

**FALL 2010**

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# CIAN NEWS

## In the Extremes

**By Renée Gendron**

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Several significant changes are occurring at the same time. There are fundamental shifts happening in the economy which require profound thought on how best to proceed. Organisations are facing internal as well as external challenges. The internal challenges stem from being able to meet their staffing requirements, refining their vision for the 21st century, adapting to ever changing market circumstances and having to integrate four generations within the same workforce. (1) In addition, there are rapid technological changes which are unfolding, changing not only work flow but also the method in which the work is being done.

There are several ongoing conflicts which continue to be exacerbated by ongoing events. One of the conflicts is an old

internal conflict, and in order to successfully resolve this conflict, a person must be able to categorically answer "Who am I?". While personal identities are subject to change over time, they are also extrapolated from a person's social environment. Social environments are equally subject to change. Identity was historically based on a specific locale. The same person can now be somewhere and virtually anywhere at the same time. This has had a significant impact on how identity is constructed and created. Previously community was only geo-referenced, now communities can be formed by members from different ethnic, religious, and political groups who share common space of interaction. In this case, the common space for interaction is specific sub group within a social networking website, a specific

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electronic bulletin board or something similar. Regardless of the physical distance between members, one of the key components of such virtual communities, is the ability of the members to form an emotional bond with other members. It is the ability of the leadership to create personal relationships with members, to engage with them on an emotional level and engage in their personal story (Chewar, McCrickard, Carroll, 2005).

Organisations are having to transform their work processes, foster stronger relationships with their workforce as well as the broader community. There are two broad types of skills that of hard skills, the technical know-how to accomplish a task and soft skills. Soft skills are sometimes referred to as people skills. They include, but are not limited to, communication, leadership, mediation and negotiation skills. In order to successfully transition and transform an organisation which competes in current markets, which is well adapted to the fluid circumstances of the 21st century, and which staff are motivated to seek and make opportunities, soft skills are increasingly required. It is the ability of all members of an organisation to mutually support and motivate one another in accomplishing goals that will be one of the key factors of organisational success in the 21st century.

In order to affect lasting, meaningful and positive transformations within an organisation, members of the organisation must also see themselves in the story line. Team members must not only intellectually understand the reasons behind the changes, they must also see themselves as active participants in creating that transformation. The desired outcome of

*“It is the ability of all members of an organisation to mutually support and motivate one another in accomplishing goals that will be one of the key factors of organisational success in the 21st century.”*

the changes must speak to the members of the organisation on a personal level from which they can derive personal meaning, and subsequently it must reinforce part of their identity. To accomplish this, leaders must understand and do two fundamental things. They must first empathize with the emotions of their followership, appreciate their apprehensions and concerns. That is one level of the relations. The second level of the relations pertains to the relationship between the follower and the vision, and associated structural changes required to effectively implement the transformations.

These circumstances pose significant challenges to leaders as it draws them to the extremes of a system: the meta-level, that is, concerns about the operability of the system, and it draws leaders to the specific individual. The challenge for leaders in the twenty first century is how to e-motivate followers to participate in the creation of new systems. The term e-motivate is used in this context to explain the emotional relation not only between the leader and the follower, but the follower and their particular goals. While this is an highly personalised type of leadership, ultimately leaders build something. They ensure that the efforts and energy exerted by their followership



leads to constructive and positive results. This applies in situations in which there are groups of people who have accomplished a goal. To ensure that the impacts of that goal are maintained, structures, mechanisms, behaviours and opportunities for further development must be developed, created and implemented.

As leaders spend time with their team members to implement these transformations, it creates a positive feedback loop. The acquisition of new skills, both hard and soft skills, strengthens relationships. It encourages active participation by those involved as they collaborate and find creative solutions to new challenges. The time invested in others builds relationships, nurtures trust and creates an atmosphere of collaboration. It also creates opportunities for team members to learn from one another, further developing their soft as well as hard skills. It strengthens their resolve to transform existing structures into structures which are better suited to meet current and future operational challenges.

