

Collaboration Leadership for Environmental Professionals

Syllabus and Tentative Agenda

Introduction To work more effectively and efficiently, governmental agencies and other stakeholders recognize the need to develop collaboration skills at all levels. This course examines the knowledge, skills, attitudes and behaviors of highly effective individual collaborators and organizational and team leadership supporting collaborative efforts. Goals of this course include developing essential skills in communication, collaboration, and conflict management of environmental and natural resource issues.

In this interactive course, participants experience skill building through case scenario-based practice opportunities associated with realistic role-playing exercises. The exercises create an interactive forum for developing and applying skills of collaboration in complex, environmental conflict-based settings.

Learning Objectives

Through this course, learners will:

- Explore dimensions of collaborative competencies in environmental conflict
 - Learn approaches to meaningful and productive dialogue and collaboration
 - Acquire practical techniques for managing individual and group behaviors
 - Develop an appreciation for the value of collaboration and how to achieve it
 - Acquire an understanding of processes for self-organizing and facilitating collaborative groups
 - Learn tools, techniques, and best practices to manage conflict in a positive and constructive manner
 - Practice thinking creatively and strategically to achieve effective environmental collaboration
 - Practice organizing collaborations through planning and project management
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Syllabus and Tentative Agenda

Course topics This course includes the following topics:

- Collaboration competencies and skills
 - Dialogue
 - Social dynamics
 - Conflict resolution processes
 - Theory and practice in collaborative problem solving
 - Organization and culture
 - Participatory decision-making
 - Team-managed facilitation
 - Group process/dynamics
 - Building trust and team-building
 - ECR convening and project planning
 - Collaborative Leadership
 - Focus on solutions
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Recommended Reading

- Recommended Reading List
- (1) Bellah, R.N., Madsen, W., Sullivan, W.M., Swidler, A. Tipton, S.T. 1985. *Habits of the Heart*. Berkeley: University of California Press.
 - (2) Carpenter, S. 1999. "Choosing Appropriate Consensus Building Techniques and Strategies." In Susskind, L., McKearnan, S. and J. Thomas-Larmer (Eds.) *The Consensus Building Handbook: A comprehensive guide to reaching agreement*. Thornsedale, CA: SAGE. Pp. 61-97.
 - (3) Gallagher, Winifred. 1993. *The Power of Place*. New York: Poseidon Press.
 - (4) Grey, G.J, Enzer, M.J.,Kusel.J. 2001. *Understanding Community Based Forest Ecosystem Management*. Binghamton, NY: Food Products Press.
 - (5) Hock. D. 1999. *Birth of the Chaordic Age*. San Francisco, CA: Berrett-Koehler Publishers.
 - (6) Kemmis, Daniel. 1992. *Community and the Politics of Place*. Norman, OK: University of Oklahoma Press.
 - (7) Kemmis, Daniel. 2001. *This Sovereign Land: A New Vision for Governing the West*. Washington DC: Island Press.
 - (8) Moore, C.W. and P.J. Woodrow. 1999. "Collaborative Problem Solving within Organizations." In Susskind, L., McKearnan, S. and J. Thomas-Larmer (Eds.) *The Consensus Building Handbook: A comprehensive guide to reaching agreement*. Thornsedale, CA: SAGE. Pp. 591-630.
 - (9) Lax, D. and J. Sebenius. 1986. "Creating Value, or Where Do Joint Gains Really Come From?" In *The Manager As Negotiator: Bargaining for Cooperation and Competitive Gain*. New York: The Free Press. Pp. 88-116.
 - (10) Surowiecki, J. 2005. *The Wisdom of Crowds*. New York: Anchor.
 - (11) Susskind, L. and Field, P. 1996. *Dealing With an Angry Public: The Mutual Gains Approach to Resolving Disputes*. New York: The Free Press.
 - (12) Tisch, J. and C.Weber. 2004. *The Power of We*. Hoboken, NJ: John Wiley & Sons.
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From
On Dialogue
by David Bohm

Some time ago there was an anthropologist
who lived for a long while with a North American tribe,
a small group of twenty to forty.
Now, from time to time the tribe met in a circle.
They just talked and talked, apparently to no purpose.
They made no decisions.
There was no leader.
And everybody could participate.
There may have been wise men or wise women
who were listened to a bit more - the older ones -
but everybody could talk.
The meeting went on,
until it finally seemed to stop for no reason at all and the group dispersed.
Yet after that, everybody seemed to know what to do,
because they understood each other so well.
Then they could get together in smaller groups and do something or decide things.
There may be no pat political "answer" to the world's problems.
However, the important point is not the answer
- just as in dialogue, the important point is not the particular opinions -
but rather the softening up, the opening up, of the mind, and looking at all the
opinions.
If we can all suspend our assumptions and look at them,
then we are all in the same state of participatory consciousness.
In dialogue the whole structure of defensiveness and opinions and division can
collapse.
I think the whole human race knew this for a million years,
and then in five thousand years of civilization we have lost it,
because our societies got too big.
But now we have to get started again,
because it has become urgent that we communicate,
to share our consciousness.
We must be able to think together,
in order to do intelligently whatever is necessary.

Tentative Agenda – Day 1

8:30 AM **Training begins**

MORNING

Introductions, Objectives, Purpose, and Logistics

Collaboration Overview

- Discussion/Exercise: How do you define collaboration?
- Question: what promotes or has promoted collaboration in the Corps?
- Video: Walla Walla Riparian Restoration Project

Collaborative Attitude

BREAK

Building Relationships

- Discussion/Exercise:
 - How much effort do you put into relationship-building?
 - In a perfect world, how much effort would you put into relationship-building?
 - What are your best practices – lessons learned – regarding relationship-building?

Group and Team Dynamics

- Discussion/Exercise: What factors contribute to an effective group or team?
- Discussion/Exercise: What are examples of some norms that you experience, or have experienced, in your workplace?

Introduction to the Scenario: Sustainable Management of Cavallo Bay

- Background and Information

LUNCH **11:45 AM – 1:15 PM**

AFTERNOON

Analyzing the Situation

Scenario Exercise 1: Identify key stakeholders and issues

Open Discussion – Advice Clinic

3:00 PM **Training Adjourns for the day**

Tentative Agenda - Day 2

8:00 AM Training begins

MORNING

Review Day 1/Agenda for Day 2

Conflict Management

- Discussion/Exercise: Mindset – Strip Mining Perspectives
- Discussion/Exercise: What challenging behavior(s) are you dealing with or have you dealt with in the past?

Scenario Exercise 2: Appropriate approaches, tools/techniques and levels of engagement

BREAK

Convening Collaborations

Scenario Exercise 3: Key elements of the Interagency Executive Steering Committee

LUNCH 12:00 PM – 1:00 PM

AFTERNOON Training resumes at 1:15 PM

The Collaborative Process

- Brainstorm: What hinders or blocks the success of meetings?

Scenario Exercise 4: The Interagency Executive Steering Committee inaugural meeting plan

BREAK

Collaborative Leadership

Open Discussion – Advice Clinic

In Conclusion

- Key “take-aways”

5:00 PM Training Ends