & providing funds...Come join us”
  - Funds for coordination & science
  - Important difference from JVs

# The Backlash Against LCCs



- Festering wounds of the roll out
  - Phased roll-out leads to resource inequities
  - Equal partners approach fails to recognize authorities & responsibilities of States & Tribes
- NAS Review of LCCs
  - Supports LCC function but IDs problems
- Change in Administration changes balance of power
  - Presidential budget eliminates funds

# The FWS “Pivot”



- The FWS has unmet internal science & coordination needs
  - Criticism that LCCs worked on the needs of partners not on things relevant to ES, NWRS, Fisheries, etc.
- Engage States on a “Peer-to-Peer” basis
  - Criticism that FWS over-stepped its authorities
- “Oh yeah, And Tribes”
- FWS will not support LCCs but will remain at the table ***IF*** LCCs continue

# The AFWA White Paper

## Landscape Conservation Collaboration

*A White Paper*

March 2018

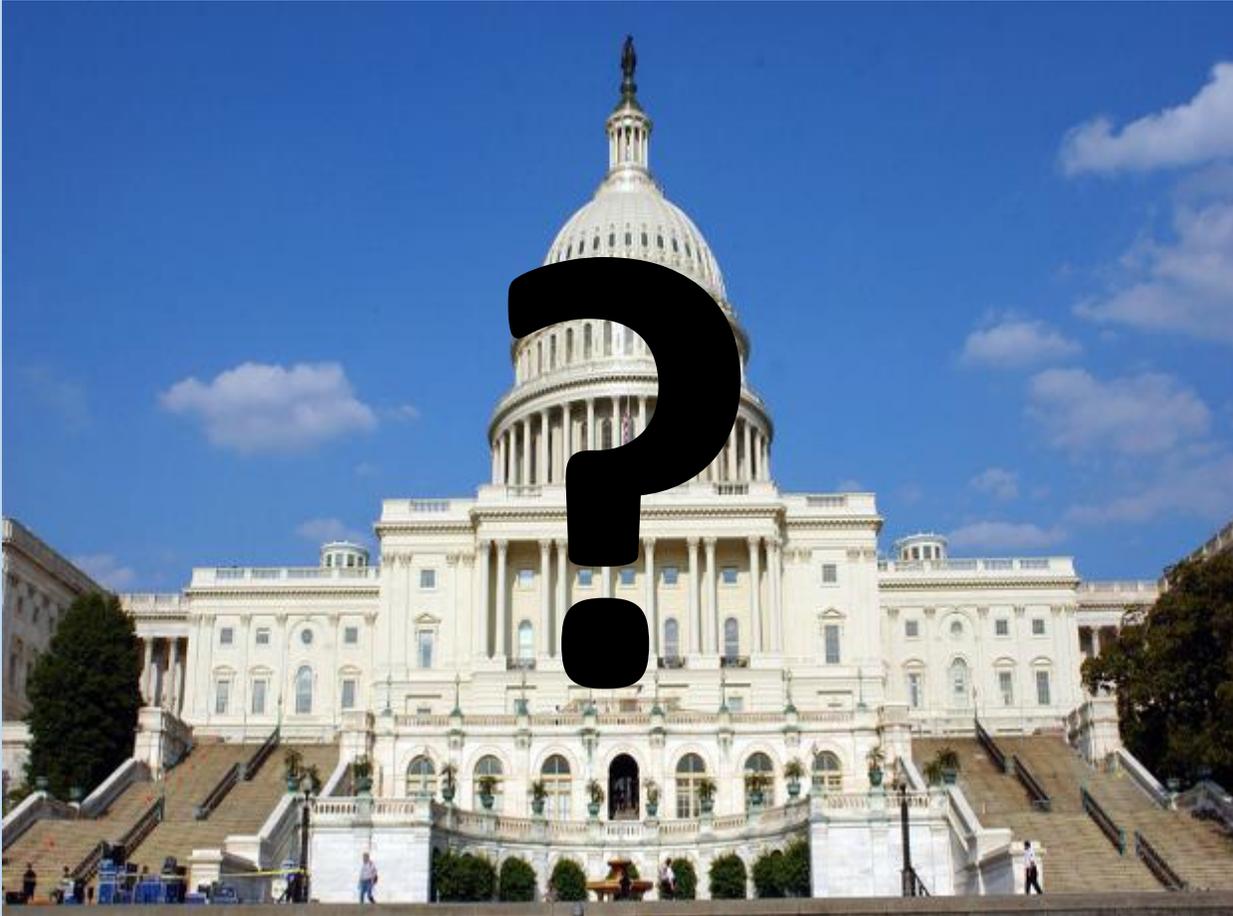


ASSOCIATION *of*  
FISH & WILDLIFE  
AGENCIES

Working Group Members: Jim Douglas, Nebraska Game and Parks Commission (Chair); Dave Smith, Intermountain West Joint Venture; Tony Wasley, Nevada Department of Wildlife, Ed Schriever, Idaho Department of Fish and Game; Sara Parker Pauley, Missouri Department of Conservation; Kelley Meyers, US Fish and Wildlife Service; Kenny Dinan, US Fish and Wildlife Service; Ed Carter, Tennessee Wildlife Resources Agency; Greg Wathen, Tennessee Wildlife Resources Agency; Thomas Eason, Florida Fish and Wildlife Conservation Commission; Ken Elowe, US Fish and Wildlife Service; David Whitehurst, Virginia Department of Game and Inland Fisheries; Elsa Haubold, US Fish and Wildlife Service; Keith Sexson, Kansas Department of Wildlife Parks and Tourism; Bill Moritz, Wildlife Management Institute; Mike Carter, Playa Lakes Joint Venture; Mark Humpert, Association of Fish and Wildlife Agencies (staff)

- Consensus that large landscape conservation approaches still needed
- AFWA puts together a team to generate report in <3 months
  - Intended to start conversation
  - Regional reviews of partnership success factors
- Recommendations
  - Seize short-term win opportunities
  - Extend charge of team
  - Develop Best Practices ala NEAFWA
  - Reach out to broader audiences (e.g. NGOs)

# Congress is the X-Factor



- Congress always ignores the President's budget
  - Congress signals intent to provide funding
  - Creates an inconsistent message between HQ & Regions/Field
- Congress eventually provides funding with proviso
  - "The Committee recognizes the disparate levels of partner support across the States and expects the Service to focus funding where partnerships are strong"