Effective present-day leaders must increasingly live in these extremes. Leaders must keep those two distinct realities in mind. The first immediate reality is acknowledging the followers feelings, their personal goals and their current reality. The second challenge for present-day leaders is

facilitating the creation and strengthening of contact points between the followers individual goals and larger new structures. This is not necessarily the creation of a new layer of management. This does not entail a complete overhaul of governing institutions. Rather, it is acknowledging that in order for goals to be achieved, and the impact of those achievements to be long lasting, there must be some permanency. That is, if a person's goal was to learn a new skill, and they took courses in that skill, this must be followed by after-course opportunities to practice, hone and develop that skill, or that knowledge will be lost.

Some may argue that is a transformational time. Yet others may argue that it is a time in which reforms and adjustments within existing structures are all that is needed. Regardless of the approach taken, it is a time of extremes. Relationships take centre-stage in the 21<sup>st</sup> century. It is not just personal relationships between leader and follower. It is becoming apparent that an individual's relationship with themselves, as they pursue their own goals is important. The follower's relationship with other followers, beyond what is necessary for team building, is gaining impetus. The individual's relationship with the overall structure or system, how that impacts their identity, their story and their lives, is gaining in importance. More specifically, the individual power to shape,

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Chewar, C.M.; McCrickard, D.S.; Carroll, J.M. (2005). *Analyzing the social capital value chain in community network interfaces*. *Internet Research* 15(3). See :

<http://www.emeraldinsight.com/Insight/ViewContentServlet?contentType=Article&Filename=Published/EmeraldFullTextArticle/Articles/1720150302.html>

(1)

<http://www.workopolis.com/work.aspx?action=Transfer&View=Content/Common/ArticlesDetailView&articleId=brent20080319File1Article1&lang=EN>



change and create new structures is taking precedence. Leaders must increasingly be knowledgeable of how their activities, and those of their followers, relate to larger structures. In understanding the nature of those relationships, leaders can facilitate the goals of their followers and lead the way into the 21<sup>st</sup> century. ♦

*Renée Gendron is an Associate at the Canadian International Institute of Applied Negotiation (CIAN). She holds a Masters degree in sociology with a specialisation in governance. She is a PhD Candidate. Her thesis developed an analytical framework for conflict and grievance analysis. She can be reached at [rgendron@ciian.org](mailto:rgendron@ciian.org)*

## Specialized One Day Mediation Clinics

CIAN now offers specialized one day mediation clinics to practitioners who wish to sharpen and deepen their mediation and conflict resolution knowledge and skills.

Clinics cover specific areas identified by the participants as important to their professional development. Since these clinics are responsive to client needs, the topics will vary widely from clinic to clinic.

Clinics can be held in Ottawa, Toronto and London, Ontario for a fixed daily cost per participant (minimum of 4 participants needed per session) and at other locations as arranged.

Please [contact us](#) for further information.

Go here for more information:

[www.ciian.org/assets/forms/mediationclinics.pdf](http://www.ciian.org/assets/forms/mediationclinics.pdf)



## Registered Practitioner in Dispute Resolution (RPDR) Profile At-A-Glance

*Name: Francine Titley*

*Current Occupation: Consultant*

*Date of Receiving CIAN's RPDR Designation: 1996*

*Francine Titley is a lawyer and counsellor by training having completed an LL.L in 1974; LL.B. in 1975; a diploma of special studies in law in 1991; and an M.Ed. in counseling in 2006. She has worked in private consulting in the field of ADR for over 15 years, serving organisations, individuals, families and groups in both official languages. She provides coaching, mediation, facilitation, training and counselling services through the firm Titley-Lamoureux and Associates.*

*Francine obtained her RPDR designation from CIAN in 1996 because she hoped to pursue a career in ADR and she felt that this was good entry point into the field. According to Francine, the most important thing about the RPDR is, "the knowledge [in ADR] that it reflects." As the RPDR designation was Francine's first designation, it gave Francine the credibility she needed to start her career in ADR and because, "the more training one receives, the better prepared one is for the numerous and complex challenges of this work," she agrees that getting the RPDR designation is a great way of others to also get their careers started.*

### A Note to all RPDR's Currently Registered with CIAN

Can you please provide us with your most up-to-date contact information to ensure that any potential clients referred to you by CIAN will be able to reach you.

Also, if you'd like to be profiled in the next edition of the CIAN News, then please let us know.

Lastly, a new email list that is only available exclusively to RPDRs has been created. It contains special announcements, job opportunities, and other news items of interest to RPDRS. Please let us know if you'd like your email address to be added to that list.



