

THOUGHT LEADERSHIP

Rethinking Corporate Stakeholder Engagement

A practical framework in an evolving global context.



Merrick Hoben

Director,
Corporate Stakeholder
Engagement Practice

The world is changing in ways that require companies to interact differently with their stakeholders. Across the globe, citizens are demanding more say over business decisions that might impact them, while possessing all the tools of the Information Age to turn local conflicts into global causes. At the same time, global demand for natural resources has never been higher, driving companies toward projects with increasing potential for social and environmental impacts — such as extracting energy from tar sands, hydraulic fracturing, biofuels, and mining minerals in conflict-torn countries.



David Plumb

Co-Director,
Corporate Stakeholder
Engagement Practice

These trends are setting many companies and communities on a collision course. An analysis by Environment Resources Management (ERM) of the 190 largest oil and gas projects found that more than 70% of project delays were due to “non-technical” risks. Communities and their advocates have the power to disrupt and derail natural resource projects, and are exercising it from Chile to Canada, Iraq

to Indonesia. Gaining and maintaining a social license to operate has never been more important, or more difficult.

The global response to these challenges has been an unprecedented effort to codify corporate responsibility — a clear and consistent movement across business, governments, and civil society groups to recognize and define norms, commitments and requirements for business engagement with community and stakeholders. Yet amid the plethora of efforts, we continue to see a great deal of corporate-stakeholder conflict. Why?

We think too few companies have grasped the essence of the changing reality: if the goal is now a sustainable social license, the requirement is a negotiated partnership with impacted stakeholders — and one that creates mutual gains.

At CBI, we’ve sought to transform the challenge of creating negotiated partnerships into a practical framework for action. We call it the Mutual Gains Approach to Corporate Stakeholder Engagement, and it reflects our experience on the front lines in Nigeria’s Niger Delta, the highlands of Peru, coastal California, fishing villages in Thailand, First Nations lands in Canada, and corporate management meetings around the world. The approach assumes companies and their stakeholders are interdependent and have a shared interest in turning their collision course into a shared journey. It also recognizes deep and abiding conflicts in values, interests, and identities, and provides tools for acknowledging and working with those tensions while pursuing mutual gains.

A Mutual Gains Alternative

Today, companies need a clear strategy, cross-functional capacity and proactive, sustained engagement to advance their interests while working constructively with stakeholders affected by their business. This requires a company-wide approach that recognizes the shifting global realities and supports actions and behaviors that maximize opportunities for shared benefits with stakeholders.

The core idea is twofold: to create value by leveraging collaborative opportunity where companies and their publics share overlapping interests; and to reduce and mitigate conflict where interests and concerns compete.

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Mutual Gains in Practice

CBI designed and facilitated the re-negotiation of community agreements between Chevron Nigeria Ltd. and its stakeholders in the contentious Niger Delta.

The re-negotiation process started by bringing the parties together for joint training in the Mutual Gains Approach to negotiation, followed by joint identification of the issues for negotiation based on an earlier evaluation. CBI then facilitated separate preparation sessions in which parties confirmed core priorities, and considered potential packages to offer as solutions. Finally, the parties came back together for facilitated negotiation sessions.

The process allowed the parties to identify a range of issues, put multiple options in play, and find alternatives that maximized value to all parties. What could have been a major confrontation between the company and the community became a more efficient negotiation that strengthened relationships, a major achievement in the violent context of the Niger Delta.

Read Related CBI Case Study: <http://cbuilding.org/node/22>



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The four elements of the Mutual Gains Approach provide an overarching roadmap that applies to a range of stakeholder engagement contexts — such as assessing and mitigating impacts, managing grievances, negotiating community agreements, and implementing social investment plans:

1. Prepare the organization for engagement
2. Explore issues, options and ways to engage with stakeholders
3. Construct solutions jointly
4. Follow through on commitments

Underpinning this step-wise approach are several crosscutting assumptions about what makes stakeholder engagement meaningful and effective:

- » Involving stakeholders in the design and implementation of engagement initiatives produces stronger outcomes. In other words, do it with them, not for or to them.
- » Creating a shared understanding of the core needs and pri-

orities of all parties provides the basis for effective engagement strategies, long-term agreements and sustainable relationships.