# This presentation reviews my experience with LCCs and potential lessons for the next phase of landscape partnerships

- Outline

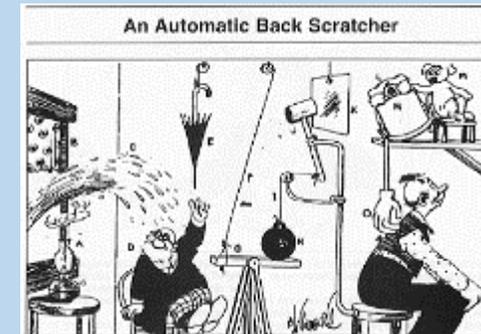
- The LCC Backstory



- **Managing By Network: Lessons for Large Landscape Conservation in a post-LCC world**



- Keeping Perspective Moving Forward



# Lessons

Themes	Lessons	Learned?
Cultural Awareness	<ul style="list-style-type: none"><li>• Organizations in a partnership can be multi-cultural</li><li>• You have to give to get</li><li>• Partnerships, like landscapes, are multi-scale</li></ul>	
Common Framing	<ul style="list-style-type: none"><li>• Wicked problems can lead to vague visions that any action can fit under</li><li>• Funding sources need to match scale of problem &amp; perceived needs of partners</li></ul>	
Coordinated Action	<ul style="list-style-type: none"><li>• Requires dedicated capacity</li><li>• Requires time, but perhaps not as much as you think</li><li>• Requires a “strategically organic” approach</li></ul>	
Stakeholders	<ul style="list-style-type: none"><li>• Power &amp; Interest drive who needs to be “at the table”</li><li>• Enlist Social scientists &amp; Communications expertise early</li></ul>	
Conflict Resolution	<ul style="list-style-type: none"><li>• Focus on interests &amp; invent options for mutual gain</li><li>• Another iteration is another opportunity</li></ul>	

# Partnership Success Factors

## Individual Gap Assessment



Partnership Practice	Consistent Use	Ad Hoc Use	Need to Apply
Make the Partnerships a Win-Win		X	
Understand Each Partner's Mission and Organizational Culture		X	
Utilize Strengths of Each Partner		X	
Network and Build Relationships		X	
Put Mechanisms in Place to Re-enforce the Partnership		X	
Find Ways Through the Red Tape		X	
Ensure the Partnership is Owned by Your Whole Organization			X

### THEMES

- Culture

### LESSONS

- Each partner is multi-layered and may have multiple “cultures” (e.g. FWS)
- In-reach is difficult
- Power devolution over time (Jerry Holden)

# Partnership Success Factors

## Individual Gap Assessment



Partnership Practice	Consistent Use	Ad Hoc Use	Need to Apply
Focus on Important Needs	?		
Adopt a Shared Vision	?		
Respect the Right to Disagree; Act on a Consensus Basis	X		
Negotiate a Formal Agreement		X	
Build Step by Step		X	
Diversify Your Funding Sources			?
Celebrate Success		X	

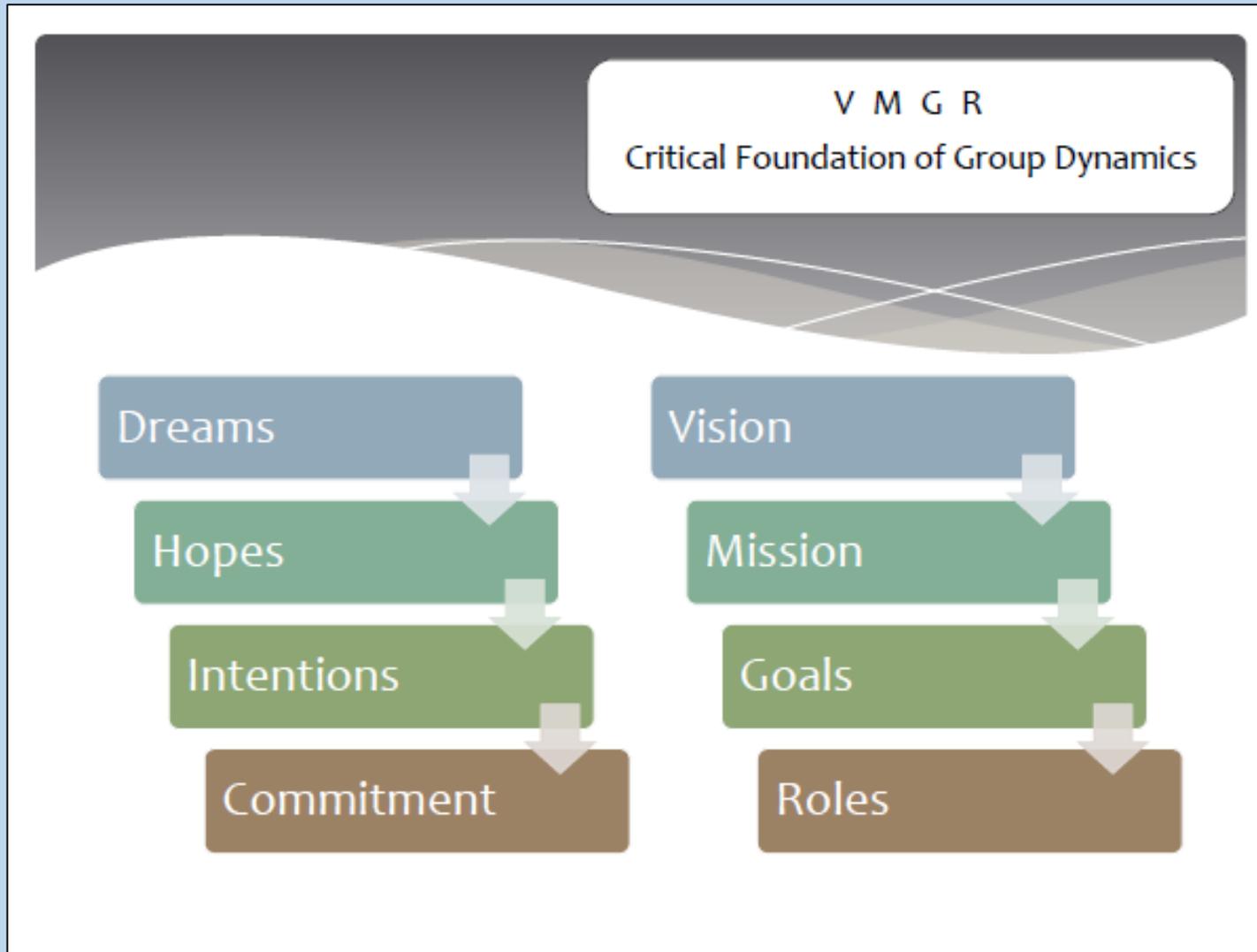
### THEMES

- Culture
- Common problem framing

### LESSONS

- LCCs tackled a vast, wicked problem – leads to vague vision & goals
- LCCs funded science, which didn't necessarily meet partner needs or fit partner cultures (decision problems & time frames)
- LCCs were funded by DOI (Sugar Daddy)