## New and Upcoming Publications by CIAN Staff and Associates

*Listed alphabetically:*

**Gendron**, Renée. February 2010. *Information Communication Technology and Online Mediation*. [www.ciiian.org/assets/forms/ictandonlinemediation.pdf](http://www.ciiian.org/assets/forms/ictandonlinemediation.pdf)

**Gendron**, Renée and Christie Husted. May 2010. *Organi-Cultural Deviance*. [www.ciiian.org/assets/forms/ASAC2.pdf](http://www.ciiian.org/assets/forms/ASAC2.pdf)

**Hoffman**, Ben. 2010. 'Peace Guerilla: Unarmed and in Harm's Way, My Obsession with Ending Violence', Ottawa: Canadian International Institute of Applied Negotiation. See [Link](#)

**Hoffman**, Evan. 2010. 'The Mediator's Handbook for Durable Peace'. Ottawa: Canadian International Institute of Applied Negotiation. See [Link](#)

**Hoffman**, Evan. July 2010. *Negotiating Agreements in Multi-party, Multi-issue Contexts*. [ciiian.org/assets/forms/negotiatingincomplexcontexts.pdf](http://ciiian.org/assets/forms/negotiatingincomplexcontexts.pdf)

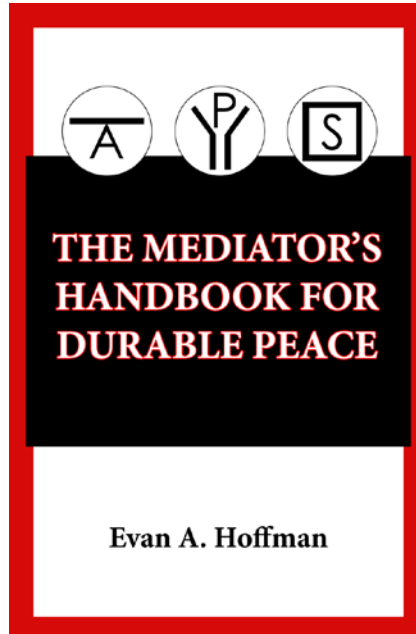
**Hoffman**, Evan. April 2010. *Is it Good to be Bad? Ethical Dilemmas in Peacemaking*. [www.ciiian.org/assets/forms/dilemmas%20in%20peacemaking.pdf](http://www.ciiian.org/assets/forms/dilemmas%20in%20peacemaking.pdf)

**Hoffman**, Evan. March 2010. *Power Tactics: Successful Negotiation from a Disadvantageous Position*. [www.ciiian.org/assets/forms/negotiatingpower.pdf](http://www.ciiian.org/assets/forms/negotiatingpower.pdf)

**facebook**

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[www.facebook.com/group.php?gid=48609714270](http://www.facebook.com/group.php?gid=48609714270)



This short, concise, and practical handbook presents an original and simple model for durable peace and then outlines a number of tactics that mediators can utilize at all stages of the mediation process to promote durable peace.

Full color charts throughout contain key assessment and planning questions, red flags to watch out for, and suggested provisions that can be added to peace agreements in order to help channel the parties' power struggle into pacific outlets.

Copies are available for purchase on [amazon.com](https://www.amazon.com)



Balance the Agreement



Channel the Power



Manage Spoilers



## CIAN – Our History As We Approach our 20<sup>th</sup> Anniversary

The Canadian International Institute of Applied Negotiation (CIAN), founded in 1992, was the first pan-Canadian organisation to offer certificates in negotiation and mediation.

Following extensive design and planning, CIAN's Alternative Dispute Resolution (ADR) Certificate Program was launched in 1992. At the time, it was only the second comprehensive ADR program offered in Canada. The ADR Program consisted of seven courses, a professional paper, a mediation moot, and a 200-300 hour practicum. Its focus was one of theory-informed practice aimed at the reflective practitioner. Candidates were encouraged to become involved in the evolving field of alternative dispute resolution, to contribute to its theoretical framework and to its practice, as well as to enhance the development of the individual practitioner active in this field. The Institute sought out and attracted some of the most qualified and effective Canadian trainers to offer the three-day courses. Through promotion and other means, a wide diversity of candidates participated in the ADR Program from across Canada and beyond over the years.

CIAN soon became one of the leading ADR organizations in Canada, gaining a solid reputation for effective programming and training, thus contributing extensively to building the ADR practitioners' pool in Canada and abroad.

