



LEAD TRUE GLACIER 2021

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A WORD FROM THE PROGRAM FACILITATORS

It has been both exciting and humbling to be part of the founding of Lead True Glacier and to facilitate the first cohort. Its development stemmed from the belief that developing effective and resilient leaders in the National Park Service is not only important, it is vital. We know that encouraging and supporting innovative and creative ideas in our workplace is critical in solving not only the problems of today, but the challenges of tomorrow. We strive to build a culture where cultivating love and belonging creates inspired, diverse, and supportive teams that have the courage to rise in the face of adversity and bring about positive change.

Sarah

Ed



SARAH MOODY & ED VISNOVSKE
CO-FOUNDERS & FACILITATORS



ABOUT LEAD TRUE GLACIER

Lead True Glacier is working to develop the next generation of leaders for our agency while simultaneously infusing our staff with the ability to affect positive change in their own professional circles of influence. Through instilling a deeper appreciation of leadership principles and the complexities of park management, we are creating more effective collaboration at the field level and establishing an expectation that all employees can rise to the challenges we face every day.



OUR MISSION

Inspiring and empowering the passionate people of Glacier National Park to effect positive change through the development of foundational leadership elements.

"Who we are is how we lead."

-Brené Brown



LEADERSHIP CONCEPTS

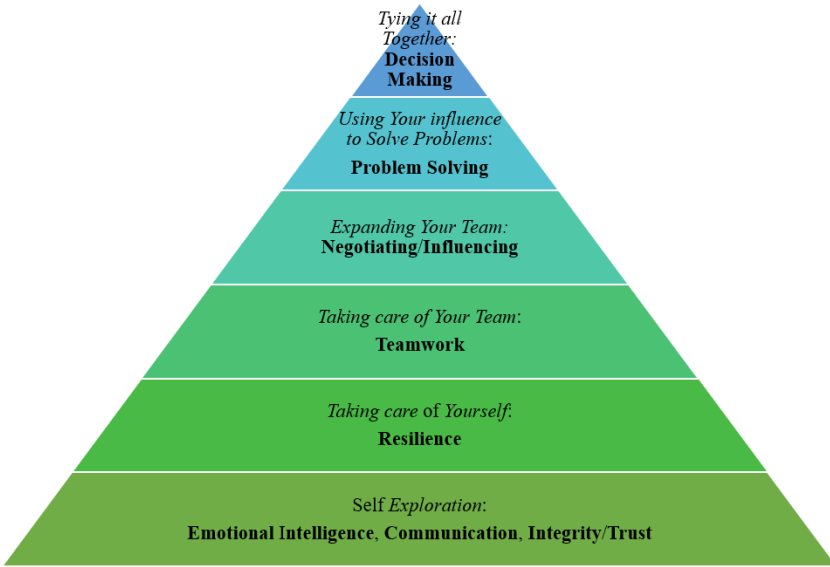
During individual sessions, participants learn core leadership competencies such as team building, problem solving, communication, and integrity. Each concept is introduced, discussed, and integrated into all subsequent activities with the expectation that participants will identify and incorporate these principles throughout their professional lives.



LEADERSHIP SKILLS

With each core concept, distinct skills are identified and put into practice through group activities. Participants continue to refine and apply active listening, negotiating, practicing personal resilience strategies, and decision making skills throughout the program.

Leadership Development Model Lead True Glacier



Lead True Glacier focuses on teaching the core competencies necessary to build the foundational blocks for successful leadership. As one moves up the pyramid, the lower competencies must be utilized and practiced to be successful. In order to expand your team and influence and move into problem solving and decision making, there must be a solid foundation and regular practice of self-awareness and development.

DEVELOP DEEP CONNECTIONS WITH COLLEAGUES

During spring and fall workshops, summer sessions, and individual team planning efforts, participants develop a deeper appreciation for each other and their personal and professional proclivities and motivations, which creates a better understanding of how to effectively work with a variety of personalities from diverse backgrounds.





UNDERSTANDING OF PARK PROGRAMS & FUNCTIONS

In addition to working with colleagues from a cross-section of park work groups, during summer sessions, participants are given a behind-the-scenes introduction to select park programs such as cultural interpretation, dispatch, water treatment, and archeology.

