



Kearns & West, Inc.
475 Sansome Street
San Francisco, CA 94111

415.391.7900
415.391.8223 (fax)
www.kearnswest.com

Kearns & West Conflict Resolution and Facilitation Training Proposal For The Wildlife Society

Dear Maggi,

Kearns & West is pleased to present you with a suite of options for your consideration as you organize an environmental conflict resolution and facilitation training workshop for The Wildlife Society members. Kearns & West has been a national leader in environmental conflict resolution, facilitation of collaborative processes, and training for over 30 years; our trainings build on our best practices and are tailored for the participants attending each session.

We propose an initial meeting to work with you to understand what you and your participants aim to achieve, an opportunity to adjust our training materials to ensure that they will resonate strongly with your members, and then options for either a 2- or 3-day training. This proposal below explains the various training “modules” that we offer, so that you and your fellow conference planners can select those that best meet your needs.

Kearns & West has built its reputation through our successful collaboration with environmental scientists, managers, and policy-makers, and would be delighted to offer training to the current generation of wildlife managers and experts. We have developed our training modules based on decades of work with wildlife agencies and individuals working at local, state, regional, and federal levels on fact finding and study development processes, permitting and regulatory processes, and policy development forums. Our results-driven trainings are focused on building the skills your members need to successfully advocate for and achieve species management goals.

Please do not hesitate to contact me with any questions about the proposal enclosed here. We would also be happy to provide you with resumes of key staff, if you are interested.

Sincerely,

Eric Poncelet, Ph.D.
Vice President/Senior Mediator
Kearns & West
475 Sansome Street, Suite 570
San Francisco, CA 94111
415.697.0566 (direct office line); 415.391.7900 (general office line)



Introduction

Collaborating, negotiating, and communicating effectively with colleagues, stakeholders, and the broader public are critical to achieving successful project/process outcomes and shaping policy. Kearns & West trains organizations in these fields to develop internal capacity and a broad range of skills.

Kearns & West's training courses are designed and delivered by K&W's senior facilitators and communication experts to accomplish the following:

- Develop fundamental conflict resolution, facilitation, and communication skills;
- Provide opportunities for participants to begin applying their skills through role-playing simulations and exercises; and
- Stimulate thinking and build confidence to effectively apply skills.

Kearns & West's Trainings

Kearns & West works closely with organizations to identify training priorities and develop training courses to meet specific needs. Kearns & West trainings include a mix of theory-based presentations and customized interactive simulations focused on current and future organizational challenges. We also build in ample discussion time for participants to begin applying and practicing the concepts and tools with current projects in mind.

Our courses focus on a) training participants to successfully design and facilitate a variety of meetings, and b) building essential supporting skills such as collaborative communications and decision-making, negotiation, and conflict management and resolution.

Training Scope – Environmental Conflict Resolution and Facilitation

We present both a two-day and a three-day training series focused on meeting facilitation and dispute resolution that would be highly beneficial to The Wildlife Society members. The proposed activities are best delivered in groups up to 40 participants. If The Wildlife Society has needs beyond 40 participants, we can discuss alternate approaches. Kearns & West can modify the number of staff members delivering the trainings to support higher numbers of participants.

For this proposal, we are offering a menu of different training “modules” (see below) that The Wildlife Society may pick and choose from to best meet your needs. These may be combined into either a two- or three-day training as desired.

Proposed Approach for The Wildlife Society

Our proposal includes four main tasks, described below.

Task 1: Kickoff Meeting

We propose to begin work with The Wildlife Society with a kickoff meeting (conducted by conference call or webinar) to set goals and expectations for the training. This meeting will enable The Wildlife Society to get to know the trainers, articulate goals and preferences for the workshop, and share information about the anticipated attendees.



Kearns & West will use this time to understand the parameters of the workshop including any space, time, or participant constraints, as well as to share more information.

Task 2: Develop Training Course

Based on the information exchanged at the kickoff meeting, Kearns & West will tailor existing trainings, or develop new modules if appropriate, to meet the needs of The Wildlife Society and expected workshop participants. Kearns & West will consult with The Wildlife Society as needed to receive feedback on the approach. For the purpose of this proposal and cost estimate, we are assuming that our training will have modest amounts of customization as a means of keeping costs low. Please let us know if you are interested in the development of fully customized simulations, which would entail a higher level of effort.

Task 3: Conduct Training

We recommend spending the beginning of the first day covering an introduction to the concepts of conflict, negotiation, and facilitation, and building essential communications skills which serve as a foundation for the subsequent training modules. The remainder of the first day would be used to develop conflict resolution and negotiation skills. The second, or second and third, training days will be used to more fully develop conflict resolution skills and to teach facilitation and meeting management.