- » Companies and their stakeholders can achieve mutual gains through a well-structured process that generates mutually beneficial options and enables wise trade-offs.
- » Meaningful engagement requires deep commitment and alignment inside a company.

The Way Forward

The shift to more strategic and sustainable engagement approaches is underway in some companies. Yet this change must accelerate within and across companies in order to address the colliding trends of greater citizen empowerment and continuing demand for natural resources. ♦

For more information contact Merrick Hoben at mhoben@cbuilding.org or David Plumb at dplumb@cbuilding.org.

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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.

Managing Directors

David Fairman
Patrick Field

Principal and Director of Training and Consulting Services

Hal Movius

Founder and Chief Knowledge Officer
Lawrence Susskind

Consensus Building Institute

238 Main Street, Suite 400
Cambridge, MA 02142
Tel: 617.492.1414 • Fax: 617.492.1919
Email: cbi@cbuilding.org

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Building Consensus around U.S. Extractive Industries Transparency Initiative (USEITI) Implementation

Facilitating the formation of a multi-stakeholder governance group.



Rachel Milner Gillers
Senior Associate

Countries rich in oil, gas, and minerals have historically received sizable payments for natural resource exploitation — yet resource-rich nations with weak governance often suffer from economic stagnation, corruption, and even violent conflict. Communities are often closed off to benefits by extraction of public resources and mistrust of government and industry abounds. Over the years, advocates for better resource revenue transparency have highlighted the potential benefits of public reporting for government, industry, and civil society alike.

In 2002, former British Prime Minister Tony Blair founded the Extractive Industries Transparency Initiative (EITI) with the aim of improving governance through transparency and accountability in the extractives sector. At that time, the international initiative targeted countries with limited or no public reporting of monies paid to governments by companies extracting natural resources.

Nine years later, as part of President Obama's National Action Plan for the Open Government Partnership, the United States joined the ranks of 35 countries working towards EITI compliance. The U.S. Extractive Industries Transparency Initiative (USEITI) provides the U.S., an international EITI board member and funder, with an opportunity for global leadership on transparency.



In early 2012, the U.S. Department of the Interior (DOI) and the U.S. Institute for Environmental Conflict Resolution selected CBI to provide neutral assistance in establishing the USEITI Multi-Stakeholder Group (MSG). As facilitators of USEITI's nascent stages, CBI Managing Director Pat Field and Senior Associate Rachel Milner Gillers have assisted DOI to gather input via 66 independent interviews across all three core EITI sectors (civil society, industry and government); facilitate public listening sessions nationwide seeking similar input; collect written public comments; and provide recommendations for MSG formation based on the input.

Governed by an international, multi-sector board, EITI is a voluntary, participatory process that seeks to establish a framework for examining extractives revenues in member countries:

the extractive industry reports to an independent party on revenues paid to government; the government publishes these payments; and the independent party reconciles the data.

EITI is implemented on a country-by-country basis by a Multi-Stakeholder Group made up of representatives from civil society, industry, and government. The MSG is charged with determining what type of data should be reported and verified, and considering whether or not its decisions should be incorporated into national law.

Building consensus on the types of lands, industries, and payments to be included in EITI reporting is particularly challenging in the U.S., given the size of the country, the breadth of extractive industries, and the complex interactions between federal, state, and tribal governance. The creation of a representa-



tative and efficient MSG in the U.S. requires defining and ensuring adequate sector representation, aligning the EITI with U.S. policies and regulations, and covering process and implementation-related costs.

In May 2012, CBI published findings and recommendations for USEITI's MSG formation in an independent draft stakeholder assessment, including options for MSG decision rules, representation criteria, size and balance, and administrative and legal options for its establishment. In response to public concern about sufficient USEITI education and outreach, DOI has convened a second public comment period, currently facilitated by CBI, to gather feedback on the draft assessment and to further inform final recommendations to DOI.