# Collaborative Leadership Strategies



## THEMES

- Culture
- Common problem framing

## LESSONS

- Larger landscapes = larger partnerships & greater difficulty finding common ground
  - Connecting Ozarks to the Gulf
- Management-oriented partners tire quickly of “endless planning”
  - The balance of Planning vs. Action is an art & art is frowned upon in scientific circles
  - GCPO never got to Roles
- Many LCC partners were in multiple LCCs, JVs, FHPs, etc.
  - Burnout was rampant
- In-reach vital to shared identity

# Partnership Cultural Awareness

## Assessment and Evaluation



### Partnership Assessment

Are we working well together?  
How is our relationship and communication?



### Program Evaluation

What are our inputs, activities and outcomes?  
How will we define success?



### Monitoring

Are we taking action and making progress?  
Are things turning out as expected?



### Reporting

What did we do compared to our plan? What worked and what didn't?

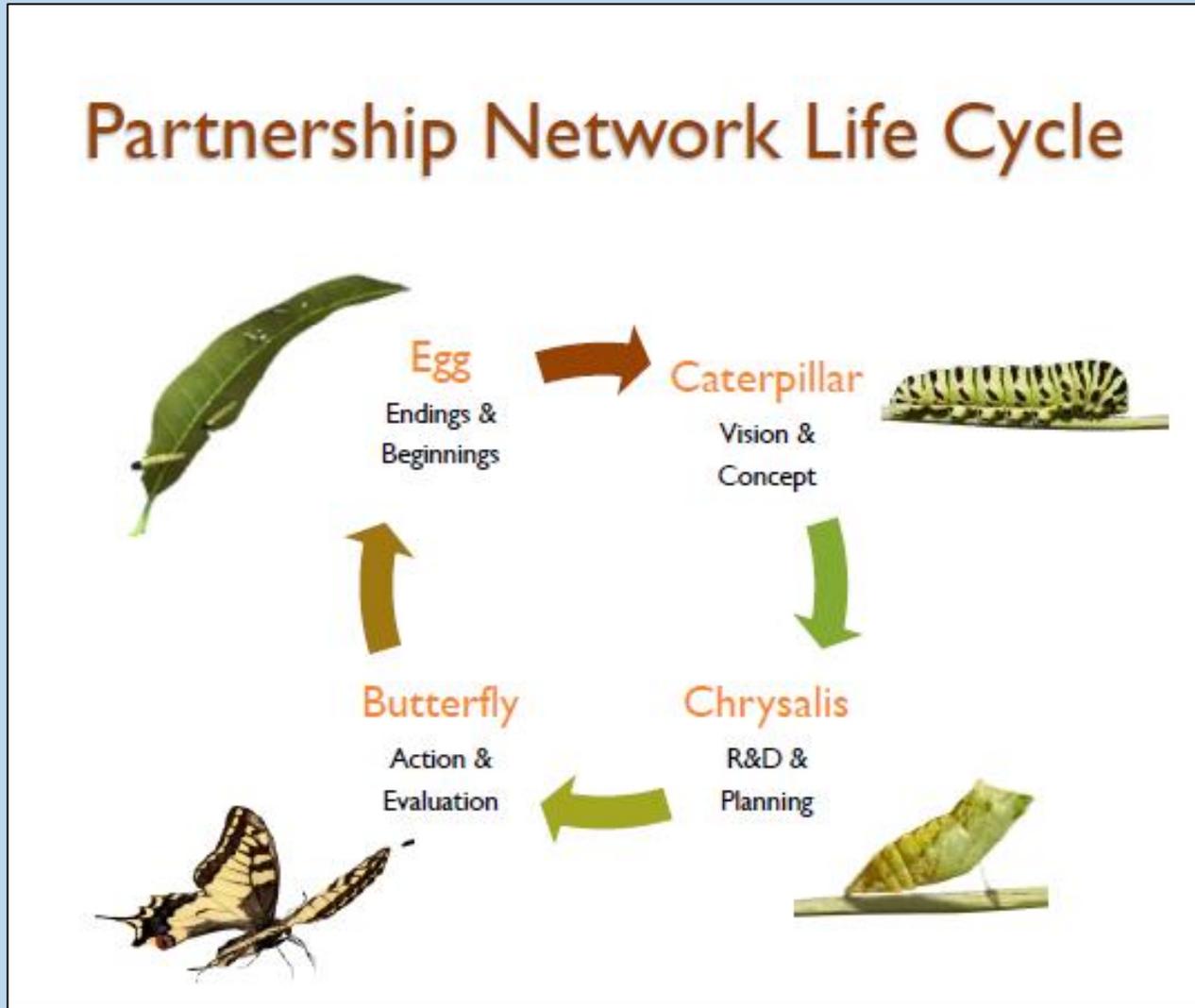
## THEMES

- Culture
- Common problem framing
- Coordinated Action

## LESSONS

- Self-assessment is often perceived as more “endless planning”
  - Actions can’t “speak for themselves”
- Partnership Evaluation & Monitoring is difficult for large landscape-oriented partnerships
  - Tension between decision time frames & development of robust science support
  - Multi-scale nature of landscapes & partnerships are hard to track without dedicated capacity that few want to fund

# Succession Planning/Partnership Life-Cycle



## THEMES

- Culture
- Common problem framing
- Coordinated Action

## LESSONS

- Large partnerships & like large organizations can be slow to get moving
  - GCPO SC Chair said, “Just when we were getting some products we could use....”
- Getting through the cycle requires dedicated capacity
  - Someone has to herd the cats
- Resist the urge to get perfection in each phase before moving on to the next
  - Lean Start-up & Agile philosophies get you through the cycle as quickly as possible to better understand the problem & the solutions