We have a number of relevant training modules that The Wildlife Society can choose from to constitute the training. The training could then be delivered in a two-day workshop or a three-day workshop as desired. Both options are described in the attached budget proposal. The primary difference between the two-day and three-day training is the amount of time available to focus on exercises and role play simulations.

Day One, Morning: Introduction to Conflict, Negotiation, and Facilitation; Essential Communication and Conflict Resolution Skills

Introduction Objectives

- *Increase awareness of how you and others respond to conflict situations.*
- *Learn the fundamentals of conflict resolution and negotiation, including interest-based, mutual gains negotiation*
- *Begin to develop essential communications skills*

Proposed Activities/Modules (each module includes both lecture and skill-building exercises)

- Introduction to conflict, negotiation, and facilitation: Lecture and discussion to introduce these core concepts
- Self-assessment: Using the Thomas-Kilmann Conflict Mode Assessment, participants will learn their own style and approaches to conflicts, and discuss the results and meaning of conflict resolution styles with the group



- Facilitation Skills II: Effective Communication Skill-Building

Day One Afternoon, and Days Two/Three: Conflict Resolution and Meeting Facilitation

This training builds on the communication and facilitation techniques covered during the morning of the first day of training, to develop participants' conflict resolution skills. These skills will be used both in a facilitator/mediator role and more generally in the meeting participant (e.g., negotiator, scientific advisory) roles in which participants may find themselves. This training includes a number of modules to develop conflict resolution prowess.

Conflict Resolution Objectives

- *Further explore approaches to conflict resolution*
- *Begin applying concepts and skills through role-playing simulations.*
- *Continue to improve communication skills and decision-making abilities.*

Proposed Activities/Modules (each module includes both lecture and skill-building exercises)

- Negotiation theory and description: This section will cover an introduction to negotiation, theory about mutual gains negotiation, and an opportunity to explore negotiation styles.
 - Introduction to Negotiation – Why negotiate? This segment can help define when and why you want or need to negotiate.
 - Theory of Mutual Gains Negotiation: a presentation about the concepts of principled/mutual gains negotiation.
 - Explore Alternative Negotiation Styles. This segment looks at a continuum of negotiation styles ranging from hard or positional bargaining to soft bargaining, and situating mutual gains bargaining within that continuum. The emphasis is on identifying the most appropriate negotiation style for the situation and objectives at hand.
- Negotiation challenges: This module includes further work on dealing with “difficult” stakeholders, defusing hostile situations, and constructively responding to tough personalities. It includes the following modules:
 - How to Answer the Tough Questions: participants seek to apply ideas from the training course to answer the “tough questions”/negotiation situations raised earlier in the day.
 - Exerting Influence. Explore ways of exerting influence in negotiations.
 - Dealing with Difficult Behaviors. Examine why difficult situations arise and what can be done to overcome them.
- Conflict Resolution Processes and Mediation: This module explores conflict resolution from the perspective of the mediator. It focuses on all of the steps critical to successful mediation and conflict resolution, including pre-process planning (i.e., setting the right conditions), active mediation, and follow-through.



Facilitation Objectives

- *Understand the purpose and key attributes of effective meeting facilitation*
- *Develop core facilitation (communications and meeting management) skills*
- *Begin applying skills and concepts through exercises and role-playing simulations*

This part of the training covers core meeting facilitation skills including meeting planning and preparation, meeting management, dealing with difficult behavior, and multiple practical exercises and simulations focused on skills development.

Proposed Activities/Modules (each module includes both lecture and skill-building exercises)

- Introduction to Meeting Facilitation
- Facilitation – Planning and Preparation
- Facilitation Skills I – Meeting Management
- Facilitation Skills II – Dealing with Difficult Behaviors
- Facilitation Styles
- Public Meeting Facilitation and Participation

Supporting exercises and role play simulations

Our proposed training is founded upon providing robust opportunities for participants to begin exploring and using the skills and concepts that they are learning. This embodied experience comes through the form of participating in small group exercises or larger group role play simulations.

- Exercises: These typically involve skill-building exercises done typically in pairs or small groups. Examples include exercises focused on inquiry, reflective listening, and reframing. These, then, become tools that participants can utilize in the more sophisticated role play simulations.
- Role play simulations: These activities help participants to build their skills through a variety of negotiation simulations. The subject matter will be tailored to the participants based on the information exchanged at the kickoff meeting between The Wildlife Society and Kearns & West. Key simulations might include:
 - Multi-round negotiation focused on examining the connections between competition and cooperation, self-interest and group well-being, and the roles of trust and reciprocity. (This exercise highlights the mutual gains approach, and the transactional approach.)
 - Multi-round negotiation examining the connections between competition and cooperation, self-interest and group well-being, and the roles of trust and reciprocity. (This exercise also highlight mutual gains v. transactional.)



