

IN THE NEWS

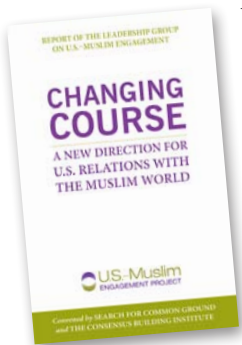
Changing Course: A New Direction for U.S. Relations with the Muslim World

On September 24, 2008, the eminent and diverse Leadership Group on U.S.-Muslim Engagement launched its consensus report: *Changing Course: A New Direction for U.S. Relations with the Muslim World*.

The launch marked the culmination of a two-year convening and consensus building effort by CBI and Search for Common Ground. Together, the two organizations created the U.S.-Muslim Engagement Project (USME), to develop a new strategy to reduce tensions and improve relations between the U.S. and Muslims in key countries and regions. CBI Managing Director David Fairman and Search for Common Ground-USA Executive Director Rob Fersh co-direct the project. CBI Senior Consultant Paula Gutlove, Deputy Director of the Institute for Resource and Security Studies, is the Project Manager.

The Report calls for U.S. leaders and their counterparts in Muslim countries to:

- Use diplomacy more effectively to resolve conflicts involving the U.S. and Muslim countries
- Improve governance and foster civic participation in Muslim countries
- Promote job-creating economic growth to benefit both the U.S. and Muslim countries' economies



The New York Times Washington

WORLD U.S. N.Y. / REGION BUSINESS TECHNOLOGY SCIENCE HEALTH SPORTS OPINION

POLITICS WASHINGTON EDUCATION

Report Seeks Engagement With Muslims by Diplomacy

By LAURIE GOODSTEIN
Published: September 23, 2008

After 18 months spent examining the deteriorating relations between the United States and the Muslim world during the Bush administration, a diverse group of American leaders will release a report in Washington on Wednesday calling for an overhaul of American strategy to reverse the spread of terrorism and extremism.

The report recommends more diplomatic engagement, even with Iran and other adversaries, and a major investment in economic

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The U.S.-Muslim Engagement Project has received coverage in the New York Times, Parade Magazine, MSNBC Online, CNN.com, International Herald Tribune, Good Morning America, Middle Eastern Times, and other distinguished publications. Please visit USMuslimEngagement.org for an up-to-date list of domestic and international news coverage as well as upcoming events.

- Improve mutual respect and understanding through major initiatives in education, exchange, interfaith dialogue and action, and cultural diplomacy

Over the coming months, the Leadership Group, supported by CBI and Search for Common Ground, will seek to drive action during the critical transition to a new U.S. Administration and Congress. CBI and Search for Common Ground will promote policy change with governmental leaders; catalyze initiatives with philanthropic, business and faith leaders; and educate opinion makers and the public through dissemination and discussion of the Report.

For more information, please contact CBI Managing Director David Fairman at dfairman@cbuilding.org.

To download a free digital copy of the Leadership Group Report, visit USMuslimEngagement.org. Hard copies of the Report may be ordered from amazon.com. ★

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Future Issues for Collaboration and Consensus Building Processes

In 2006, CBI's founder, Larry Susskind, and CBI partner-consultant Suzanne Orenstein recognized that professionals who are working to apply various methods of consensus and collaboration on public issues need to come



By Suzanne Orenstein

together to discuss commonalities and future directions among their various collaborative approaches. Following a very successful Association for Conflict Resolution conference on deliberative democracy and its links to public policy consensus building, and in an effort to explore common approaches and principles, Susskind and Orenstein convened a group of leaders from organizations working to improve collaboration and consensus on public issues. The Working Group represents the first coalition between U.S. groups focused on public engagement, deliberative democracy, public policy dispute resolution, and alternative dispute resolution for legal disputes. The group met in person and by conference call several times over two years, and produced a consensus vision for collaboration and agreement on principles and prerequisites for effective collaborative work.

Vision: The vision of the Ad Hoc Working Group on the Future of Collaboration and Consensus is for inclusive, effective, and fair collaboration to become a routine part of governance and civic life. Increasing the use of collaborative practices can help achieve a fairer and more inclusive society, which will strengthen democracy and result in better decision making and implementation.