CBI's final assessment, incorporating the many public comments, will be released in July 2012. Then, CBI will continue to assist the three major sectors, civil society, industry and government, in helping stand up the Multi-Stakeholder Group in the coming months. ♦

For more information contact Rachel Milner Gillers at:
rmilnergillers@cbuilding.org.

Learn More at: <http://cbuilding.org/news/us-secretary-interior-selects-cbi-facilitate-us-extractive-industries-transparency-initiative>

Managing Tough Negotiations with Procurement

Five steps that help your team manage challenging negotiations and achieve better outcomes.



Hal Movius

Principal and Director
of Training and
Consulting Services

Imagine walking in to negotiate a new annual contract with a highly valued client. Your company has provided consistently excellent service for them over the last year, so you have high hopes for a reasonably smooth process and outcome. But your team has scarcely finished introductions and handshaking when the procurement leader across the table announces, “We’ve reviewed your rates and cost structure. You’re too expensive, plain and simple. We can find lots of other firms to do what you do, and we’ll have to — unless you can come down by 25% in your overall fee.”

Unfortunately this scenario is far too common. Even companies that *say* they value relationships are prone to deploy hard bargaining strategies and tactics, particularly in tight markets. In response, teams usually make concessions and then must scramble to reorganize and outsource (often incurring risks to the client) in order to claw back their margins. Sadly, doing this year after year leads to business relationships in which resentment and low morale erode innovation and performance. So what can you do to manage negotiations with procurement to ensure your team avoids these pitfalls and achieves better outcomes?

1) Before negotiating, clarify procurement’s role and decision authority. Procurement is likely to tell you that they have complete authority and that you are not allowed to talk to your actual clients about the negotiation. It is almost never the case that procurement has final say in complex service agreements. In advance of the negotiation, clarify procurement’s reporting relationships, and how they are measured. When they ask you to move to 25%, try saying, “I might be able to help you do better than that, but I have to understand a lot more about your interests, and I have to meet our interests as well.” Remember too that there are often enormous switching costs to changing suppliers or partners.

2) Send the right people to negotiate. In service negotiations, companies often send the account manager who knows the most about the client. But that person may have the most to lose if the negotiation fails. Her interests may not align well with their organization’s commercial interests. It might be wiser in this case to make the account leader a trusted advisor, and send several portfolio-level commercial managers to lead the negotiations. Send more than one person, because research shows that under pressure we remain calmer with at least one ally in the room.

Effective negotiating teams secure the authority to walk away well in advance of negotiations, based on careful preparations with stakeholders and decision makers. A carefully considered

walk-away point balances the desire to retain the customer with the costs of reaching a poor deal. Commercial agreements that produce low or negative margins are likely to erode morale and create talent retention problems.

3) Raise doubts about the client’s walk-away alternatives or BATNA, and seek to strengthen yours. Procurement often seeks to “gate” bidding processes by insisting that certain conditions are met in advance of negotiations. If the client views you as truly equivalent to other firms, they will feel they have little to lose. But giving in early sends a message that you will give in at other points. Such early concessions can ruin the chance of reaching a good deal for your side. If you are differentiated from competition, you can refuse to participate on principal, while affirming your belief that you can better help the client meet its needs than anyone else.

4) Explain your value proposition. Companies too often assume that the client knows precisely how they are better than the competition. When procurement asserts that you are no different from the competition, use it as a golden opportunity to explain all the ways in which you are different, and all of the risks that the client will be taking if they move to someone else. The key here is to marshal *relevant* evidence to back up your claims. Claims about new digital platforms or industry awards may matter little to a client who is focused on growing market share. Most procurement leaders are willing to pay a premium of some kind if they believe it is merited. But you have to help them reach that conclusion by producing evidence that you are better than other firms.

