How Human Dimensions Enables Agency Transformation: A case study in Florida

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Agency Transformation

- Cultural change conducive to broadening goals
- Expand organizational boundaries and grow coalitions
- Increased assessment of stakeholder needs
- Increased accountability to stakeholders
- Programs and services are expanded

Fundamentally, transformation is a change in vision for the organization.
A Transformative Agency

- Transformative organizations align themselves with their environment over time

- Organizations don’t change; people change and then change the organization

- Building a transformative organization requires personal transformation; a basic shift in how we each think and act
Transform into What?

- Relevant
- Aware
- Open and receptive
- Adaptable
- Responsive
- Collaborative

Transformative Adaptable
Creation of FWC - organizational change
FWC and the perfect storm: the transformative journey begins

- Agency creation thru merger/reorganization
- Kotter’s *Leading Change*
- Shift in public opinions about and expectations of government
- Technology increases access
- Demographic changes in Florida
- Random acts of conservation
- Durable decisions
Think bigger and broader!
Recognizing the value of and challenges of HD in state agencies

- A critical means to understand stakeholders and their needs
- Requires:
  - Significant shift in staff thinking and behaviors
  - An adaptive cultural change
  - Training and reinforcement
  - Time to adopt and diffuse
  - Internal and external resources
Common sense but not common practice

Technical
Time, talent and treasure
- Methods
- Skills
- Capacity

Adaptive
- How can we change the hearts, minds and actions of staff?
- How do we bring along our traditional conservation partners and supporters in these new ways of thinking?
Thinking Like a Manager

- the concepts
- the book
- the workshop
- the community of practice
Thinking Like a Manager - the concepts

- Think in terms of a system
- Be explicit about desired future conditions
- Articulate objectives and actions to achieve the desired future conditions
- Seek and include diverse perspectives
- Understand and mitigate for unintended consequences from management actions
Thinking Like a Manager – the workshop

- Intro to HD
- Readings
- Case studies
- Manager’s Model
Thinking Like a Manager – the community of practice

- Guiding coalition
- Model behavior
- Increase awareness and application of HD
- Influence resources towards use of HD
- Peer support
- Targeted professional development opportunities
The TLAMmers - deliberate practice

- The Manager's Model - a situational analysis tool to practice TLAM concepts:
  - Think in terms of systems
  - Seek out and use input from broad perspectives
  - Articulate ends before the means
  - Align objectives and actions to desired future conditions (DFC)
  - ID and mitigate for unintended consequences
  - Evaluate actions against DFC and adjust
Managers Model Applications at FWC

- Florida Black Bear
- Florida Panther
- Landowner Satisfaction
- Conservation Stewardship
- Coyote Management
- Coastal Conservation Initiative
- Conservation Easements
- Snail Kite Management
- Youth Conservation Network
- Climate Change
- Imperiled Species Management
- Lionfish Management
Capacity Building – internal resources

- Human Dimensions Coordinator
- Facilitation Training
  - Mentor with an expert
- Effective Teaming
- Leadership Development Program
- Stakeholder Coordinator
- Stakeholder Initiatives Forum
Capacity Building – external resources

- Thinking Like a Manager workshops and seminars
- Social Science workshop
- Adaptive Impact Management workshop
- Public Trust Doctrine workshop
- Expert consultations
- Collaborative networks
- FWC funded UF professor
Human Dimensions and Agency Transformation

- It’s not *the* silver bullet that will transform an agency
- But it is a critical *driver* of agency transformation
What does success look like?

- Engaged stakeholders
- Open, transparent dialogue
- Trust between stakeholders and FWC
- Trust in the “process” among stakeholders
- Durable decisions, open to improvement
Keys to Success

- Support of key leadership
- Strategic adoption and diffusion
- Focus on concepts not on tools
- Community of Practice
- Champion
Keys to Success

- Demonstration of value
  - At any level, not just the high profile issues
- It’s a collective responsibility
- It takes deliberate practice
- It’s a journey!
The journey continues

- TLAM concepts needs deliberate practice and further diffusion to lower levels
- Social Science workshop in January 2013
- Public trust principles - a growing national conversation
- HD Professor at UF – building the right collaborative model for FWC
- How do we measure philosophical change?
- What other tools do we need in the tool box?
HD and Agency Transformation

- Leopold’s “inevitable fusion”
- It’s no longer an option
- We should be making deliberate and strategic choices so that....
- Human dimensions information enables agency transformation
Questions?