Mission: The Ad Hoc Working Group includes professionals who represent diverse approaches to collaboration in public policy debates, but share a distinctive mission: helping people work together in the face of serious differences on issues of public importance. The Working Group has come together to advance the understanding and use of collaboration in the public sphere.

Principles: Bringing people together for constructive conversation about public issues is not new; indeed it is probably one of the oldest of human activities. There is a wide range of existing tools and processes for collaboration work in the public arena. The Working Group has identified several hallmarks of good collaborative process, which reflect the notion that creating forums for genuine communication, study, and collaborative work produces significant benefits.

- *Direct interaction and communication.* Opportunities for constructive interaction are at the core of collaboration and dispute resolution. While communications and internet technologies help reach large numbers of people, they are usually best used to augment face-to-face dialogue and problem solving.
- *Diversity of views.* Inclusive approaches to participation make sure all points of view among those affected are welcome and encouraged. Extra effort is frequently needed to ensure that sufficiently diverse views are represented, giving everyone the confidence that the major perspectives will be thoroughly discussed.

CBI Reports

Volume XI • Issue 2 • Winter 2008

The Consensus Building Institute (CBI) is a not-for-profit organization created by leading practitioners and theory builders in the fields of negotiation and dispute resolution. CBI works with leaders, advocates, experts, and communities to promote effective negotiations, build consensus, and resolve conflicts.

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- *“Done with, not done to.”* Collaboration creates forums where parties can work together voluntarily and have a voice in shaping the process itself. Suspicion and conflict are reduced if the structure and goals are transparent and not open to manipulation by one interest.
- *Timely information.* Timely information that is accessible, both in terms of availability and understanding, helps ensure that all parties are empowered to be

full participants and that factual issues are resolved in ways that are expeditious and clear to all.

- *Mutually beneficial results.* Participants in any effort ask the basic question: does this outcome help achieve my goals? Collaborative efforts consciously work to ensure that the results are beneficial for all.
- *Focus on results and action.* A good collaborative process keeps participants focused on achieving sustainable results—whether that result is improved re-

continued on page 4

Figure 1: SPECTRUM OF PROCESSES FOR COLLABORATION AND CONSENSUS-BUILDING IN PUBLIC DECISIONS¹

	EXPLORE/INFORM	CONSULT	ADVISE	DECIDE	IMPLEMENT
Outcomes ²	<ul style="list-style-type: none"> Improved understanding of issues, process, etc. Lists of concerns Information needs identified Explore differing perspectives Build relationships 	<ul style="list-style-type: none"> Comments on draft policies Suggestions for approaches Priority concerns/issues Discussion of options Call for action 	<ul style="list-style-type: none"> Consensus or majority recommendations, on options, proposals or actions, often directed to public entities 	<ul style="list-style-type: none"> Consensus-based agreements among agencies and constituent groups on policies, lawsuits or rules 	<ul style="list-style-type: none"> Multi-party agreements to implement collaborative action and strategic plans
Sample Processes	<ul style="list-style-type: none"> Focus Groups Conferences Open houses Dialogues Roundtable Discussions Forums Summits 	<ul style="list-style-type: none"> Public meetings Workshops Charettes Town Hall Meetings (w & w/o deliberative polls) Community Visioning Scoping meetings Public Hearings Dialogues 	<ul style="list-style-type: none"> Advisory Committees Task Forces Citizen Advisory Boards Work Groups Policy Dialogues Visioning Processes 	<ul style="list-style-type: none"> Regulatory Negotiation Negotiated settlement of lawsuits, permits, cleanup plans, etc. Consensus meetings Mediated negotiations 	<ul style="list-style-type: none"> Collaborative Planning processes Partnerships for Action Strategic Planning Committees Implementation Committees
Use When	<ul style="list-style-type: none"> Early in projects when issues are under development When broad public education and support are needed When stakeholders see need to connect, but are wary 	<ul style="list-style-type: none"> Want to test proposals and solicit public and stakeholder ideas Want to explore possibility of joint action before committing to it 	<ul style="list-style-type: none"> Want to develop agreement among various constituencies on recommendations, e.g. to public officials 	<ul style="list-style-type: none"> Want certainty of implementation for a specific public decision Conditions are there for successful negotiation 	<ul style="list-style-type: none"> Want to develop meaningful on-going partnership to solve a problem of mutual concern To implement joint strategic action
Conditions for Success	<ul style="list-style-type: none"> Participants will attend 	<ul style="list-style-type: none"> There are questions or proposals for comment Affected groups and/or the public are willing to participate 	<ul style="list-style-type: none"> Can represent broad spectrum of affected groups Players agree to devote time 	<ul style="list-style-type: none"> Can represent all affected interests and potential “blockers” All agree up-front to implement results, including “sponsor” Time, information, incentives and resources are available for negotiation 	<ul style="list-style-type: none"> Participants agree to support the goal for the effort Participants agree to invest time and resources Conditions exist for successful negotiations