5) Seek to create value before falling into claiming behaviors. Procurement may tell you that price is all that matters, but price is almost never the most important thing. Rather, it is usually the thing that procurement is trained to address. Seek to delay value claiming and haggling as long as possible by getting permission to ask “what if...?” questions. Offer multiple kinds of tradeoffs (“If we reduced our rates would you be able to give us more business?”) and document all of the kinds of proposals you would consider (without firm numbers or commitments). This puts pressure on procurement to clarify their client’s interests. Even when they insist that you fill out their form and only include parameters within it, there is nothing to prevent you from attaching a second, more creative proposal in whatever form you feel is most compelling.

Following these five steps can help you to manage procurement negotiations more effectively, even with tough counterparts. ♦

For more information contact Hal Movius at: hmovius@cbuilding.org.

Read More on this Topic: *Avoiding the Three Deadly Sins*, Movius and Kinnaird: <http://www.wpp.com/wpp/marketing/reportsstudies/avoiding-the-three-deadly-sins>.

CBI and Partners Catalyze New U.S.-Pakistan Relationships and Initiatives

U.S.-Pakistan Leaders Forum on Media and Culture convenes in Washington, D.C.



David Fairman
Managing Director

Relations between the governments of Pakistan and the U.S. remain very tense. In the last several years, political and military leaders have not found a frank and constructive way to deal with conflicting national security concerns, or to build on the substantial number of shared and complementary interests in regional security and development. Consequently, public concern about the relationship is high in both countries, and perceptions of

each other's societies remain limited and negative.

The news and entertainment media in both countries have more often reinforced mutual mistrust and stereotypes than challenged them. Yet there is both precedent and potential for well-structured partnerships to bridge some of the divides. Despite many security and visa obstacles, Pakistani and American journalists have participated in exchange programs, as have artists, pop music, theater, and traditional dance performers. There is growing U.S. media interest in developing news and entertainment programming for Pakistan's booming private TV market.

This past June, at the Bolger Conference Center outside Washington D.C., more than 50 Pakistani and American media, arts and culture leaders came together at the U.S.-Pakistan Leaders Forum on Media and Culture. The Forum was jointly convened by CBI, Convergence, and the Institute for Resource and Security Studies (IRSS). Its goals were to explore the challenges and opportunities for media and culture collaboration, to forge new relationships, and to catalyze exchanges and partnerships. The Forum's facilitators were CBI Managing Director David Fairman, Convergence Vice President Aakif Ahmad, and IRSS Deputy Director Paula Gutlove.

Pakistani Forum participants included CEOs and Presidents of five major private media companies; accomplished musicians, political satirists; theater producers, and filmmakers; prominent news editors, talk show hosts and journalists; the country's leading visual arts educator; and a former Information Minister of Pakistan, among others.

American participants included two former U.S. Ambassadors, the President of the Asia Society, senior leaders from Fox International, Viacom, Walt Disney, ABC News, PBS News Hour, NPR, FRONTLINE, America Abroad Media, National Geographic Society, the Kennedy Center, New England Foundation for the Arts, University of Maryland School for Journalism, International Center for Journalists, Global Voices, Organization of News Ombudsman, the Committee to Protect Journalists, The Pew Project for Excellence in Journalism, Center for American Progress, and the Heritage Foundation, among others.

Forum participants broke the ice with dialogue about each society's strengths and challenges in economy, security and culture. They explored the role of the media, arts and culture in contributing to and challenging polarization in each society. With a strong base of mutual understanding established, they worked in-depth on partnership possibilities in journalism and the news media; entertainment programming; and arts and cultural exchange, including:

- » Ombudsman capacity building for Pakistani news organizations
- » Joint investigative journalism partnerships
- » Journalism certificate programs at Pakistani universities in partnership with U.S. universities and NGOs, with support from Pakistani media companies
- » Entertainment programming partnerships between Pakistani networks and American broadcast entertainment companies
- » Cultural partnerships: theater for peacebuilding; film collaborations and a U.S.-Pakistan Film Institute; pop and folk concert and recording collaborations; and exchanges and training for arts and culture teachers
- » A year-long U.S.-Pakistan Music and Arts Festival in 2015



Participants also held dialogues with senior U.S. and Pakistani government officials, including U.S. Special Representative for Afghanistan and

Pakistan Ambassador Marc Grossman, his Pakistan Deputy Ambassador Robin Raphel, Pakistan's Ambassador to the U.S., Her Excellency Sherry Rehman, Under Secretary of State for Public Diplomacy Tara Sonenshine, and former U.S. Assistant Secretary of Defense for Public Affairs Doug Wilson.

