

2008 ECR Course Catalog

Overview

Looking for more effective approaches to tough environmental issues?

How do people engage and negotiate collaboratively when they have very different interests, perspectives, and values? Training offered by the U.S. Institute for Environmental Conflict Resolution (U.S. Institute) helps people learn how to transform conflict into opportunities for creative problem solving.

Based on a decade of experience helping people solve challenging environmental conflicts, the U.S. Institute provides training to improve environmental decision making. The training focus is on increasing people's ability to prevent, manage, and resolve environmental conflicts.

Through a discussion approach to training with a minimum of formal lecture learners participate in highly interactive role plays to practice new skills in situations that simulate real-life environmental conflicts. Browse this catalog to learn more about training offered by the U.S. Institute.

Contents

Topic	Page
Introduction to Managing Environmental Conflict	3
Collaborative Competencies	4
Facilitative Leadership in ECR	5
Advanced Multi-Party Negotiation of Environmental Disputes	6
Collaboration in NEPA	8
Laying the Groundwork for Effective Government-to-Government Consultation	10

Continued on next page

Overview, Continued

Who should attend?

The Institute’s trainings are recommended for those involved in environmental, public lands and natural resource decision-making including:

- Governmental agencies (federal, state, tribal and local)
 - Non-governmental organizations and community-based groups affected by governmental actions
 - Businesses and industries regulated by agency decision-making
-

What can you expect from this experience?

Many of our scheduled courses are open and available to interested individuals and organizations at our headquarters in Tucson, AZ and locations in Washington, DC. The U.S. Institute’s problem-based instructional designs incorporate highly interactive role plays and reflect best practices in adult learning theory. Whether needs center around a single issue or an expanded skill set, our courses deliver expert, practical hands-on training.

On-Site, On-Demand and Scheduled Trainings

Many of our courses can be customized and delivered at your site. We combine core training topics with scenarios built around real ECR cases to create trainings customized to fit your needs. These core training topics organized into the four categories below include:

<p>Conflict Management</p> <ul style="list-style-type: none"> ■ Interest-based negotiation (IBN) ■ Multi-party negotiation ■ Dynamics assessment of individuals and groups ■ Conflict prevention and resolution tools ■ Communication skills for negotiators 	<p>Collaborative Problem Solving</p> <ul style="list-style-type: none"> ■ Strategic thinking & problem solving for negotiators ■ Managing public participation ■ Collaborative data gathering /analysis ■ Collaboration/relationship building ■ Collaboration in NEPA ■ Public policy & decision-making
<p>Government-to-Government</p> <ul style="list-style-type: none"> ■ Consultation ■ Cultural awareness ■ Designing inter-cultural collaborative processes ■ Understanding tribal sovereignty 	<p>Relationship Building & Leadership</p> <ul style="list-style-type: none"> ■ Interpersonal skills ■ Group dynamics in ECR ■ Team building & collaboration ■ Relationship building, networking & alliance building ■ Facilitation & facilitative leadership ■ Interagency/intra-agency cultures & institutional dynamics

To schedule and/or register for training

Contact Diana Wilkinson, Training Coordinator, at wilkinson@ecr.gov 520-901-8578 to register for open enrollment sessions or to inquire about scheduling on-site training for your group.

Introduction to Managing Environmental Conflict

Why take this training? Managing Environmental Conflict requires a broad range of skills and abilities including: project management, convening and facilitating meetings, communicating effectively to build and maintain working relationships, and managing complex negotiations from an interest-based perspective to satisfy the diverse interests of all parties. This training exposes those new to Environment Conflict Resolution to the broad range of issues that must be addressed to manage conflicts.

Instructor(s) Cherie Shanteau-Wheeler, Esq, Senior Program Manager
Joan Calcagno, Esq, Senior Program Manager
Mike Eng, MS, Senior Program Manager

What will you learn? This introductory workshop will help you:

- Learn effective conflict management beginning with Interest-Based Negotiation (IBN)
- Develop an awareness of the many facets of Environmental Conflict Resolution
- Develop a protocol to systematically approach the administrative aspects of managing environmental conflicts
- Develop communications survival skills to help foster long term relationships, and negotiate better ways to manage and resolve disputes
- Develop an appreciation of the increased complexity of problems, group dynamics, and creative options association with Multi-Party Negotiation.