1. Developed by Suzanne Orenstein, Lucy Moore, and Susan Sherry, members of the Ad Hoc Working Group on the Future of Collaboration and Consensus on Public Issues, in consideration of and inspiration from the spectra developed by International Association for Public Involvement and the National Coalition for Dialogue and Deliberation.

2. While all types of processes have intrinsic value on their own, outcomes from the various types of processes on the left side of the spectrum tend to be incorporated into the outcomes of the processes to the right. For example, information sharing and option identification usually occur as early stages in decision-focused processes.

relationships or actions that resolve problems. Clarity about the purpose of the effort is critical to matching the process to the desired results.

Approaches to Collaboration: The Working Group recognized that the diversity and multiplicity of approaches and practices for building consensus and collaboration on public issues can be confusing to those who seek to sponsor or structure collaborative efforts for specific situations. Working Group members developed an overview spectrum of the purposes, outcomes and prerequisites for success for various approaches to collaboration. The spectrum is being used in education and discussion forums with Working Group organizations and professional groups and appears on page 3.

Collaboration on Public Issues in the Future: There is a growing recognition that the roles for dialogue and collabora-

tion about public concerns are going to expand in coming years. For example, action groups like AARP are using dialogue to build public consensus on economic and health policy in the US. Collaborative structures are being set up to help corporations and NGOs focus on addressing climate change. Expertise in structuring collaborative forums and conversations is and will be needed, whether through the use of impartial collaborative specialists, or through the skills of those working in the collaborative forums to self-guide the collaboration.

The range of methods for collaboration, as outlined in the spectrum of approaches to collaboration and consensus, allows multiple approaches, which can be tailored to very specific public issues. Designing forums to fit the collaboration needs in any public process is a complex task. The Ad Hoc Working Group members have pledged to provide guidance and support to public officials and others as they develop collaborative approaches for the public issues they face. ★

Members of the Ad Hoc Working Group on the Future of Collaboration and Consensus on Public Issues

Peter Adler, Keystone Center

Gail Bingham, RESOLVE

Chris Carlson, Policy Consensus Institute

Susan Carpenter, Independent Facilitator

Cindy Cook, Adamant Accord and Association for Conflict Resolution

Frank Dukes, Institute for Environmental Negotiation, UVA

Don Edwards, Justice & Sustainability Associates

Michael Elliott, Environmental and Public Policy Section, Association for Conflict Resolution

Pat Field, Consensus Building Institute

Cameron Fraser, International Association of Facilitators

John Godec, International Association for Public Participation

Phil Harter, American Bar Association Administrative Law Section, and Center for Dispute Resolution, University of Missouri Law School

Sandy Heierbacher, National Coalition for Dialogue and Deliberation

Maggie Herzig, Public Conversations Project

Matt Leighninger, Deliberative Democracy Consortium

Michael Lewis, JAMS

Carolyn Lukensmeyer, America Speaks

Raphael Montalvo, Florida CR Consortium

Lucy Moore, Independent Facilitator

Suzanne Orenstein, Independent Facilitator, Co-Chair of Working Group

Bill Potapchuk, Community Building Institute

Susan Sherry, Center for Collaborative Policy, CA State University, Sacramento

Larry Susskind, Consensus Building Institute/Program on Negotiation at Harvard Law School, MIT Dept. of Urban Studies and Planning, Co-Chair of Working Group

Elissa Tonkin, ADR Coordinator, U.S. EPA, New England

Suzanne Orenstein is a senior consultant to CBI and a stakeholder process consultant and facilitator in private practice. She can be reached at suzoren@comcast.net.