Many participants commented on the unique and unprecedented opportunity the three-day Forum provided for senior decision makers from Pakistani and U.S. media and arts to hold a sustained dialogue and partnership exploration in a retreat setting. They particularly appreciated the exceptional mix of journalists, media executives, arts, entertainment, and culture leaders. Participants also applauded the Forum's team facilitation for sparking intellectual and professional creativity, and for clarifying and capturing key ideas and partnership opportunities.

CBI, Convergence and IRSS will provide ongoing assistance to Forum participants to develop partnership ideas and connect them to sources of financial support, as well as actively seek additional funds to continue the work of the U.S.-Pakistan Leaders Forum. ♦

For more information contact David Fairman at dfairman@cbuilding.org.

Bringing the Tools of Consensus Building to Sustainable Heritage Management Practice

Building knowledge and skills around cultural heritage places and stakeholder engagement.



Stacie Nicole Smith
Senior Associate
and Director,
Workable Peace

Decision making around the important job of conserving, preserving, and managing cultural heritage sites is a challenging endeavor due, in no small part, to the broad range of stakeholders that are often involved: governmental authorities, public and private sector actors, scientists and historians, ethnic or cultural groups, citizen neighbors, visitors, and many others. To further complicate the process, these stakeholders may hold very different interests, values, and priorities, and may exist in a context of overlapping management mandates and responsibilities. In this

complex environment, heritage practitioners need solid skills and practical, proven strategies for negotiation, consensus building, and conflict resolution to ultimately reach lasting agreements.

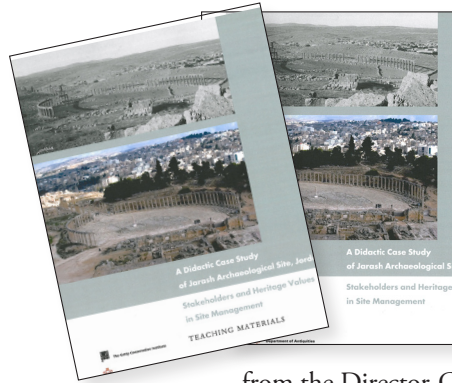
Through their long-standing work around the values and significance of cultural places, the Getty Conservation Institute (GCI) has seen firsthand that it is necessary for heritage practitioners to engage a wide range of stakeholders to ensure a shared understanding of value of place and produce better conservation outcomes. However, consensus building and conflict resolution skills have not typically been included in educational and training programs for heritage conservation and management, and little if any written guidance has been published on this topic to date.

In an effort to begin to fill this unmet need GCI launched the Heritage Values, Stakeholders and Consensus Building project in 2009, utilizing the expertise of CBI to help in producing a case study and teaching materials on stakeholder engagement in heritage place management.

In 2011, GCI and CBI Senior Associate Stacie Nicole Smith – in partnership with the Department of Antiquities of Jordan – co-authored *A Didactic Case Study of Jarash Archaeological Site, Jordan: Stakeholders and Heritage Values in Site Management*. The case study is based on the archaeological site of Jarash, Jordan. It is designed to help heritage professionals recognize the importance of stakeholders and their values to effective site management, and teaches skills for identifying stakeholders, eliciting their values and interests, and integrating these into management decision making.

The first volume of the two-part Case Study focuses on Jarash's history, archeology, configuration, and management context, and offers four activities for engaging stakeholders in order to better understand the site's value and to guide decisions on current, critical management issues. The second volume contains teach-

ing guides, worksheets, and sample answers, to assist instructors in implementing the activities.