# Succession Planning/Partnership Life-Cycle

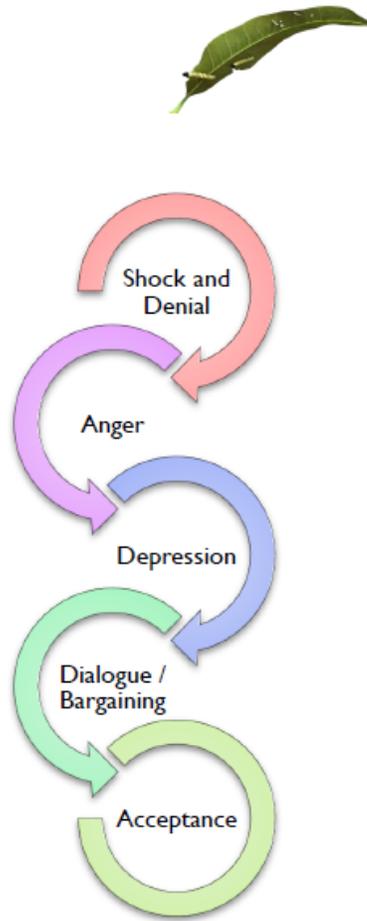
## The Egg

### Good Endings

- Plan for good endings.
- Document group process and outcomes.
- Reflect and share lessons learned.
- Understand when it's time to let go.

### Transformation & New Beginnings

- Prepare for changes and transitions.
- Reach out to expand the network.
- Plan onboarding of new partners.
- Review or re-engage in the life-cycle.



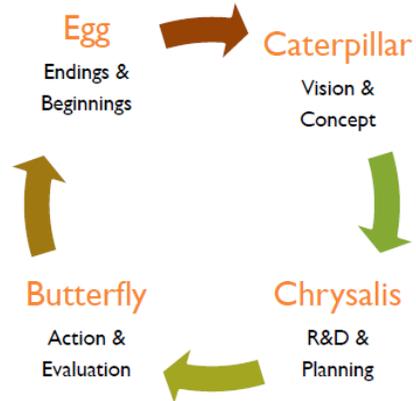
The Change/Grief Cycle

### MORE LESSONS

- LCCs were initiated as a wall-to-wall network, not organically grown like JVs
- LCCs didn't plan for transition until it was imminent (or even past)
  - Active resistance & adaptation strategies sprouted across the Network of LCCs
  - Indecision & mixed messages confused & alienated some partners damaging the credibility of FWS/DOI further
- Now that most LCCs are fading away, some new landscape collaborative structures are forming – the life cycle begins again
  - Still working through the Grief Cycle

# Succession Planning/Partnership Life-Cycle

## Working through the cycle

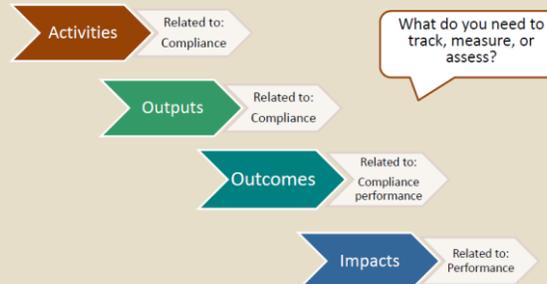


### “Go slow to go far”

If you miss a step, you may get tangled and trip.

During change or transition, you may need to return to a previous step.

## Evaluation and Planning: Logic Mapping



## MORE LESSONS

- “Go slow to go far” can lose you some partners
  - Momentum is contagious
- “Jumping the gun” is just as dangerous
  - Current rush to show relevance of FWS Science Applications program risks losing the value
- Can we be “strategically organic”
  - Art of timing / nimble action
- Need careful attention to the Logic Model of the next stage of landscape conservation
  - Can’t be the Underpants Gnomes



1. HARVEST HELIUM-3
2. ????????
3. ENERGY!

**PHASE 1   PHASE 2   PHASE 3**

Give the government a whole titload of money



Save the earth!!!



PHASE 1   PHASE 2   PHASE 3

---

Collect underpants   ?   Profit

PHASE 1   PHASE 2   PHASE 3

---

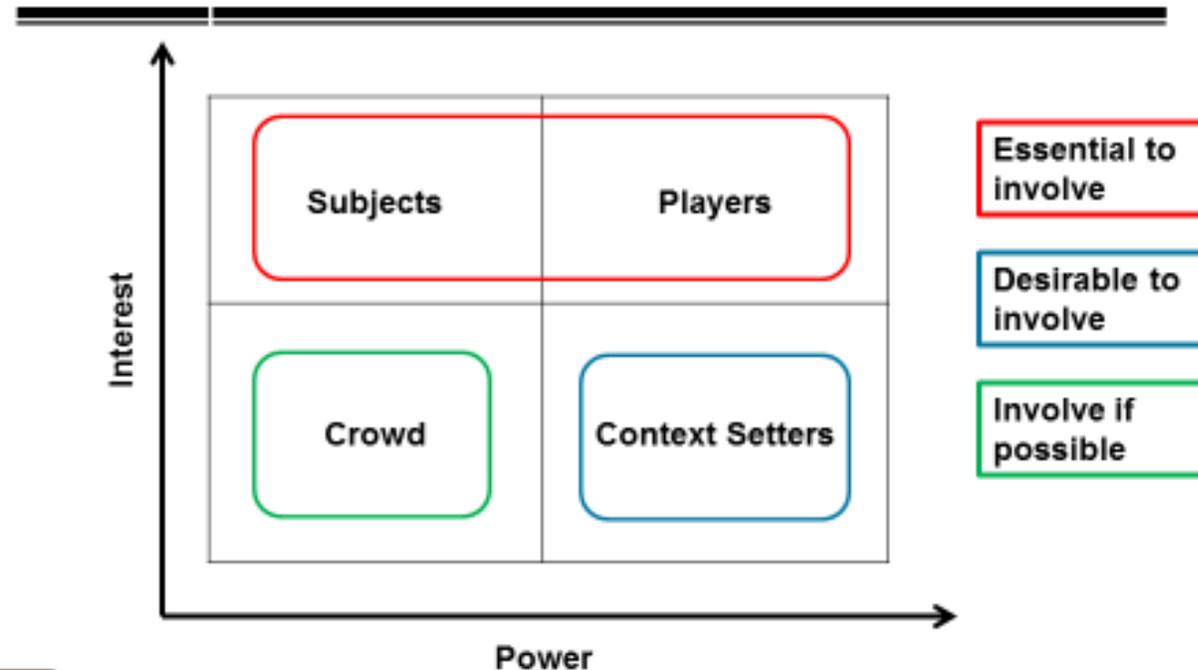
Buy Tech   ?   Learning

- Step 1: Create iPhone App
- Step 2: ???
- Step 3: PROFIT!!