Workable Peace



CBI is proud to announce the publication of the seven-volume Workable Peace curriculum series in partnership with the Program on Negotiation at Harvard Law School.

Workable Peace was designed to respond to the growing need for young people to understand violence and conflict, to develop tolerance and appreciation for alternative perspectives, and to master a set of tools for handling their emotions, understanding and meeting their underlying needs, and responding to conflict.

The Curriculum Units are available individually or as a set at www.pon.org or 800-258-4406. Single-use digital versions are also available for University audiences.

Stacie Smith is the Director of Workable Peace and a Senior Associate at the Consensus Building Institute. She can be reached at stacie@cbuilding.org

From the Field



Helping Stakeholders Evaluate Chevron's Development Efforts in the Niger Delta

From June through August 2008 CBI assisted stakeholders impacted by Chevron's oil extraction in the Niger Delta to conduct an intensive evaluation of a core component of Chevron Nigeria Limited's community engagement strategy, commonly known as the Global Memorandums of Understanding (GMOUs). The GMOUs are intended to promote development and have governed many aspects of the company's relationship with Niger Delta communities for almost three years.

The evaluation used a highly participatory approach in which stakeholders were directly involved in and responsible for the design and implementation of the evaluation as well as the analysis of results. This design aims to maximize credible, public information for future decision-making around the GMOUs, most of which will expire within the next 12 months. The evaluation team focused on the perceived strengths and weaknesses of the GMOUs as well as stakeholders' suggestions for improvement.

Through dozens of interviews and focus groups, often accessed by boat in the remote swampy regions of the Delta, the evaluation process surfaced diverse views among Niger

Delta stakeholders, ranging from positive comments about GMOU impacts to deep frustration and anger.

Among its findings, the evaluation team noted that many stakeholders believe the GMOUs are more effective at promoting sustainable development, are more transparent and are more able to give communities ownership of the development process than previous strategies. A large number of stakeholders said Chevron Nigeria's relationship with communities has improved under the GMOUs.

On the other hand, nearly all stakeholders reported that GMOU funding is inadequate. Further, coordination with government and other development actors is inadequate, as is communication about the initiative between community representatives and community stakeholders. Initial projects have been slow to implement, causing some stakeholders to lose faith in the process. Moreover, nearly all stakeholders noted that women are largely excluded from the process. Youth and traditional leaders often expressed significant anger and frustration from lack of perceived benefits. Conflict resolution mechanisms intended to address disputes are also not functioning or functioning poorly.

Stakeholders also made suggestions for building on what is working within the GMOU process and strengthening areas that are not working well. These suggestions provide a starting point for further discussion among stakeholders.

Overall, stakeholder noted clearly that the evaluation process provided a meaningful space for dialogue and joint problem solving between Chevron Nigeria and its stakeholders, setting the stage for future decision-making. For more information contact CBI Washington DC Office Director Merrick Hoben at mhoben@cbuilding.org. ★

Developing a Waterfront Redevelopment Plan in Providence, Rhode Island

As part of its Master Planning process, the City of Providence conducted a series of public input and planning Charrettes (collaborative design processes) around the city concerning specific neighborhoods and areas.

Due to high levels of controversy surrounding the Providence Waterfront Charrette, CBI was hired to provide extra support in planning and facilitating



CBI Senior Associate David Plumb and Austin Onuoha, director of the African Centre for Corporate Responsibility, collaborate in Nigeria.

the four-day event, the first step in developing a waterfront redevelopment plan for the City.

CBI began by working with a team from the Providence Department of Planning and Development and a Steering Committee of key stakeholders to prepare for the event. The Steering Committee included local elected officials, state agency representatives, local businesses, citizen coalitions, and local university representatives. The group developed and approved an agenda, speakers and guiding questions for each session, and a set of criteria for evaluating options. They also worked on outreach to maximize public involvement and participation.

Given the complexity of the issues involved in making decisions about the use of the waterfront, the sessions were designed to balance the need to provide background information and expert research on conditions, trends, and models with the critical goal of hearing the thoughts, concerns, and ideas of the participating citizens.