CBI worked with the GCI and the Jordanian Department of Antiquities to create the Case Study, participating in brainstorming sessions, developing an interview protocol, and leading individual and group interviews with forty-two stakeholders – ranging

from the Director-General of the Department of Antiquities to scientists and academics from international archaeological missions, to the vendors selling handicrafts from stalls on the site.

The range of stakeholder interviews and concerns allowed CBI and GCI to get an in-depth look into the complex management context of the Jarash archaeological site, including:

- » The economic development challenges faced by the populous modern city of Jarash, located just beyond the walls of the heritage site, yet generally cut off from its tourism benefits.
- » Tensions between ensuring an exciting and fulfilling visitor experience while conforming to international principles calling for minimal physical intervention to safeguard historical authenticity.
- » Questions about which historical eras and cultures to showcase in a site that was populated by numerous civilizations over thousands of years.

This project represents the first step in a broader effort by the Getty Conservation Institute and CBI to bring the tools of consensus building to the sustainable conservation and preservation of cultural resources – and powerfully demonstrates the potential for more durable outcomes through application of consensus building techniques in the field of cultural heritage management. ♦

For more information contact Stacie Nicole Smith
at: stacie@cbuilding.org.

Case Study Materials: http://www.getty.edu/conservation/publications_resources/pdf_publications/jarash_case_study.html

Related CBI Work: <http://cbuilding.org/expertise/social-policy-cultural-resources>

The Art of Negotiation: A Mutual Gains Approach

CBI is pleased to present, in partnership with [Corporate University Xchange \(CorpU\)](http://corp.u), 'The Art of Negotiation: A Mutual Gains Approach' — the first in a series of three groundbreaking virtual training courses to improve negotiation skills and maximize the potential for consistently desirable outcomes.



Course curriculum is based on research from the Inter-University Program on Negotiation at Harvard Law School, The Harvard-MIT Public Disputes Program, and *Built to Win: Creating a World-class Negotiating Organization*, co-authored by course instructors, Lawrence Susskind and Hal Movius. With weekly on-line forums, group projects, interactive practice sessions, and live events, the content, delivery method and price point are designed to allow you to cascade the learning to your entire organization, anywhere in the world.

Course Modules:

- » Introduction
- » Core Concepts in Negotiation
- » The Mutual Gains Approach to Negotiation
- » Dealing with Complexity in Negotiations
- » Managing Multi-Party Negotiations
- » Summary/Capstone

Learn More and View Module Video at: <http://cbuilding.org/courses/art-negotiation-mutual-gains-approach>

Visit CorpU at: <http://academy.corpu.com/program/negotiation>

NEW FACES AT CBI



CBI welcomes **Bennett Brooks**, Senior Mediator. Bennett's arrival is part of a larger strategic partnership with CONCUR, Inc. which allows both organizations to better provide comprehensive services across the nation and internationally. Based in New York City, Bennett has facilitated dozens of complex

and highly contentious collaborative dialogues on issues related to water resource conflicts, fisheries, infrastructure improvements and ecosystem restoration throughout the U.S. His most recent work has focused on marine mammal bycatch issues on the East Coast and Hawaii, a longstanding transportation dispute in Seattle, and an evaluation of the International Pacific Halibut Commission. Bennett has conducted numerous assessments, designed and facilitated several joint fact-finding panels, and taught numerous negotiations trainings on mutual gains bargaining. He is adept at working with senior policy makers, and he puts a premium on structuring dialogues that forge understanding among parties with diverse viewpoints and backgrounds. Bennett earned his Master's Degree in Public Policy at Harvard's Kennedy School of Government. He holds a B.A. in Political Science from Tufts University.

CBI is pleased to welcome **Mil Niepold** to our team. As a senior practitioner, she will focus on CBI's Corporate Stakeholder Engagement and International Development practice areas. Mil specializes in convening multi-stakeholder dialogues around complex social issues. As Senior Policy Advisor at Verité for nearly 14 years, she led a number of new campaigns, including Verité's work on women in the workplace and multi-stakeholder initiatives around child labor. Previously, her corporate social responsibility work spanned both the private sector with Fortune 500 companies such as American Express and the public sector with organizations such as UNICEF, the European Union, the French Trade Office and Social Accountability International. From 1998 – 2004 she served on Amnesty International's Business and Economic Relations Group. Mil holds degrees in International Affairs and European Studies from George Washington University and L'Institut des Sciences Politiques in Aix-en-Provence, France as well as a Certificate in International Human Rights Law from Oxford University.