Recognizing a need in 1994, CIAN attempted to initiate a Canadian-based dialogue on the issue of standards and certification of mediators. A working paper was written and circulated to key

organizations and individuals in the field. CIAN saw its role as a catalyst in bringing about this dialogue. Unfortunately, it proved difficult to establish a dialogue on this controversial issue. Most organizations decided to pursue their own unilateral direction regarding certification and standards. CIAN decided to formulate the designation Registered Practitioner in Dispute Resolution (RPDR). The aim of the RPDR designation was to develop a pool of practitioners through an iterative process of evolving standards and certification, in contrast to the top-down approach of a number of ADR organizations.

Also in 1994, CIAN launched its international program. Its first partnership was fashioned with the Foundation for Democratic Change (FDC) in Romania, which sought CIAN's assistance in establishing a conflict resolution program for mid-range actors in their country in the post Soviet Union environment. Since then, CIAN has been involved in supporting capacity building for the expression and resolution of conflict through interest-based, collaborative means. CIAN personnel have acted as catalysts, mentors, program designers, trainers, and evaluators for programs in Eastern Europe, South America, South Asia, Asia, Africa, the Middle East, and the Caribbean.

CIAN went on to develop and deliver its Peacebuilding and Conflict Resolution Training Program to international audiences from over 30 countries. It now partners with organizations in different



countries through which to custom-design and offer this training program. In addition, CIAN designed and developed the inaugural program for The Lester B. Pearson Canadian International Peacekeeping Training Centre. Determined to continue to positively contribute to the non-violent resolution of conflicts, CIAN partnered with the Center for Development and Integration to train civil society actors in peacebuilding, negotiation, and mediation skills. Moreover, CIAN has also trained peacekeepers in mediation and negotiation for the Department of Defense's Peace Support Training Centre (PSTC) in Kingston and the RCMP in Ottawa. CIAN also partnered with the Center Of Excellence In Disaster Management and Humanitarian Assistance for the Asia-Pacific to deliver training courses, two of which included: 1) "Negotiating and Mediating in a Disaster Context" and 2) "Negotiation and Mediation Skills for Complex Humanitarian Emergencies". These two courses were designed to give participants negotiation and mediation skills in complex humanitarian emergency situations and "operations other than war" after understanding the relevant theories which inform them. We currently regularly deliver training on mediating peace agreements for the ZIF Centre for International Peace Operations in Berlin, the Swiss Foreign Ministry and the Post-war Reconstruction and Development Unit (PRDU) at the University of York, UK.

Always seeking new and innovative ways to reduce violence and to use alternative dispute resolution as a means of fulfilling the interests of all parties concerned, CIAN launched the International Peace and Prosperity Project (IPPP) in Guinea-Bissau. Using highly-targeted small grants at critical

points during a stressful period, CIAN effectively and timely intervened to diffuse social tensions and prevent violence in this small West African nation.

Domestically, CIAN has also gained a sound reputation for its design of customized corporate programs. Some examples include conflict management in the workplace, mediation of alleged harassment, early intervention programs within the Public Service Commission's appeals process, union/management negotiations, and international negotiations.

Dedicated to the prevention of violence the world over, CIAN trained several Canadian police services in principled negotiation, thereby improving collaborative community policing efforts across the country. Moreover, appreciating that destructive conflict occurs across settings, CIAN has trained hundreds of civil servants from both the federal and provincial governments in negotiation and mediation. Through the use of their newly acquired skills, managers, human resource personnel, department heads, as well as civil servants who are in direct, daily contact with the public are better equipped to understand the concerns and interests of the parties, and are better able to diffuse potentially volatile situations.

Over the past decade and a half, CIAN has continually participated in and monitored the development of the ADR field. In response to the changing nature of the field and market demands, CIAN revised its original program four times over the years in order to maintain the quality of its original ADR Certificate Program and to maintain its niche in the marketplace.

Having re-focused its attention to mediation



for the purposes of preventing violent conflict, CIAN is embarking on a new journey. CIAN is now expanding its negotiation and mediation services to include new online training in negotiation, specialized mediation workshops designed to help mediators hone their skills, and the direct delivery of distance and/or online mediation services. This year will also see CIAN expand its domestic training programs to Montreal and Toronto.