In the end, CBI staff facilitated four days of meetings including seven daytime sessions: three were primarily informational and four mixed information and discussion. Each session focused on different components of waterfront redevelopment, such as the regulatory framework, the Port of Providence, energy resources, mixed-use, public use, revenue, and industrial waterfront trends. In addition, four evening sessions included an opening informational overview, two large public engagement sessions to evaluate and discuss options, and a final session on day four to report back what had been learned and give additional opportunities for input.

In the end, the sessions were very well attended, participants felt that their concerns had been identified and heard, and the planning department felt satisfied with what they learned. CBI and Planning Department staff compiled findings from presentations and participant discussions including six key themes about the use of the waterfront, a collection of models and innovations to consider, and a range of additional questions that the Planning Department should investigate or respond to before coming up with their conclusions. The Charrette ended with a commitment that the city would convene an additional public event to discuss a more specific set of proposals once the city's economic consultant had completed their studies.

For more information contact CBI Senior Associate Stacie Smith at stacie@cbuilding.org ★



Participants weigh options at the Providence, RI public input workshop.

Meet David Plumb

CBI is pleased to announce the hiring of David Plumb as a Senior Associate. David designs and facilitates stakeholder engagement strategies in complex natural resource disputes. He has worked in a wide range of environments where community, government and corporate interests have collided, including Nigeria's Niger Delta, Angola, Mexico, Guatemala and Argentina. David also designs and delivers trainings in stakeholder engagement, consensus building, negotiation and conflict resolution. He facilitates difficult conversations and meetings for a variety of organizations.



Prior to joining CBI, David was director of the Sustainable Business Practice at Search for Common Ground, a world leader in conflict resolution. The practice assisted corporations and their stakeholders to find common ground and create sustainable relationships. Currently based in Washington D.C., David has spent half of the past decade living and working in developing countries. He is a former financial journalist and correspondent. A Fulbright Scholar, David holds a BA in Politics and Latin American Studies from Princeton University.

David can be reached at dplumb@cbuilding.org.

Orchestrating Mutual Gains

Recently, my wife Liz, an experienced cellist and budding small businesswoman, formed her own string quartet to play at art and music festivals throughout New England. It's a unique venture because, unlike most string quartets, the Folk Arts Quartet (FAQ) plays Celtic, Appalachian, and other styles of Folk music.

After careful networking and auditioning, she partnered with three excellent musicians, who in some cases have more



By Andrew
Maxfield

professional experience than she. After a handful of successful gigs, they realized that the quartet had real potential—and that each player had strong feelings about what to do about it.

She could foresee the kinds of conflicts that could arise from strong personalities and artistic preferences as well as from unclear musical and business roles and vision.

I routinely bore Liz with stories from work and tales of mutual gains. We had recently discussed *Getting to Yes*¹ and *Beyond Reason*,² so, while chatting during a long car ride, we decided to test the principles.

We did our best to identify the interests of each member of the quartet and prepare Liz for a critical negotiation.

Liz's first concern was maintaining complete ownership of the business entity and name, which would allow the quartet to survive even if some of the initial members didn't stick with it.

Her second interest was choosing the musical vision for the group: original arrangements of traditional or original tunes, not "covers" of material by other contemporary artists. We talked about framing Liz's vision as the key element that would differentiate the FAQ from other groups—a vision that the other members could rally around without losing face for having suggested much different ideas.

She could foresee the kinds of conflicts that arise from unclear roles and vision.

Next we considered the other players' interests, which ranged from incorporating traditional French Canadian repertoire to selling non-quartet merchandise to having status as a "founding member" of the ensemble. We brainstormed packages of solutions that would meet Liz's key interests very well and would also meet other musicians' interests.

Further, we role-played the meeting she would have with the quartet members and discussed how she could ensure that the process and substance of the discussion be and be perceived as being honest, fair, and consistent.

The quartet met on a Sunday afternoon. After snacks and an energetic jam session, Liz sat with the quartet side-by-side on the couch and put a short outline of her proposal on the table in front of them, so they could feel a sense of teamwork and common purpose. She led them through each item on the proposal, exploring interests and listening actively. As she discovered interests she hadn't considered, she adjusted the proposal. She facilitated the discussion of tough questions about hiring, firing, payment, rehearsal expectations, and more—and her preparation paid off.