# Stakeholder Analysis

## Example: General HD Model



Eden & Ackermann 1998; Bryson 2004

21

### THEMES

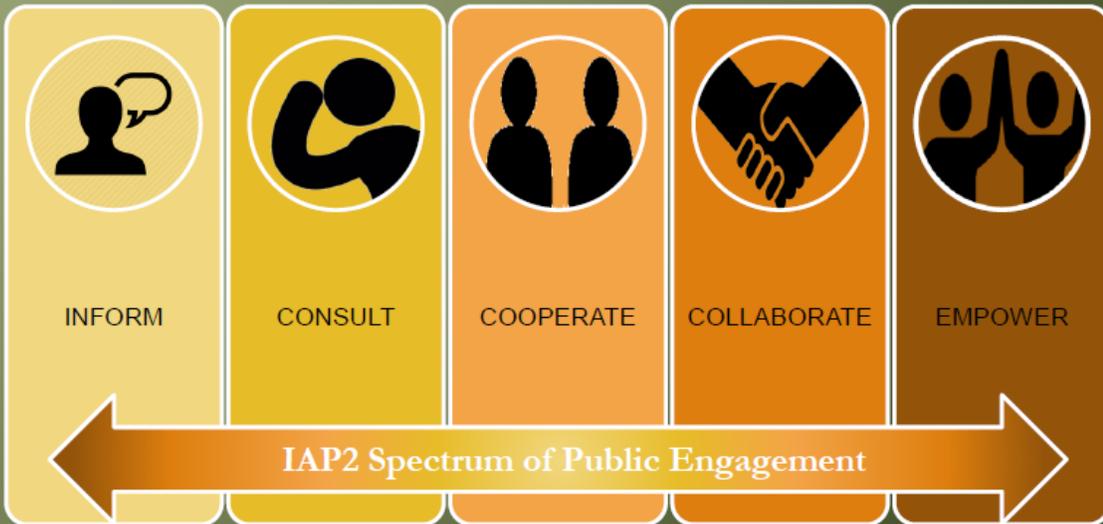
- Culture
- Common problem framing
- Coordinated Action
- Stakeholders

### LESSONS

- Transition focused on internal FWS & States (Tribes)
  - Peer-to-Peer better recognizes authorities/responsibilities
- Landscape-scale impacts cannot be achieved by a solely State-Fed partnership (at least not in the East).
  - Need NGOs, especially those that can “derail” processes.
  - NGOs are a focus of AFWA

# Stakeholder Analysis

What level of engagement are you seeking?



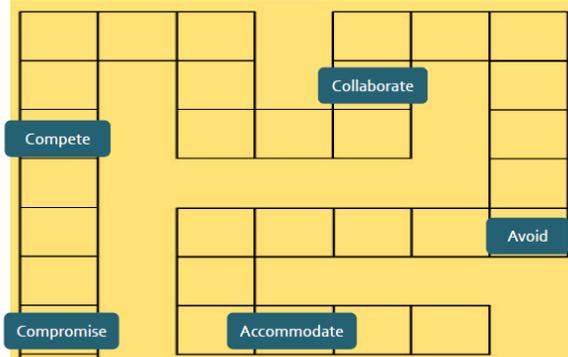
## MORE LESSONS

- Communications folks & social scientists understand how to do this work, biologists typically don't
  - We've lost a lot of this capacity in the last year
- Communications folks & social scientists need to be engaged as early as possible in the genesis of partnerships

# Principled Negotiation

## 5 Choices

You have a choice of strategies in every situation – choose the one that best meets the needs of all.



## Principled

Participants are problem-solvers.

The goal is a wise outcome reached efficiently and amicably.

Separate the people from the problem.

Be soft on the people, hard on the problem.

Proceed independent of trust.

Focus on interests, not positions.

Explore interests.

Avoid having a bottom-line.

Invent options for mutual gain.

Develop multiple options to choose from; decide later.

Insist on using objective criteria.

Try to reach a result based on standards independent of will.

Reason and be open to reason; yield to principle, not pressure.

## THEMES

- Culture
- Common problem framing
- Coordinated Action
- Stakeholders

## LESSONS

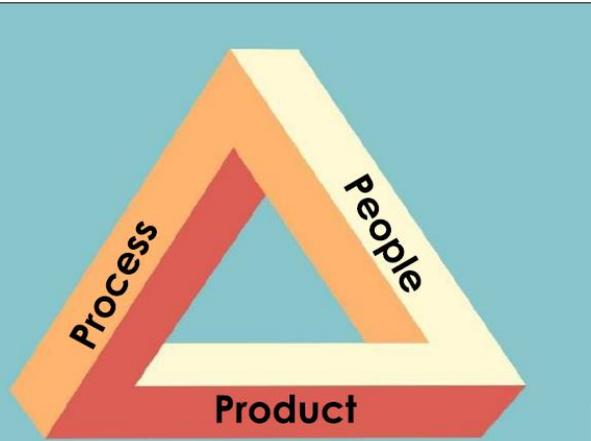
- Transition is best approached from a principled philosophy
  - Create more value by maintaining the unique capacities of FWS Science Apps
- Communications expertise vital to moving forward
  - Power Brokers are mostly hostile
  - Some Champions feel abandoned
- Many fateful conversations are happening above my pay grade, but I can positively impact many partner levels

## Four Audiences

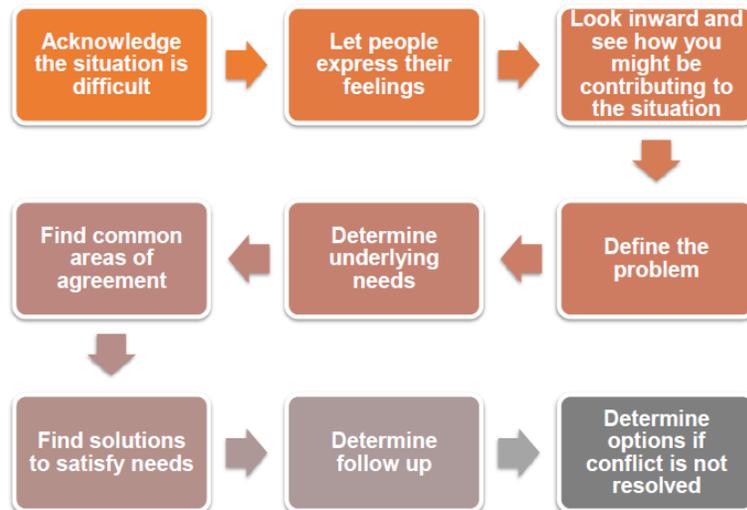


# Conflict Management

## Triangle of Satisfaction



## Conflict Resolution Process



Source: Adapted from UC Berkeley

## MORE LESSONS

- Again, much of the conflict is “above me” or out of my sphere of influence, but my/our passion & my/our skills influence the resolution of that conflict
- Relevance must be generated for FWS Science Apps to “survive”, but Accommodation isn’t the best strategy overall
- Center on principles & understand that conflict is natural & normal human interaction
  - LCCs weren’t perfect & he’s a fine opportunity to for another iteration