Moreover, CIAN launched a new project The Canada Expedition ([www.thecanadaexpedition.ca](http://www.thecanadaexpedition.ca)), to understand the challenges facing humanity in the 21st century and to showcase solutions.

In 2012 CIAN will celebrate its 20th anniversary. ♦

The Canada Expedition's (TCE) interview with Mr. Milt Lauenstein on the topic of preventing political violence is posted on the TCE blog here

[thecanadaexpedition.ca/blog/http://thecanadaexpedition.ca/blog/97/milt-lauenstein-violence-prevention-luminary](http://thecanadaexpedition.ca/blog/http://thecanadaexpedition.ca/blog/97/milt-lauenstein-violence-prevention-luminary)

## Alumni News

### To our Alumni:

Ever wonder about anyone you trained with at a CIAN course?

Want to find out what some of your colleagues are doing?

Want to share your current work and how the CIAN training played a role?

CIAN News wants to hear all about it! Send us a brief email about your current work and ask us about another CIAN graduate. We'll run your blurb in the ALUMNI NEWS section of each issue and contact those you asked about and ask them to do the same.

**Send Alumni News to:**  
[ciian@ciian.org](mailto:ciian@ciian.org)



## CIAN Delivers One-Day Negotiation Clinic

On June 22<sup>nd</sup>, 2010 CIAN's President, Dr. Ben Hoffman, delivered a one-day negotiation clinic in Smithers, BC to participants from the Skeena Watershed Initiative (SWI) and the Gladstone Reconciliation Process.

For more info on the SWI see [www.tapsource.org/swi](http://www.tapsource.org/swi)

To see a map which displays our work worldwide see [www.cian.org/involvement1.shtml](http://www.cian.org/involvement1.shtml)

## CIAN Book Launch of the *Peace Guerilla*



Dr. Ben Hoffman launched his new book 'Peace Guerilla: Unarmed and in Harm's Way, My Obsession with Ending Violence' on February 12<sup>th</sup>, 2010 in Ottawa.



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1. Join us in Toronto for an info session on September 7th and get \$50 off your course fees [cian.org/assets/forms/cianinfosession3.pdf](http://cian.org/assets/forms/cianinfosession3.pdf) **Tuesday, August 17, 2010 1:17:04 PM** via **a Ning Network**
2. End of summer sale @ the CIAN shop. All prices reduced! [www.cafepress.ca/cian](http://www.cafepress.ca/cian) **Monday, August 16, 2010 12:56:44 PM** via **a Ning Network**
3. check out CIAN's ad from this week's Hill Times newspaper [cian.org/assets/forms/hilltimesad.pdf](http://cian.org/assets/forms/hilltimesad.pdf) **Friday, June 25, 2010 4:14:50 PM** via web
4. CIAN issues Open Letter to President Obama Re: Joseph Kony & the LRA [ning.it/cNNgXW](http://ning.it/cNNgXW) **Thursday, June 03, 2010 12:35:48 PM** via **a Ning Network**



**PEACE  
HAWKS**



*Whatever It Takes!*

**Peacehawks**, created by Ingrid Lehmann and Jamie Arbuckle, is intended to be a forum for exploring and discussing international peace and security issues, and is based on the principle that international peace can and must be enforced, just as are national and local laws.

Join the discussion at:

[www.peacehawks.blogspot.com](http://www.peacehawks.blogspot.com)

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## Profiles of CIAN's Scholarship Recipients

### **Bryonie Baxter, CIAN Scholarship recipient.**

Bryonie Baxter is the Executive Director of the [Elizabeth Fry Society](#) of Ottawa. She is also Vice-President of the Council of Elizabeth Fry Societies of Ontario and Regional Advocate of the Canadian Association of Elizabeth Fry Societies. Each Elizabeth Fry Society is independently funded and operated; however, each society cooperates, networks and advocates with their provincial and national sister organizations. The mission of the Elizabeth Fry Society is to “help women and female youth who are, or may be, at risk of coming into conflict with the law”.

Bryonie has been the Executive Director of the Ottawa society for two years. In her capacity as Executive Director, she manages the daily operations of the society. There are several [programs and services](#) offered by the Ottawa society, including individual and group counselling, assistance for sex workers, help for the homeless, addictions support and community reintegration programs for those coming from federal and provincial prisons.