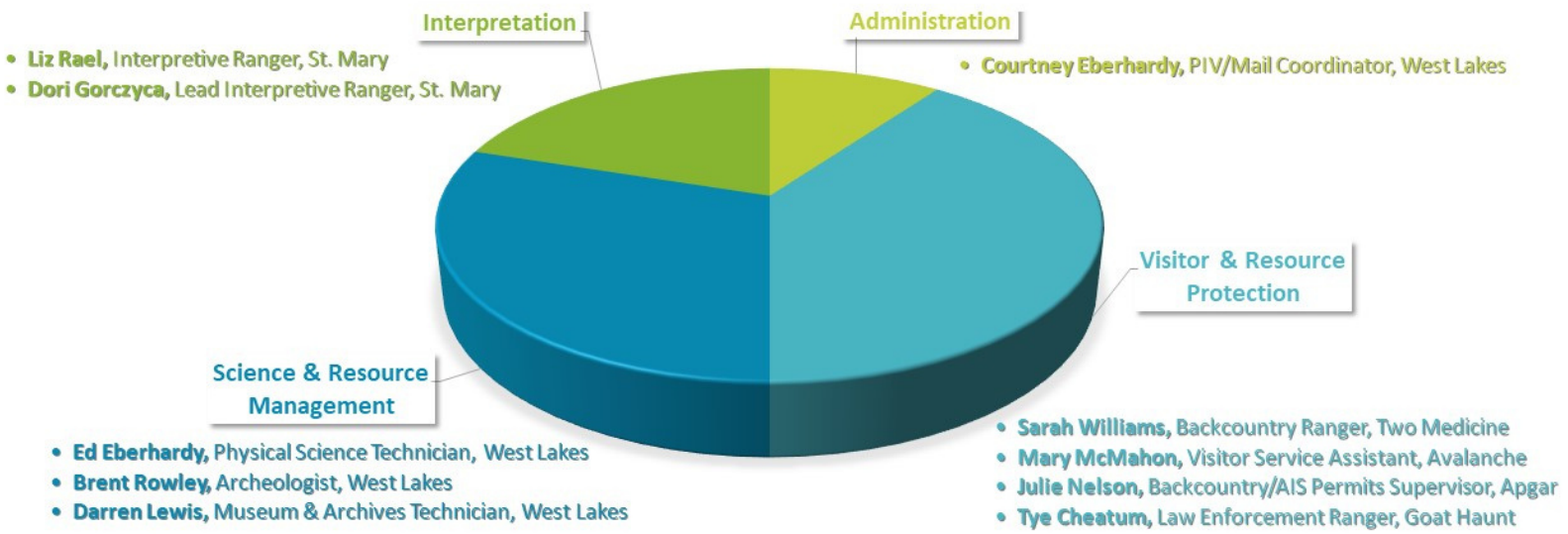
INSIGHTS & BEST PRACTICES FROM COMMUNITY LEADERS

During each summer session, a guest speaker from the local community is invited to share their insights, experiences, and best practices related to the day's leadership topic. Participants find opportunities to incorporate the speakers' perspectives into park scenarios. The exposure to external ideas and influences allows participants to bring fresh new ideas into the park's routines.





LEAD TRUE GLACIER CLASS OF 2021



Lead True Glacier's Inaugural Class included ten participants both seasonal and permanent from four different park divisions and all five districts.

JUNE SUMMER SESSION



LOCATION: Two Medicine

LEADERSHIP TOPIC: Resilience

COMMUNITY LEADER: Christiane Hinterman, Yoga Instructor & Outdoor Educator

DIVISION SPOTLIGHT: Interpretation- Cultural Communication

DIVISIONAL SPOTLIGHT: Kelly Lynch, Cultural Interpreter

Robert Hall, Native America Speaks Presenter

COMPETENCY OBJECTIVES

1. Participants will build an awareness of how resilience impacts all levels of the organization.
2. Participants will identify and apply two tools that support their overall wellness.
3. Participants will be able to identify their own personal warning signs of stress and what immediate actions they can take to help mitigate that stress.

The Native America Speaks program in Glacier has helped create and sustain relationships with tribal communities. The Native America Speaks Program is in its 39th year, which is the longest running Indigenous speaker series in the National Park Service.



JULY SUMMER SESSION

LOCATION: Apgar

LEADERSHIP TOPIC: Teamwork

COMMUNITY LEADER: Doug Mitchell, Glacier Conservancy
Executive Director

DIVISION SPOTLIGHT: Visitor Resource Protection, Dispatch

DIVISIONAL SPEAKER: Holly Riffe, Dispatch Supervisor

COMPETENCY OBJECTIVES

1. Participants will identify their role(s) within various teams (Lead True Glacier, work group, division, Glacier)
2. Participants will understand the importance of followership and the interpersonal dynamics within groups and teams.



*"A team is not a group of people who work together. A team is a group of people who trust each other."
-Simon Sinek*

*“Leadership and learning are indispensable to each other.”
-John F. Kennedy*

AUGUST SUMMER SESSION

LOCATION: Logan Pass

LEADERSHIP TOPIC: Influencing/Negotiating

COMMUNITY LEADER: Brandy Hinzman, Flathead County
Hostage & Crisis Negotiator

DIVISION SPOTLIGHT: Facilities, Logan Pass Water System

DIVISIONAL SPEAKER: Carmel Johnston, Water Operator

COMPETENCY OBJECTIVES

1. Participants will develop an understanding of the process of influencing and negotiating.
2. Using their previous knowledge of their roles on various teams, participants will identify the spheres in which they have influence and how they can use that influence to effect change.
3. Participants will use their knowledge of HBDI to identify how to negotiate with different thinking styles.