# Lessons Learned? It's a mixed bag

Themes	Lessons	Learned?
Cultural Awareness	<ul style="list-style-type: none"> <li>• Organizations in a partnership can be multi-cultural</li> <li>• You have to give to get</li> <li>• Partnerships, like landscapes, are multi-scale</li> </ul>	<ul style="list-style-type: none"> <li>• Understood, but time will tell</li> <li>• Greater focus on FWS &amp; State needs</li> <li>• Understood, but time will tell</li> </ul>
Common Framing	<ul style="list-style-type: none"> <li>• Wicked problems can lead to vague visions that any action can fit under</li> <li>• Funding sources need to match scale of problem &amp; perceived needs of partners</li> </ul>	<ul style="list-style-type: none"> <li>• Too early to tell</li> <li>• Sugar Daddy &gt;&gt; Pass the Hat, but SA Funds still focused on Science</li> </ul>
Coordinated Action	<ul style="list-style-type: none"> <li>• Requires dedicated capacity</li> <li>• Requires time, but perhaps not as much as you think</li> <li>• Requires a “strategically organic” approach</li> </ul>	<ul style="list-style-type: none"> <li>• Understood by some, but time will tell</li> <li>• More focus on science translation</li> <li>• Congress &amp; AFWA may provide</li> </ul>
Stakeholders	<ul style="list-style-type: none"> <li>• Power &amp; Interest drive who needs to be “at the table”</li> <li>• Enlist Social scientists &amp; Communications expertise early</li> </ul>	<ul style="list-style-type: none"> <li>• AFWA may correct FWS withdrawal</li> <li>• Understood, but time will tell</li> </ul>
Conflict Resolution	<ul style="list-style-type: none"> <li>• Focus on interests &amp; invent options for mutual gain</li> <li>• Another iteration is another opportunity</li> </ul>	<ul style="list-style-type: none"> <li>• Limited to FWS &amp; States (Tribes)</li> <li>• As soon as we all get through the Grief Cycle</li> </ul>

# This presentation reviews my experience with LCCs and potential lessons for the next phase of landscape partnerships

- **Outline**

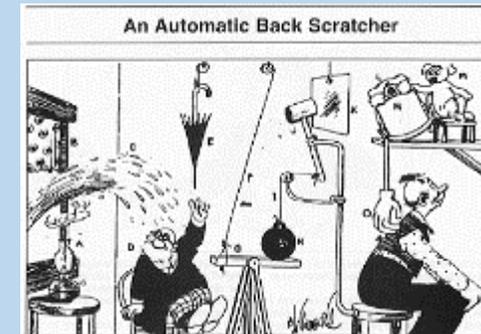
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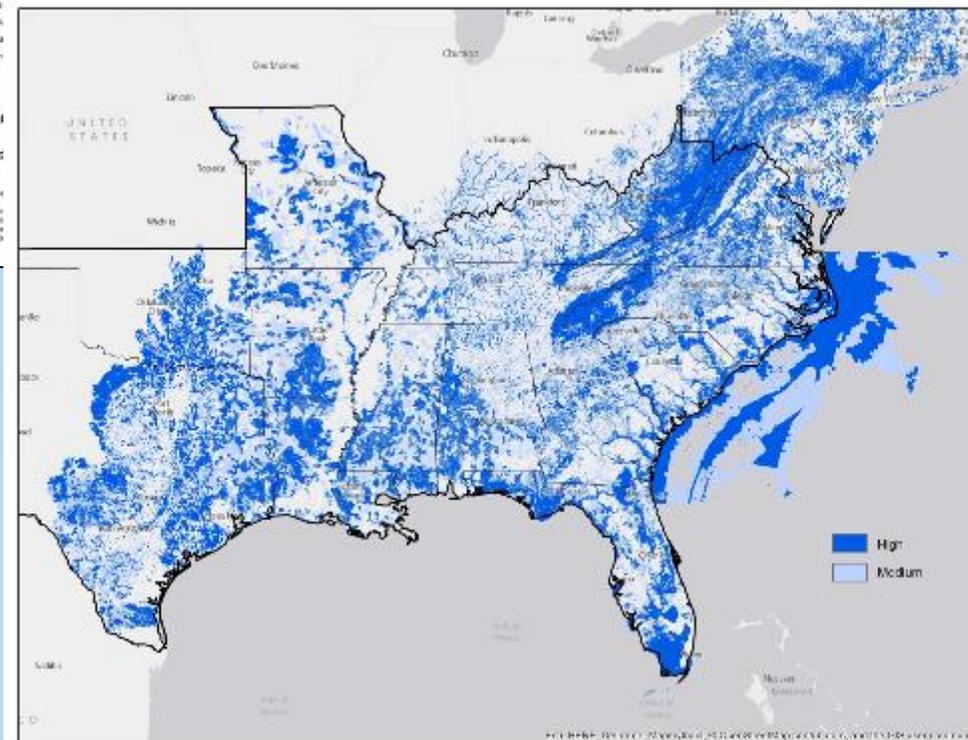
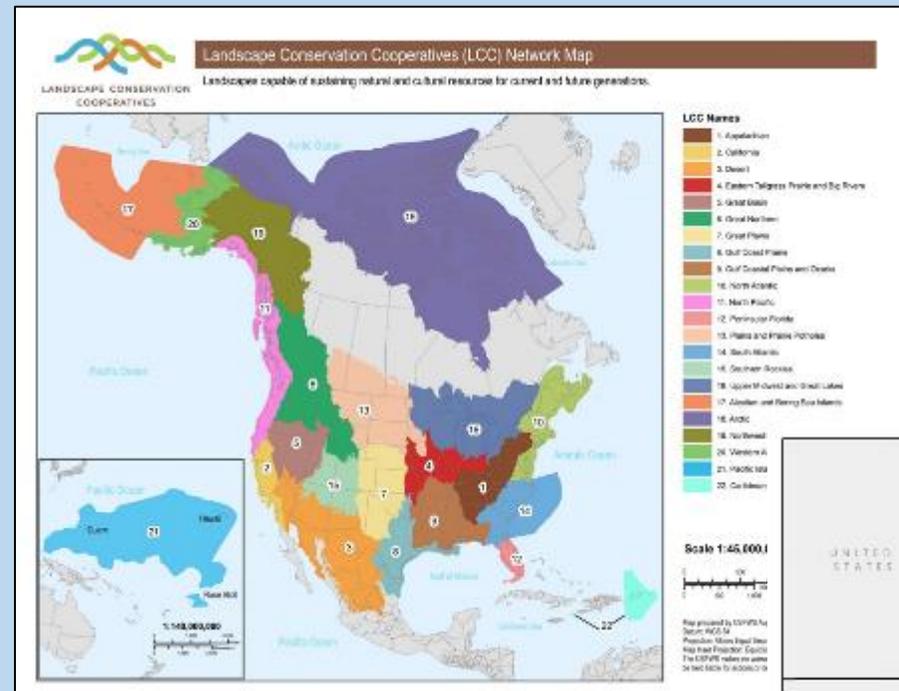
- Managing By Network: Lessons for Large Landscape Conservation in a post-LCC world