As Executive Director of the Elizabeth Fry Society, Ottawa Chapter, Bryonie has to address and navigate several types of relationships on a daily basis including employee relations, employee-client relations, relations between the Society and other organisations, relationships between clients, and relationships between clients and others. As with any organisation, the ability of the organisation to obtain its goals and realise its objectives, is

dependent on the quality of the relationships of the people in the organisation, the quality of the relationships between the employees and clients, and between the organisation and partner organisations or potential partner organisations.

Bryonie had previously received a lot of training in the area of human resources, dispute resolution, addressing conflict in the workplace, and fostering cordial employee relations. Bryonie had heard of CIAN's negotiation and mediation training through a member of the Society's Board of Directors and was keenly interested in honing her communication and dispute resolution skills. It was a good opportunity to crystalize the training she had previously received and to hone her emerging facilitation and mediation skills. She was cognisant of the high quality of CIAN's programming and applied to receive CIAN's scholarship.

Having completed both CIAN's Module I (Negotiation) and Module II (Mediation) training, Bryonie was able to successfully deliver two mediations, one of which was a court mandated mediation and had also used the skills she learned at CIAN numerous times in other less formal capacities. In the case of the court mandated mediation, had the mediation proven unsuccessful, both of the two parties risked going back to jail. At the beginning of an intense, almost day-long session, both parties were entrenched in their positions and their positions were at polar extremes. Both were unwilling to compromise. Using the mediation skills she had honed during the hands-on practical



exercises of both modules, Bryonie was able to design and implement a process which worked for both parties. At the end of the session, both parties left having found a mutually agreeable solution and having reconciled their differences. Not only had the conflict been successfully resolved, the nature of the relationship between the parties had been qualitatively transformed. By the end of the mediation, the parties demonstrated genuine compassion and care for the other. The mediation experience was both extremely profound and impactful for the parties to the conflict, as well as Bryonie herself.

### **Interview with Heather Ehlers, CIAN Scholarship recipient.**

**Can you please tell us a little bit about yourself?**

My work with people in conflict started out when I was a Crisis Intervention Worker with children, students, and families in crisis. My role involved supporting people through difficult situations and often being an informal mediator between family members. I did this work part-time to support my way through University and was able to achieve certification as a Crisis Intervention Worker due to the extensive hours I spent in the field.

After I completed an undergraduate degree with major in Psychology and minor in International Relations, I was accepted to the Japan Exchange and Teaching Programme and taught English for two years in a rural Japanese village. I learned a lot about myself and the views of a different culture through my daily interactions and through my study of the art of Aikido; a non-violent approach to conflict.

My background in Psychology and crisis intervention, combined with my experiences in Japan as a temporary foreign worker and student of Aikido, prompted me to consider the relationship of culture and conflict. I noticed that the norms and expectations in Japan for managing interpersonal conflict were quite different from what I had experienced in Canada. My interest grew into pursuing a Master of Arts degree in Conflict Analysis and Management from Royal Roads University. My thesis work focused on cross-cultural conflict communication education and providing recommendations for how community workshops can be inclusive and sensitive to the culturally-influenced aspects of conflict resolution and communication.

**What is your occupation? Can you please describe your work?**

I am manager of the Community Conflict Resolution program at the Mediation and Restorative Justice Centre (MRJC) in Edmonton, Alberta. I am responsible for providing accessible conflict resolution options for community members. MRJC's contract with the City of Edmonton is to provide these options to both neighbours and community groups so that peaceful and collaborative approaches to common neighbourly issues are a possibility.

I am also responsible for the planning and coordination of an outreach education project, called the Managing Interpersonal Conflict workshop series. This series is free to members of the public interested in learning more about conflict management skills. As one of the facilitators, I introduce participants to concepts such as the



conflict cycle, conflict styles, active listening, and assertive communication. Often participants comment that it provides them with great insight and leaves them wanting to learn more. I get satisfaction from this work knowing that this is education many community members would not be able to financially access otherwise and that many find it useful for their daily lives.

### **What aspects of your work do you use mediation and negotiation?**

My work involves promoting the principles of mediation and negotiation as a way for community members to collaboratively manage neighbourhood-based disputes. The case development team and I work to “get parties to the table” by explaining the mediation process, encouraging reflection and analysis of the problem and ultimately preparing them to have the best conversation possible when they meet face-to-face with their neighbours.

