

National Policy Consensus Center
Hatfield School of Government

720 Urban Center
506 SW Mill Street
Post Office Box 751
Portland, Oregon 97207-0751

503-725-9077 tel
503-725-5199 fax

Collaborative Training

Grande Ronde Place-Based Water Planning

December 6, 2016

The National Policy Consensus Center at Portland State University is pleased to provide a half-day training session on Collaboration to the Grande Ronde Place-Based Water Planning Pilot.

Our proposed training agenda is divided into two parts: a one-hour session for the Steering Committee, followed by a 2-hour session for the Stakeholder Group. The training is scheduled to last from 1:00 PM – 4:00 PM on December 6, 2016.

The training is designed to utilize participatory learning, including several exercises. And, while based on a sound theoretical foundation, it is designed to have direct application to the challenges of the Grande Ronde planning effort. Among the key learning objectives will be:

- An understanding of the factors leading to collaborative success.
- How to promote group solidarity, even when there are strong differences of opinion
- How to approach getting agreement in the face of conflicting interests
- How to utilize consensus decision-making

An agenda for the two sessions is included below. A very short pre-training survey will be distributed at the beginning of the session, to be used later in the evaluation for the training. Please note: the training agenda has been significantly modified from the earlier draft, both in response to feedback, and also to make the training more directly relevant to the group's task at hand.

The trainers will include:



Steve Greenwood

Director, Oregon Solutions

Steve Greenwood is the Director of the Oregon Solutions program at the National Policy Consensus Center. He has led the development of a new Graduate Certificate in Collaborative Governance at PSU and teaches a graduate-level class, “Foundations of Collaborative Governance”. He holds a Master of Public Administration degree from the Kennedy School of Government at Harvard University, and received a Fulbright fellowship to assist the government of Portugal. He is also the 2007 recipient of the Outstanding Alumnus Award from the University of Oregon’s Planning, Public Policy and Management program.



Robin Harkless, M.S. (candidate)

Project Manager

Robin is a Project Manager for the Oregon Consensus at the National Policy Consensus Center and is a member of the teaching faculty for the “Collaborative Systems and Process” class for PSU’s Collaborative Governance Graduate Certificate Program. Before joining NPCC, she spent 15 years as a private practitioner mediator/facilitator with DS Consulting in Portland, and was a process designer, moderator and State Commissioner for the Oregon Citizen Initiative Review. Robin has a B.A. degree in Communications from Portland State University and is a candidate for the Negotiation and Conflict Resolution M.S. degree at Creighton University. In 2012, she received the Oregon Mediation Association’s Sid Lezak Award for Excellence for outstanding service to Oregon.

TRAINING AGENDA

Steering Committee Training

1:00 PM – A collaborative approach to the regional Water Strategy pilot

- What is the value of this collaborative approach? How can the group benefit from the various stakeholders' involvement? What do you really need from the stakeholder group?
- How to make it real vs “Kabuki Theater”
- Making sure that we talk about the important issues

1:15 PM - Characteristics of high-functioning groups

1. Personal responsibility for the group's success
2. Each member feels appreciated by rest of group
3. Conflict is seen as normal, expected
4. Attention to results and accountability
5. Shared and balanced participation

1:30 PM - Consensus decision-making

- What it is, what it isn't
- Your greatest fear about using consensus – and ways to address it
- Requirements and responsibilities that come with consensus
- Stakeholder group decision-making. Will they utilize consensus?

1:50 PM - Break (Prepare for larger group)

Stakeholder Group Training

2:00 PM – Power of working collaboratively with others

- a. Group Exercise
- b. Presentation - The benefits of working collaboratively in a group
- c. Short (5-minute) survey
- d. The rest of the afternoon will focus on strategies to ensure you maximize those benefits.

2:20 PM - Strategy 1 – Each person take responsibility for the group’s success

- Determine your level of commitment to the group’s success.
 - What is the likelihood that some combination of climate, population growth, or other factors will make future water management more challenging, not less?
 - What if the group fails to agree on a local plan? What scenarios might unfold that have negative consequences?
 - How might those negative consequences affect you or your interests?
- Break into pairs and share your answers
- What does it mean to “take responsibility for the group’s success”?
 - What happens when it becomes “someone else’s problem”?
 - Leadership = *actively* helping the group to overcome obstacles and move forward

2:40 PM - Strategy 2 – Each member feels appreciated

- Presentation: Listening with intent to understand

3:00 PM - Strategy 3 – Disagreement and Conflict are seen as normal and expected

- Exercise: List some of the different or competing interests involved in this planning effort (the interest, not the person or organization) and what you think will be the most important conflicts, disagreements, or choices that will have to be worked out.
- Pair up with your same partner and share your answers
- Presentation: The collaborative approach to addressing disagreement and conflict

3:20 - Strategy 4 - Attention to results and Accountability

- Exercise: Complete this sentence: “We will have failed if we don’t.....”
- What’s important here? How do we avoid “Kabuki Theater”?

3:30 - Strategy 5 – Shared and Balanced Participation

- Presentation: Consensus Decision-Making

3:45 PM – Wrap Up

- Write one big takeaway from this session – a new insight or reminder that you will use in this process
- Write one insight about how you see your own role, how you can help the group succeed in its task
- Share