- **Keeping Perspective Moving Forward**

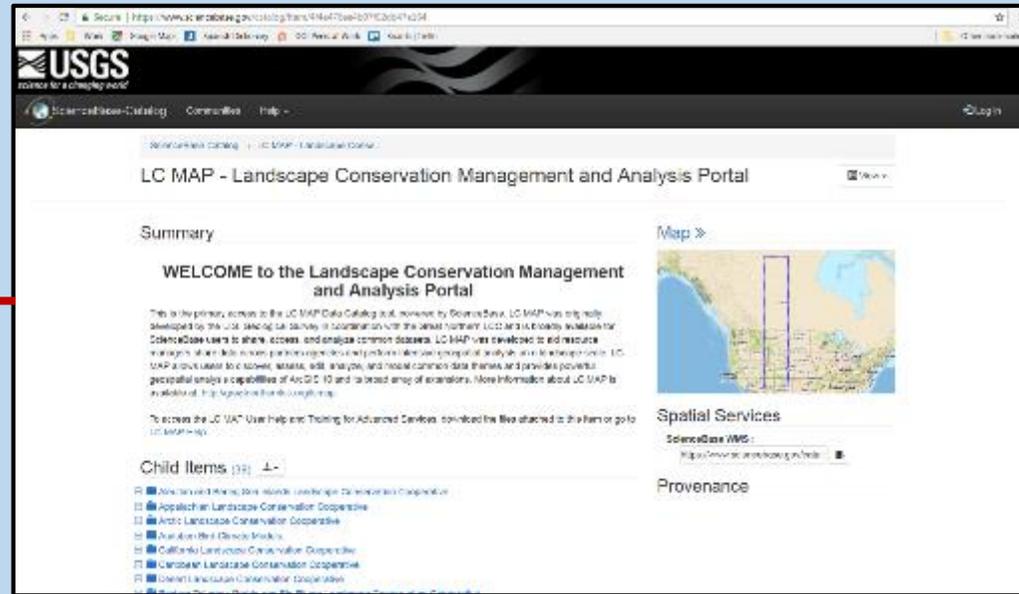


# Landscape Conservation is moving forward

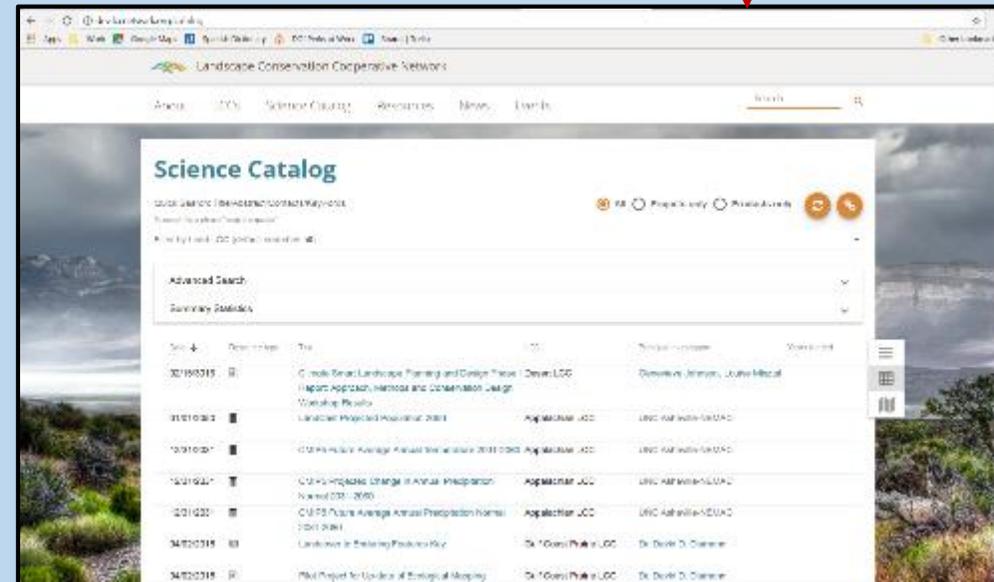
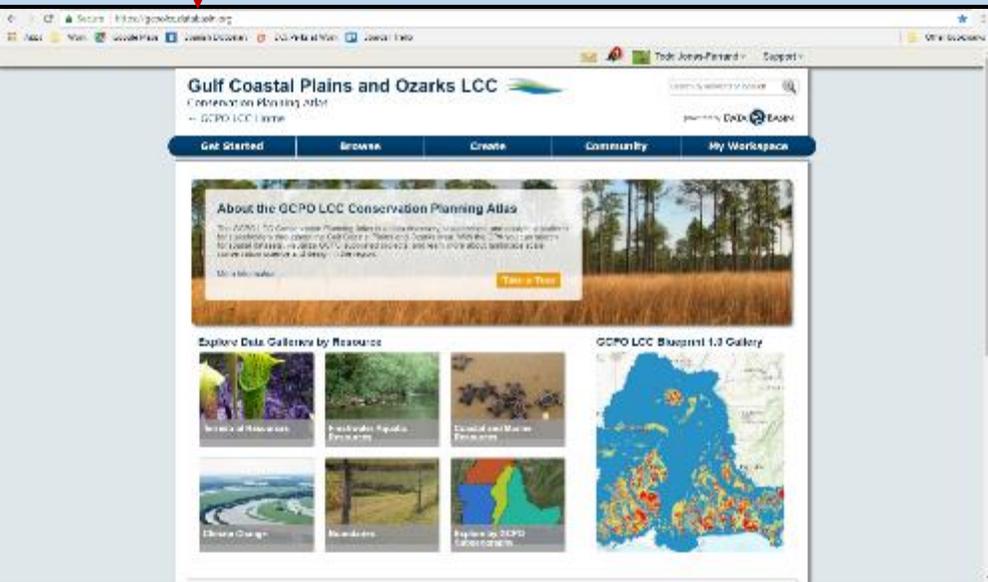