CBI in Action || A snapshot of recent and ongoing work

CBI COMMERCIAL AGREEMENTS PRACTICE...



...Completes tailored negotiation training for Pfizer teams in Portugal, Spain, Italy, UK and Scandinavia. (at left)

...Discusses civility in political discourse in Hal Movius' *What Does It Mean to be Civil?*

at civilpolitics.org.

...Teams with PriceSpective to deliver negotiation trainings to pharmaceutical companies throughout the European Union.

CBI CORPORATE STAKEHOLDER ENGAGEMENT PRACTICE...



...Delivers trainings to Shell Community Liaison Officers (CLOs) around the globe to help them improve their capacity to interact with community stakeholders, and to more effectively reach company social performance goals. (at left)

...Finishes work with the Harvard Kennedy School of Government's Corporate Social Responsibility Initiative on a documentary about a dialogue roundtable where community stakeholders and a copper mining company in Peru work to resolve longstanding disputes.

...Speaks at the IFC's Sustainability Exchange, a conference for global Corporate Stakeholder Responsibility professionals. Merrick Hoben discusses using the Mutual Gains Approach to address corporate stakeholder engagement challenges. (at right: Merrick Hoben)



CBI SOCIAL POLICY AND CULTURAL RESOURCES PRACTICE...



...Facilitates a public forum for 'Arlington Alive', an initiative in Arlington, Massachusetts seeking to foster collaborative opportunities between the town, businesses, non-profits, artists and residents by capitalizing on arts and culture for the benefit

of the community and local economy. (above left)

... Joins faculty of Harvard Executive Education's NCI Charrette System Program from July 18 – July 20, 2012. Stacie Nicole Smith to present frameworks for situation assessments and consensus building, and discuss the use of mediators within charrettes.

CBI ENERGY, ENVIRONMENT & LAND USE PRACTICE...



...Facilitates Vieques Sustainability Task Force on sustainable economic development, job creation, and Superfund remediation and clean up on the island. (at left)

...Receives recognition from the U.S. Department of Energy (DOE)

who names CBI/Raab Associates' Facilitating Wind Energy Siting Workshop a "Wind Powering America Success Story".

...Works with colleagues from Kearns & West to help the Northeast Regional Ocean Council engage aquaculture, energy and maritime commerce stakeholders in a conversation about regional ocean planning.

...Designs and facilitates the Falmouth Wind Turbine Option Analysis Process to engage in an open and collaborative exploration of options for the long-term future of the Massachusetts town's two wind turbines.

...Facilitates Mexican Wolf Recovery Team deliberations in the Southwestern United States.

...Assists the U.S. EPA and Massachusetts and Connecticut state agencies with achieving alignment on Housatonic River cleanup.

...Facilitates Atlantic state task forces working on energy resources in the oceans for the Bureau of Oceans Energy Management.

CBI INTERNATIONAL DEVELOPMENT PRACTICE...

...Lead authors *Negotiating Public Health in a Globalized World: Global Health Diplomacy in Action*, providing practical information and negotiation tools to help policy-makers create better international health agreements and programs. (book at right: lead author, David Fairman)



...Completes *UN Country Teams Engaging in National Policy Dialogue: Lessons from the Field* report for the UNDG on Country Teams' efforts to engage in "upstream" policy dialogue with senior government counterparts.

...Works with senior agriculture and water officials from across the Middle East and North Africa to explore how they can more effectively prepare domestically for international climate change adaptation negotiations.

...Provides leadership-level strategic planning, facilitation, and organizational consensus building with the UN, Oxfam America, and WWF.

...Delivers ongoing training in negotiation and collaboration for UN System Staff College and World Health Organization.