Pre-requisites none

Course Length 2 days

Format Instructor-led

Level Fundamentals

Price \$995

Collaborative Competencies

Why take this training? To work more effectively and efficiently, federal agencies and others recognize the need to develop collaboration competencies at all levels. This training facilitates staff in acquiring advanced skills in collaboration; multi-party negotiation; conflict prevention, management and resolution; meeting facilitation; and alternative dispute resolution.

Instructor(s) Lynne Gillette, MS, Director of Operations
Cherie Shanteau-Wheeler, Esq, Senior Program Manager

What will you learn? This workshop will help participants:

- Foster productive working relationships
- Analyze diverse viewpoints
- Develop comfort in communicating effectively with people at all levels
- Use team building to achieve collaborative solutions
- Discover the synergy between knowledge management and social dynamics that lead toward problem-solving and innovation
- Know when and how to use conflict management strategies, negotiation, and mediation tools to achieve results
- Use stakeholder input for more sustainable results
- Engage in effective alternative dispute resolution
- Think creatively and strategically to innovate solutions
- Manage conflict in a positive and constructive manner

Pre-requisites none

Course Length 3 days

Format Instructor-Led

Level Fundamentals

Price \$1495

Scheduled offerings February 5-7, 2008 in Tucson
April 16-18, 2008 in Washington, DC

Facilitative Leadership in ECR

Why take this training? Critical leadership positions require even more advanced collaboration and facilitation skills to create enduring environmental solutions. This training develops complex skills and strategies needed by skillful environmental leaders.

Instructor(s) Lynne Gillette, MS, Director of Operations
Cherie Shanteau-Wheeler, Esq, Senior Program Manager

What will you learn? This workshop will help you:

- Analyze complex problems and situations
- Plan by organizing steps, people and information
- Understand and follow the meaning of discussions
- Read others, understand their needs, concerns, attitudes and fears
- Appreciate different parties' needs, opinions, and agendas
- Speak and listen effectively
- Adapt language, technique and style to parties' needs
- Adapt to changes in situation
- Evolve project plans as group dynamic evolves
- Invent new processes or alternatives in real time to fit needs
- Know when to and when not to intervene in a process, when to transition to another issue, and when to bring a process to closure

Pre-requisites Collaboration Competencies

Course Length 2 days

Format Instructor-Led

Level Advanced

Price \$995

Scheduled offerings (on request)

Advanced Multi-Party Negotiation of Environmental Disputes

Why take this training?

Effective multi-party negotiation & conflict management require the ability to enter into, build, and foster collaborative relationships among people involved in a dispute; a process that takes time to cultivate and maintain. Building relationships is essential to building trust. Trust is essential to successful group efforts and underlies effective joint implementation of agreements.

People need confidence and skill to negotiate in the complex context of multiple parties with diverse needs and interests. By developing a practical set of skills and tools, negotiators will work more effectively in interagency settings, with stakeholders and the public at large. Environmental, public lands and natural resources issues involve multiple interests and parties, as well as complex issues. This highly interactive workshop helps new and experienced resource managers engaged in environmental decision-making become more effective in environmental conflict negotiation, prevention and management. Lessons learned in this training also transfer to many facets of life.

Instructor(s)

Kirk Emerson, PhD, Institute Director
Cherie Shanteau-Wheeler, Esq, Senior Program Manager

What will you learn?

This highly interactive workshop will help you apply the basics of Interest-Based Negotiation to more complex multi-party negotiation:

- Increase self-awareness of strengths and areas for improvement in communication, relationship-building, and multi-party negotiation
 - Distinguish between two-party and the complexities of multi-party interest-based negotiation
 - Unpack complex psychological, procedural, and substantive issues inherent in multi-party negotiations
 - Improve communication survival skills to build enduring working relationships
 - Understand phenomena associated with individuals' varying perception of conflict, conflict styles, and group dynamics
 - Build a practical set of skills and tools to work more effectively in complex interagency settings with a variety of governmental and non-governmental stakeholders
 - More effectively prevent, manage and negotiate agreements to resolve environmental conflict in ways that satisfy the most needs and maximize the chances of sustainable solutions
-

Continued on next page

Advanced Multi-Party Negotiation of Environmental Disputes, Continued

Pre-requisites	Interest-Based Negotiation training (preferred, but not required) Pre-course assignment (required)
-----------------------	---

Course Length	2 days
----------------------	--------

Format	Instructor-led
---------------	----------------

Level	Advanced
--------------	----------

Price	\$995
--------------	-------

Scheduled offerings	January 15-16, 2008 March 12-13, 2008
----------------------------	--

Collaboration in NEPA

Why take this training?