- The need is there & will be addressed, but in a different approach.
- Region-specific approaches based on history & staffing are emerging across the country. In some cases, LCCs remain functional. In others, evolution is occurring. In others, a vacuum exists.
- Other organizations stepping up
  - Network for Landscape Conservation

# Landscape Conservation is moving forward



- The science & tools live on. The LCC Network invested heavily over the last year to compile & archive Projects & Products of the LCCs and make them discoverable & accessible.
- Still need a human/partner process to translate science into decisions & actions.....



# Asset-Based Community Development (ABCD)

**Looking at the whole  
and not just the parts...**

Synthesis over analysis,

Connections over reduction,

Where Story is an asset above  
argument,

Empathy is an asset above logic,

Play is an asset above  
seriousness,

Meaning is an asset above  
accumulating facts.



Left brain: linear, analytic



Right brain: holistic, creative

- John Titre introduced us to ABCD & highlighted our evolution into the Conceptual Age. “The future belongs to those who make connections.”
- Making connections & drawing out meaning from data was the niche of LCCs & a great strength of LCC staff, regardless of what organization paid them.
- These skill sets are a critically necessary capacity for the conservation enterprise at all spatial scales.

# Asset-Based Community Development (ABCD)

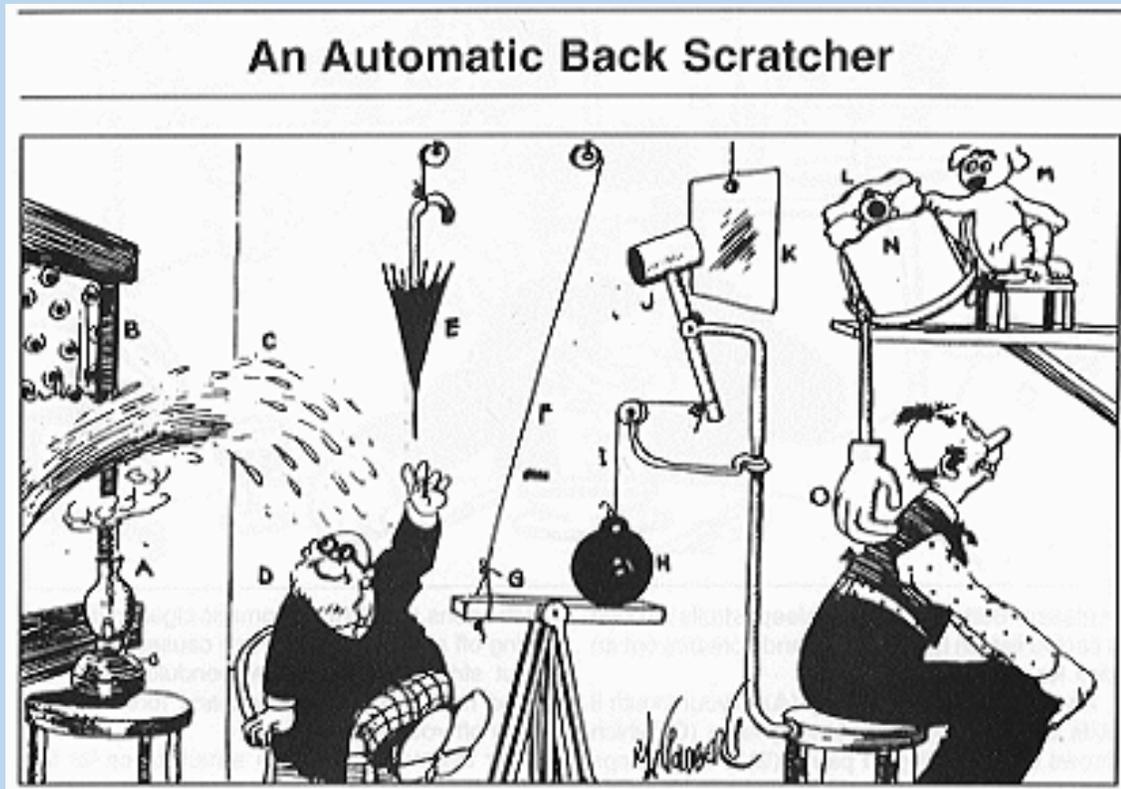
## Traditional and ABCD Thinking

Traditional	ABCD
Problem solving	Appreciating the value of what is best
Analyzing the causes	Envisioning what might be
Analysis of possible solutions	Innovating on what might be
Action planning	Dialogue on what might be
Process as a series of problems to be solved	Process as a <u>mystery to be embraced</u> as we <u>go slow to go fast</u> , giving voice to partner talents, and <u>creating an atmosphere</u> that brings out the best in everything.

- This is a “growth arena” for me. I was trained as a scientist – to be critical & tear down.
- Partnerships require the opposite in (at least) equal measure.

# My Lesson: The Rube Goldberg metaphor

FROM WIKIPEDIA: A **Rube Goldberg machine** is a machine intentionally designed to perform a simple task in an indirect and overcomplicated fashion. Often, these machines consist of a series of simple devices that are linked together to produce a [domino effect](#), in which each device triggers the next one, and the original goal is achieved only after many steps.



- The definition doesn't exactly fit, but image does (at least for me). In large landscape conservation, each Partner is its own large, complicated, quirky & inefficient machine, where many times internal communication/understanding is lacking.
- To get these machines to work together to move the conservation "ball" from point A to point B requires significant dedicated energies & careful attention to the inner workings of each. It needs "those who make connections" among the "doers" & decision makers.

# Parting Thought

Vision without action  
is merely a dream.

Action without vision  
just passes the time.

Vision with action  
can change the world.

Joel A. Barker

- Taken from John Titre's presentation. I learned this as "Action without vision is a nightmare."
- I'm not going to get it right the next time out the gate (I've already had a couple "hard knocks" in the last year). But working from passion & principle will allow me another iteration.
- This course & your insights will help me improve. Thank you so much!