

Building Effective Management Teams on National Forests

As new teams of people come together, it is important that leaders provide the right kind of guidance so that they focus on appropriate priorities. In these days of increasing complexity and a changing work force, all leaders are faced with a growing challenge of finding ways to ensure optimum teamwork.

Over the last six months, the Pinchot Institute has assisted three new National Forest Supervisors and leaders of three other organizations in making transitions with new teams. By working with these new leaders, a "transition" strategy was developed that produced a broad,

well-rounded introductory "snapshot" of the organization so that the leader had a feel for needs, issues, opportunities and priorities. The intent was to shorten and leverage the new supervisor's start-up period and to also position the entire team for a focused approach.

Traditional team strategies often focus on how the team structures itself. While form is essential, a team also requires essence. The Pinchot Institute helped these leadership teams to identify significant forces impacting the management unit, prioritize critical work, and develop work plans. The work identified opportunities for change over the

following months. Additionally, counsel and training was provided on team dynamics, resolution of conflict and strategies for change. As a result, these teams now have a description of their purpose, values, talents and vision which will determine their essence as well as their structure.

For more information, please contact Bob Breazeale at (202) 797-6576 or at bbreazeale@pinchot.org.



WHY BECOME A PINCHOT ASSOCIATE?

Join us in achieving Gifford Pinchot's vision to protect and manage forests. Make a tax-deductible contribution of \$100 or more to become a Pinchot Associate.

How does your investment help others?

It provides resources to ensure our flexibility to collaborate nationwide with all of America's people—from rural landowners to federal policymakers—to sustain natural resources and build economic capacity through our educational programs, research on forest-management policies, and technical assistance for on-the-ground activities.

How do you benefit?

- ✿ Feel good about helping others;
- ✿ Keep informed of timely issues through *The Pinchot Letter*;
- ✿ Receive advanced notification of our workshops, seminars, conferences, and newly released publications;

- ✿ Enjoy special recognition in our annual report;
- ✿ Receive invitations to special events we host in your community, Washington, DC and at Grey Towers.

For more information on how to join this insightful group of conservationists, please contact Kendra Miller at (202) 797-6580 or kmiller@pinchot.org.



Pinchot Institute for Conservation #1010