- A multi-party simulated negotiation involving the distribution of resources and incentives to collaborate examine alternative approaches to fairness, the roles of shifting alliances, and the paradoxes of bargaining power.
- Role play in a “fishbowl” exercise based on training vignettes of actual study disputes and other situations faced by team members in negotiations. Observe ways to defuse potentially explosive disputes.

Task 4: Debrief and Evaluation

At the conclusion of all workshops, Kearns & West provides the opportunity for participants to fill out a workshop evaluation and speak with the trainers about their experiences. This feedback will be provided to The Wildlife Society so that the hosts know how the training went for participants and can adjust approaches in the future, if necessary.

Additionally, Kearns & West will conduct a conference call with The Wildlife Society workshop organizers after the workshop to more completely discuss the content and outcomes of the workshop.

Budget

We have included a modifiable budget that allows for either two- or three-day trainings and scales the cost based on the expected number of participants. For an anticipated group of 30 participants, we could staff this with either a two or three person team. The larger training team (our recommendation) provides for greater support to the training participants during the exercises and simulations and increased logistical support during the workshop.

We are flexible in our workshop design and delivery and would be happy to work with The Wildlife Society to develop a training approach that works best for your members.

Kearns & West Proposed Budget for Conflict Resolution/Facilitation Training for The Wildlife Society

	Senior Trainer \$195/hr	Director \$175/hr	Project Assistant \$100/hr	Total	Notes
Task 1: Kickoff Meeting					
Subtask 1.1 Prepare for and conduct virtual meeting with The Wildlife Society staff to establish goals and expectations	3	3	0		
Task 1 Hours:	3	3	0		
Task 1 Labor Cost:	\$645	\$525	\$0	\$1,170	
Task 2: Develop Training					
Subtask 2.1 Develop training agenda and materials	8	8	4		Assumes only minor customization to existing training materials.
Task 2 Hours:	8	8	4		
Task 2 Labor Cost:	\$1,720	\$1,400	\$400	\$3,520	
Expenses:				\$600	Thomas-Kilmann Instrument for 30
Optional Subtask 2.2: Develop new modules	TBD	TBD	TBD		We can develop this estimate after understanding the extent to which The Wildlife Society desires modification of
Task 3: Conduct Training					
Subtask 3.1 Deliver two-day training	24	24	0		Travel time billed at half time. Assumes 10 hour training days, including preparation, room set up and take down.
Task 3 Hours:	24	24	0		
Task 3 Labor Cost:	\$5,160	\$4,200	\$0	\$9,360	
Expenses:				\$2,400	Includes travel (anticipated to Denver) - round trip flight and two nights in hotel and per diem. Assumes The Wildlife Society arranges and pays for meeting facility.
Optional Subtask 3.1: Add a third trainer at workshop	0	0	24		
Subtask 3.1 Expenses:				\$1,200	Travel expenses for additional trainer
Optional Subtask 3.2: Deliver additional training day (3 days total) with two trainers	10	10	0		
Subtask 3.2 Expenses:				\$600	Travel expenses for additional hotel night and per diem
Optional Subtask 3.3: Add a third trainer for 3 day workshop	0	0	10		
Subtask 3.3 Expenses:				\$300	Travel expenses for additional hotel night and per diem
Task 4: Training Debrief					
Subtask 4.1 Conduct virtual meeting to debrief workshop with The Wildlife Society	1	1	2		Assumes analysis of course evaluations.
Task 4 Hours:	1	1	2		
Task 4 Labor Cost	\$215	\$175	\$200	\$590	
Sum Totals					
Total Hours: 2 day training, 2 trainers	36	36	6		
Total Labor Cost: 2 day training, 2 trainers	\$7,740	\$6,300	\$600	\$14,640	
With Expenses:				\$17,640	
Total Hours: 2 day training, 3 trainers	36	36	30		
Total Labor Cost: 2 day training, 3 trainers	\$7,740	\$6,300	\$3,000	\$17,040	
With Expenses:				\$21,240	
Total Hours: 3 day training, 2 trainers	46	46	6		
Total Labor Cost: 3 day training, 2 trainers	\$9,890	\$8,050	\$600	\$18,540	
With Expenses:				\$22,140	
Total Hours: 3 day training, 3 trainers	46	46	16		
Total Labor Cost: 3 day training, 3 trainers	\$9,890	\$8,050	\$1,600	\$19,540	
With Expenses:				\$23,440	