### **What made you interested in taking CIAN’s Module I course?**

As a recent graduate of Royal Roads University’s Master of Arts in Conflict Analysis and Management, I have a good theoretical basis for conflict management processes. However, I have not yet had the opportunity to personally develop skills as a practitioner for negotiation and/or mediation. Once I complete Module II (and do some more practice) I will apply these skills to the role of a third party for disputes in my community.

CIAN’s courses were of particular interest to me because of the background and experience of the instructors in both domestic and international arenas. Having

mentors who have integrated their approaches to conflict resolution in a variety of settings is of real value for me. The founder, Ben Hoffman and my instructor, Richard Moore, have both facilitated conflict resolution dialogues in diverse places such as Republic of Congo (DRC) and Guyana. In the actual course, I enjoyed hearing Richard’s thoughts on his personal experiences applying negotiation and mediation in these settings.

### **How have CIAN's courses assisted you in your work?**

The Community Conflict Resolution program receives many cases that are related to neighbour disputes such as fences, trees, parking and noise. On the surface the issues seem simple, but we soon realize that there is more meaning to these problems for the people involved. The CIAN course helped me to become more skilled when assisting clients to help them clarify and be aware of their underlying interests for the problem at hand.

Even though I had understood this concept before, the CIAN course assisted me to more effectively work with the interests of others by providing me the chance to practice in class.

Spending time with the interest-based model as a whole was a good opportunity to connect more to this as a conflict management approach. I was able to review my assumptions about negotiation, be aware of my own style, and get more practice with using BATNAs and WATNAs!



Has the CIIAN training assisted you in a process of self-discovery? If so, please elaborate.

The training certainly brought to light, very quickly, what my own strengths and challenges are for negotiation—this is exactly what I was looking for! I had wanted to go through the learning process to help identify these areas. In the course, I gained guidance about where I need to focus on with future practice and I am looking forward to more learning and discovery in Module II.

I am extremely appreciative that CIIAN offers scholarship opportunities to those who work in the non-profit sector. These types of scholarships are rare and yet the skills, in my opinion, are so important to many who are in roles where conflict resolution is a part of everyday work. For me personally, I was unable to access local negotiation/mediation training but CIIAN gave me that opportunity in Ottawa and I am very grateful. ♦

## CIIAN's International Scholarship Youth Learning Initiatives

CIIAN's Youth Learning Initiatives Scholarship was established in September, 2009 to complement the [Ben Hoffman Scholarship](#) which is awarded annually and is open to anyone from the Canadian not-for-profit sector who shows interest and promise in the field of Alternative Dispute Resolution (ADR) and who uses ADR skills in the course of his or her normal employment duties.

The Youth Learning Initiatives Scholarship focuses exclusively on supporting the education and well-being of young people from post-conflict countries so that they can make positive impacts in their communities. Support can take many forms including, but not limited to, financial resources for education and schooling costs, the provision of clothing and other material goods necessary to improve their quality of life, and personalized one-on-one coaching or mentoring support from CIIAN.

### Contributors

*(Listed alphabetically)*

- Ann and Ben Hoffman, Eganville, Ontario
- Sylvia McMechan and Richard McGuigan, Victoria, British Columbia
- Drew and Jane Scott, Pembroke, Ontario
- Paul and Christine Suter, Whistler, British Columbia

### Want to Contribute?

Please [contact us](#) if you'd like to contribute to this scholarship.



### Current Scholarship Recipient



Pictured Above: CIAN's current scholarship recipient **Ibrahima Diallo** (far right) who lives in **Guinea-Bissau**



**Please Note:** Regrettably, CIAN does not accept unsolicited applications for this scholarship and participation is by invite only.



## CIAN and the Canada Expedition Launch Pilot Project in North Vancouver School

What if we believed that some children at this age are interested in examining Peace but have no place or format to learn about it and/or contribute? What if we provided a group of students the opportunity and guidance to look at Peace as it applies to self, community, the environment and the world? What if we took these students and worked with them intensively over a period of 10 months? What if we challenged them to look at their world through this lens of Peace? What if we documented that journey?

What might the outcomes be?

In order to help answer some of the above questions the principal and vice-principal of the Ross Road Elementary in North Vancouver School District have been working with us to develop a new pilot project that will launch in their school this fall.

