

Green Mountain and Finger Lakes National Forest Forest Supervisor Transition Plan

Resources Utilized:

“Managing Transitions” William Bridges

“The New Leader’s 100 Day Action Plan”- G. Bradt, J. Check, J. Pedraza

“High Five!”- Ken Blanchard (on teaming)

“You’re in Charge- Now What”- T. Neff & J. Citrin

Actions Prior to Day One

1. Meet with DC Congressional Delegation (Patrick Leahy & staff, Jeffords & Sanders staff) with previous Forest Supervisor, Paul Brewster
2. Transition meeting with previous Forest Supervisor, Paul Brewster
3. Transition “out-take” conference with Acting Forest Supervisor
4. Identify key stakeholders with Previous Forest Supervisor and Acting and make introductory phone calls
 - a. Introduction
 - b. Their general read of the situation
 - c. Strength and capabilities required. Do they exist now?
 - d. Key priorities
 - e. Decision-making methods
 - f. Best method to communicate (mode, manner, frequency)
5. Conference Call with Forest Leadership Team
 - a. Transitions... my beliefs and experiences
 - b. A little about Meg (Personality, Learning Style, Values, Strengths/Challenges
 - c. Discussion
6. Send out introduction letter to Associates
7. Sent out introduction letter to external partners (different letters for Green and Finger Lakes)
8. Send out News Release
9. Ready and get familiar with briefing papers on Forest Issues and Programs
10. Take care of personal set-up (Business cards, office, Computer, Temp. Quarters)

Day One

Meeting with Associates in Supervisor’s Office

- a. About myself
- b. Strengths I bring to a team, Areas I rely most on others, my teaming experience
- c. Skills and knowledge I bring to the Forest
- d. Things I need to know from you and the teams
 - i. What do I need to know to be successful?
 - ii. How can I be most effective? How can I support you/teams?
 - iii. Top issues, challenges?
 - iv. Things you are proudest of?
 - v. Fears and hopes?

- e. Questions?

Meeting with Leadership Team

- f. Team History, mission/vision
- g. Team Norms and Values
- h. GMFL Structure and Team Organization

First 45 Days

Week One & Two- Meetings with Associates and Teams

- Utilize key questions and messages

Week Three- Meetings with Key External Stakeholders, State Reps & Media

- Utilize key questions from Transition Memo
- Utilize key questions and messages

Week Four- Meet Finger Lakes National Forest Associates, Stakeholders and Hold formally facilitated “Transition Meeting” with Leadership Team

- Leadership Team Two-day retreat:
 - Operational Norms
 - What’s it time for us to let go of?... and keep?
 - How will we spend our time in the transition “neutral zone”?
 - What will a new beginning require of us and others?
 - What is our burning imperative? Key messages?
 - Next steps?

Week Five- Meetings with Research, S&PF and White Mountain NF (neighboring Forest)

Week Five and Six

- Spend time visiting with Associates informally; Ask Key Questions
- Spend time making calls to other Key Stakeholders; Ask Key Questions
- Follow-up from Leadership Team Transition Meeting
- More time to read. Prep for Leadership Team meeting on Budget

Week Seven- Attend Regional Leadership Team Meeting

Within 120 Days (4 months)

1. Develop short-term strategies and agenda for next 6-8 months
2. Leadership Communication Planning and Implementation (based on Strategic Agenda)
3. Adjust to new information and feedback
4. Conduct additional individual meetings
5. Identify and accomplish “early wins” as identified by contacts & strategies