*"No one cares how much you know, until they know how much you care."
-Theodore Roosevelt*

AUGUST 17 & 19, 2021

The Lead True Glacier cohort organized and supported two VSA Appreciation Days to allow employees who worked ticketed entry and traffic management to enjoy a day on the river and learn the hiring process for applying to government positions.



SEPTEMBER SUMMER SESSION



LOCATION: St. Mary

LEADERSHIP TOPIC: Problem Solving

COMMUNITY LEADER: Tyler Ladenberg, Dr. Physical Therapy

DIVISION SPOTLIGHT: Science & Resource Management, Cultural Resources

DIVISIONAL SPEAKER: Sierra Mandelko, Cultural Resources Specialist/Archeologist

COMPETENCY OBJECTIVES

1. Participants will practice how to identify a problem.
2. Participants will go through the steps of one method for problem solving.

*“If I had an hour to solve a problem, I’d spend 55 minutes thinking about the problem and 5 minutes thinking about solutions.”
-Albert Einstein*

Participant Experience

"Being guided into taking an introspective look at myself will have an everlasting effect as I move through the rest of my career and personal life."

Tye Cheatum
Area Ranger, Class of '21



"Networking, getting to know others outside of our work expertise and work groups has broadened my connections throughout the park. I feel we have just started to understand the collective strength we have and how we will be able to accomplish more if we lean in to each other and help one another out. Hopefully, this program can succeed in connecting Glacier Park as a more unified entity as more and more people are exposed to this program"

Ed Eberhardy
Physical Science Technician, Class of '21



"Increasing all the individual skills of the LTG pyramid has in turn increased my confidence in acting as a leader. I have learned that my influence expands further than I expected and that I can have small conversations that change someone's mind, as well as share my thoughts with the whole leadership team and be well received."

Liz Rael
Interpretive Ranger, Class of '21



2022 PARK PROJECTS

CREATING COMMUNITY SPACES

Evaluate community spaces parkwide and work towards creating a model community space in the St. Mary district.

CLIMBING MANAGEMENT PLAN

Research and develop a parkwide climbing management plan including an analysis of usage, safety, and impact.

RESOURCE & CERTIFICATIONS DATABASE

Coordinate and implement a parkwide Emergency and Operational Resource Response Team utilizing and improving on existing infrastructure.

RECYCLING & SUSTAINABILITY IN GLACIER

Research recycling options for Glacier and identify a long-term strategy for coordinated sustainability efforts in the park.

"YOU MATTER" PEER TO PEER RECOGNITION PROGRAM

Empower, support, and appreciate employees by creating a peer-to-peer recognition program in Glacier.

"A DAY IN THE LIFE" VIDEO SERIES

Develop and create a short video series highlighting different work groups throughout Glacier to create greater parkwide understanding, connection, and appreciation.

BACKCOUNTRY ABA MANAGEMENT PLAN

Create a backcountry accessibility management plan that provides guidance and consistency across work groups.

RED BIKE REVITALIZATION

Evaluate and provide maintenance to the park's red bikes and analyze usage of non-motorized transportation throughout the bike.

LEAD TRUE GLACIER PROGRAM ASSISTANT

Provide support and program consistency for Lead True Glacier 2022, coordinate alumni outreach and programming, and assist in facilitation opportunities.

Statement of Activities 2020–2021

FUNDING AND SUPPORT

2019 Glacier Conservancy Grant	\$5,251.22
Park Funding- Superintendent's Office	\$10,158.00

Total FUNDING	\$15,409.22
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EXPENSES

Spring Workshop	\$2,940.00
Hermann Brain Dominance Instrument Assessment & Instruction	\$1,306.11
Guest Speaker Fees & Awards	\$312.00
LTG Sponsored Parkwide Awards	\$1,810.00
Books, Supplies, & Equipment	\$3,213.11
Fall Workshop	\$2,688.00
Emotional Intelligence Assessment & Instruction	\$3,140.00

Total Expenses	\$15,409.22
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THE LEARNING & DEVELOPMENT TEAM

In 2019 the Learning & Development Team helped to design and beta test Lead True Glacier. They assisted in planning, coordinating, and facilitating the 2021 summer sessions.

Ed Visnovske (left, front), Diane Sine, Micah Alley, Sarah Moody
Debby Smith (left, rear), Carmel Johnston, Dawn LaFluer, Holly Riffe

ACKNOWLEDGEMENTS



This program was made possible through a generous grant from the Glacier National Park Conservancy



Lead True Glacier was developed specifically for and by the employees of Glacier National Park .