The pilot project stems from the Vice-Principal's direct involvement with the Canada Expedition and it is based on the concepts in Dr. Ben Hoffman's book 'The Peace Guerilla Handbook'.

This project has the following six aims:

1. Facilitate students getting into a Peace mindset
2. Identify tenants of Peace
3. Develop the language for students
4. Create a culture of peace/kindness/non aggression
5. Provide those students who are interested in this topic, the time, place

and resources to learn and become student leaders

6. Connect peace to self, environment, community and world

Ms. Inya Mitrovic, a graduate student from the MA in Conflict Analysis and Management program at Royal Roads University, Victoria has agreed to be an intern with the project for one year.

We are currently seeking additional funding and support for this project, and any interested donors should please contact CIAN directly by email at [ciian@ciian.org](mailto:ciian@ciian.org) ♦

Ms. Renée Gendron, an Associate with CIAN, is the lead researcher on a new CIAN study on the topic of Cyber-based Conflicts. Part of this research involves administering a survey to those who've experienced cyber-conflict or have been involved with its resolution.

All results will be kept strictly confidential and the survey only takes about 15-20 minutes to complete. Any queries regarding this study can be directed to Ms. Gendron at [rgendron@ciian.org](mailto:rgendron@ciian.org)

Your participation in this research would be greatly appreciated and please feel free to pass this survey onto others whom might also be interested in completing it.

The survey can be accessed online here [www.surveymonkey.com/s/YJSQ589](http://www.surveymonkey.com/s/YJSQ589)



## Upcoming Courses & Workshops

### Courses

#### Module I

*Conflict Theory and Introduction to Negotiation and Mediation\**

Tuesday September 28 - Friday October 01, 2010 (Toronto)

Monday February 21 - Thursday February 24, 2011 (Ottawa)

Tuesday August 16 - Friday August 19, 2011 (Ottawa)

#### Module II

*Mediation\**

Monday February 07 - Thursday February 10, 2011 (Toronto)

Monday March 21 - Thursday March 24, 2011 (Ottawa)

Monday August 22 - Thursday August 25, 2011 (Ottawa)

#### Module III

*Advanced Negotiation & Mediation*

Monday November 8 - Thursday November 11, 2010 (Ottawa)

Monday October 17 - Thursday October 20, 2011 (Ottawa)

\* Modules I and Modules II, when both modules have been completed, have been accepted as an Approved Mediation Course, by the [ADR Institute of Ontario \(www.adrontario.ca\)](http://www.adrontario.ca) Inc.

### Recent Comments from CIIAN Alumni

Comments From Mod II - March, 2010 (Ottawa)

"Love the role playing opportunities to practice and the fact that my items of interest were covered!"

"Great job Richard - I truly enjoyed you - - those four days were truly a delight"

Comments From Mod I - February, 2010 (Ottawa)

"Richard was inclusive, respectful and engaging. It was a pleasure to learn from him."

"I really enjoyed it and learned a lot. Great participants, really good groups."



**R  
P  
D  
R**                    **Registered  
Practitioners in  
Dispute  
Resolution**

- Francine Titley
- Ginette Trottier
- Walter Williams
- Ellen Zweibel

- Joanne Archibald
- Barbara Atlas
- Suzanne Beaulieu
- Jean Benoit
- Peter Bishop
- Enid Blackwell
- John Blakney
- Christiane Boisjoly
- Gilles Boudreau
- Donna Clark
- Rebecca Dalton
- Laura Deeks
- Herve Depow
- Blaine Donais
- Mike Hart
- Doreen Hartley
- Margaret Kish
- P. Ross Landry
- Michel Laurin
- Gérald Lavallée
- Cynthia Leber
- Mel Mapp
- Maureen McKeown
- Richard Moore
- Geneviève O'Sullivan
- Louise Owen
- Ken Peterson
- Michelle Plouffe
- Anna Preto
- Marion Rivers
- Evita Roche
- Brian Ross
- Norman Ross
- Mary Rozenberg
- Heidi Ruppert
- Chris Stark

The above named practitioners are registered with the Canadian International Institute of Applied Negotiation (CIAN). Registration attests to the fact that they have successfully completed the Institute's 120 hour program and submitted a Practitioner's Portfolio which includes subscription to a code of practice. The Institute, however, is not a governing body and is not responsible for the practice of those listed. We do, however, provide these names to potential clients.

### **RPDR Faculty**

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