The result? The group reached agreement on all of the key issues. Liz met her interests by establishing her ownership of the business entity and artistic guidelines for the ensemble. To meet the additional interests of the quartet members, she gladly "traded across issues they valued differently," by including provisions for non-quartet CD sales prior to a group album release.

Time will tell if the FAQ succeeds in the marketplace. For now, Liz is focusing on follow-through: making it easy for the quartet members to live up to their commitments and working on relationships. They have encountered some bumps already, but Liz has been able to lean on a good agreement and thorough preparation.

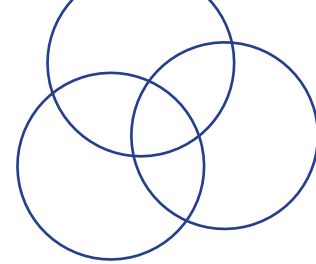
I was glad to stay out of the quartet's planning meeting, but as I prepared dessert in the nearby kitchen (eavesdropping at every opportunity) I admit that mutual gains was music to my ears. ★

Andrew Maxfield is an associate at CBI and, of course, a chamber music fan. He can be reached at amaxfield@cbuilding.org.

1 Fisher, Roger, and William Ury. *Getting to Yes*. New York: Penguin Books, 1983.

2 Fisher, Roger and Daniel Shapiro. *Beyond Reason: Using Emotions as You Negotiate*. New York: Viking, 2005.

New, Upcoming, and Ongoing



Procurement: Avoiding the Three Deadly Sins

In an article published in the August 2008 issue of *CPO Agenda*, Hal Movius (CBI Director of Training and Consulting Services) and Tom Kinnaird (WPP Head of Commercial and Procurement Services) argue that to contribute greater value, Chief Procurement Officers need to develop and promote a more sophisticated approach to negotiation that considers all parties' interests. Read the complete text of "Avoiding the Three Deadly Sins" by Hal Movius and Tom Kinnaird as it appeared in *CPO Agenda* by visiting cbuilding.org.

Facilitating Farm and Food Policy

In June 2008, after four years of collaboration by hundreds of organizations, 27 of 32 policy priorities of the Farm and Food Policy Project were passed into law. CBI played a key role in helping facilitate this unprecedented coordination across six major D.C. policy organizations, some 32 subcontracting organizations, and hundreds of participating organizations from across the U.S. CBI is currently undertaking an evaluation of the process, in conjunction with the Headwaters Group, to identify key lessons learned for policy collaborations. Read a related case study at cbuilding.org.

New Hampshire Plan Wins 2008 Award

In May 2008, the Durham, New Hampshire Town Council received the final recommendations for the development of a village center in the home of the University of New Hampshire. This plan was the result of a year-long collaborative effort between the Mill Plaza Study Committee and the New Hampshire Chapter of the American Institute of Architects and its AIANH 150 partners. CBI's Patrick Field and associate Adam Knowlton-Young collaborated on the report, along with an AIANH 150 team of architects, planners, and landscape architects. Dozens of public meetings, workshops, and focus groups were held in the Durham community over the 16 months during which planning took place. The plan was awarded "2008 Plan of the Year" in May 2008 by the New Hampshire Planning Association for its design-based approach to revitalizing downtown Durham.

Drafting Standards for Shrimp Production

CBI is expanding work with the World Wildlife Fund (WWF) and providing facilitation and strategic planning services to the Aquaculture Dialogue Team. The team is engaged in an ambitious initiative to develop performance-based standards that minimize the key environmental and social impacts associated with aquaculture production for ten species. In October 2008, Merrick Hoben and Kate Harvey traveled to Guayaquil Ecuador to assist the team with facilitation of a two-day, multi-stakeholder meeting to solicit input from Latin American shrimp producers, exporters, community organizations, and international NGOs on draft standards for shrimp production. CBI is helping the Dialogue Steering Committee to incorporate the results of this meeting into materials to be used at an upcoming stakeholder input Shrimp Dialogue meeting in Bangkok, Thailand. CBI will provide strategic coaching and facilitation assistance as the vetting and development process continues through 2009. The final product will be a single text, performance-based standards that may become the basis for a global shrimp aquaculture certification program.



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