This intensive workshop explores when and how to incorporate collaboration into NEPA processes. Focused on building a core skill set for federal agency personnel involved in implementing NEPA, as well as for representatives of tribal, state, and local governments and nongovernmental stakeholder interests seeking to engage more collaboratively with federal agencies in NEPA processes. In this workshop, participants will work together in designing ways to build collaboration into NEPA processes that are appropriate and feasible given specific situational opportunities and constraints. Realistic role-playing exercises, involving multiple governmental entities and nongovernmental stakeholders, will provide opportunities to practice essential skills needed to design, implement, and participate effectively in collaborative NEPA processes.

Instructor(s)

Kirk Emerson, PhD, Institute Director
Mike Eng, MS, Senior Program Manager
Sarah Palmer, MPA, MS, Senior Program Manager

What will you learn?

Through this course, participants will:

- Develop an appreciation for the challenges and opportunities associated with collaboration in NEPA
- Recognize situations where collaboration in NEPA is more likely and less likely to be successful
- Develop skills in identifying who needs to be collaboratively engaged in a particular NEPA process
- Develop skills in assessing realistic opportunities for successful collaboration in NEPA and/or conflict resolution interventions at specific steps in a NEPA process
- Practice designing integrated NEPA processes that build in realistic opportunities for collaboration
- Increase self-awareness of both strengths and areas for improvement regarding essential skills for effective collaboration, including communication, relationship-building, bilateral and multi-party negotiation, and facilitative leadership

Continued on next page

Collaboration in NEPA, Continued

Pre-requisites Working knowledge of NEPA process

Course Length 2.5 days

Format Instructor-led

Level Intermediate

Price \$1250

Scheduled offerings (on request)

Laying Groundwork for Effective Government-to-Government Consultation

Why take this training?

Essential to government-to-government (G-to-G) consultation between Federal agencies and Federally recognized tribes is a grounding in the rights and responsibilities of sovereigns, as well as the acceptable trust-based protocol for interaction. Executive Memoranda and Executive Orders shape the general parameters of G-to-G consultation directing federal agencies to consult with federally recognized tribal governments on matters that significantly or uniquely affect them, and establish an accountable process to ensure meaningful and timely input by tribal officials. The consultation dialog occurs against a historical backdrop of federal Indian policies that alternatively revoked and later restored Tribal rights as well as the long-standing trust relationship between the United States and Indian people. This workshop will help you:

- Build relationships and trust to transform group dynamics in G-to-G consultation
 - Hone your interpersonal skills and apply collaborative tools to improve team building, networking and alliance building skills
 - Explore cultural and institutional dynamics within governments and the influence of past and present federal policies on trust and communication.
 - Developing facilitative leadership skills that focus on relationship building
-

Instructor(s)

Intercultural team including:
Sarah Palmer, MPA, MS, Senior Program Manager

What will you learn?

On completion of this training, you will be able to recognize the significance of:

- Key concepts in the context of government-to-government consultation
 - How each sovereign in a G-to-G communication handles information in terms of: valuing, presenting, analyzing, conveying interests, and diplomacy
 - The similarities and differences in: decision-making, assignment of roles and responsibilities, and information sharing in and among federal agencies and tribal governments.
-

Continued on next page

Laying Groundwork for Effective Government-to-Government Consultation, Continued

What will you learn, continued

- Different communications styles and their significance in G-to-G consultation
- A respectful way to learn the preferences of individual tribal governments before engaging in G-to-G communications.
- A broader understanding of the meaning of cultural and sacred sites in the physical landscape.
- Greater appreciation of historic events and federal Indian policies that shape Tribal and Federal government-to-government interactions and relationships.

By participating in a scenario-based role-play, you will also demonstrate skills of observation, self-awareness, building respect, credibility and trust by analyzing impacts and using visualization tools to identify and communicate alternative solutions.

Pre-requisites

None

Length

3 days

Format

Instructor-led

Level

Fundamentals

Price

\$1495

Scheduled offerings

(on request)
