



Editorial

By Corbett Hancey – June, 2012.

“Increase your competitive advantage,” reads an advertisement from the Globe and Mail dated April 16 1998, “Become a registered practitioner in dispute resolution.” Yellowed now, and brittle with age, it's one of the first ads publicizing CIAN's peacebuilding and conflict resolution programs, and was a big step for the institute, attracting 70 responses.

This wasn't the beginning however. CIAN's story began six years earlier in 1992 with founding director Ben Hoffman's vision of a comprehensive training program in alternate dispute resolution. Interest-based negotiation as a choice for the resolving disputes was just starting to emerge as a field of its own, and no such training programs existed east of Vancouver. The Certificate Program in Peacebuilding and Conflict Resolution was launched that year. Based on its

strength CIAN gained a reputation for strong training and programming and quickly became one of the leading Alternative Dispute Resolution organizations in Canada.

At its most basic, the story of CIAN can perhaps be best understood as a story of identifying a need, meeting it and continuing to evolve as needed. Hoffman's interest in Alternative Dispute Resolution was first sparked by his experience working in correctional services, but in 1994 CIAN took a defining step forward into international conflict prevention and peacebuilding. For an organization focused up to this point on domestic programs this wasn't necessarily an intuitive move, but one that defines much of CIAN's work to the present day. For Flaurie Storie a former CIAN director, it was a move “symbolic of the dynamism of CIAN in that the people involved moulded the organization.”



CIAN's first international project took the organization to Romania, where the organization set to work establishing a conflict resolution program as the former Soviet country sought a stable transition out of communist rule. Since then CIAN's international programs have expanded to include wide-ranging projects across the globe, as far and wide as Eastern Europe, South America, Asia, Africa, the Middle East, and the Caribbean.

Despite the increased focus on international programming after 1994, CIAN never lost focus on the difference they could make in Canada. Several police forces across the country have benefitted from CIAN programs and are now better equipped to act as mediators in volatile situations. Similarly, hundreds of civil servants and corporate employees stand prepared to manage workplace conflict, mediation of harassment and union/management negotiations. CIAN's training programs in Canada also contribute significantly to the pool of accredited ADR practitioners that are then able to effectively practice their craft throughout the country.

What enables success in so many different areas? CIAN's instructors aren't just teachers, but seasoned practitioners. "It was the evolving practice of those involved who made the programs come alive and authentic for the clients," says former executive director Flaurie Storie, adding, "I remember one training course where a participant expressed how amazed she was that we shared our evolving knowledge and experience in dispute resolution. This amazed her because in such a competitive environment we put the interest of the field first over our own profit."

Twenty years in, CIAN's goal continues to be the elimination of armed conflict worldwide – both abroad and at home. As the organization moves into its third decade in this constantly evolving field three things remain certain: big picture thinking, top tier practice and instruction from experienced practitioners, and an aptitude for meeting the needs of an ever-changing world. ♦





From the Archives

For our twentieth anniversary we've combed the archives of previous newsletters to find articles that demonstrate the contributions made by CIAN to the field, the spirit with which we do our work and the stories of that work.

In this piece CIAN's former executive director reflects on her decision to work for the betterment of communities outside of her Canadian homeland. It's the thoughtful reflection of a truly global citizen that tackles questions of universal values and the importance of using commonalities between human cultures as a basic bridge to both learn and to teach.

A REFLECTION OR TWO

By Flaurie Storie - Fall 2002

I am often questioned by colleagues and friends (whose life focus has been almost exclusively within Canada) why I choose to devote most of my time and energies to peoples beyond Canadian borders and how appropriate that is from a cultural perspective. As someone queried: "Why would you risk your life for foreign people?" Another oft-asked question centres on the learning that has evolved regarding values and beliefs.

Is there such a thing as universal values? Are you just not trying to transmit Western values?

On the one hand, I am appreciative of having been born in Canada, although a growing shift away from a caring society has for the first time raised shadows. On the other hand, it is humanity, regardless of artificial boundaries, that I view as my fellow citizens.

There is so much that I don't know about and that I don't understand. As my nephew, Jamie, at age of two-and-a-half with his nose pressed against the window said to his mother as they awaited my arrival at the Calgary airport: "Mommy, how come there is so much out there I want to know about?"

I am a student of humankind. What explains the power structures we have created? Why are so many of us still so housed in a framework of duality? Do we have the same potential for dialogue as we have for violence? What has us choose one over the other? How are we connected as human beings on this planet? As I learn, it is my earnest hope that I make some small contribution to the learning of my fellow citizens.

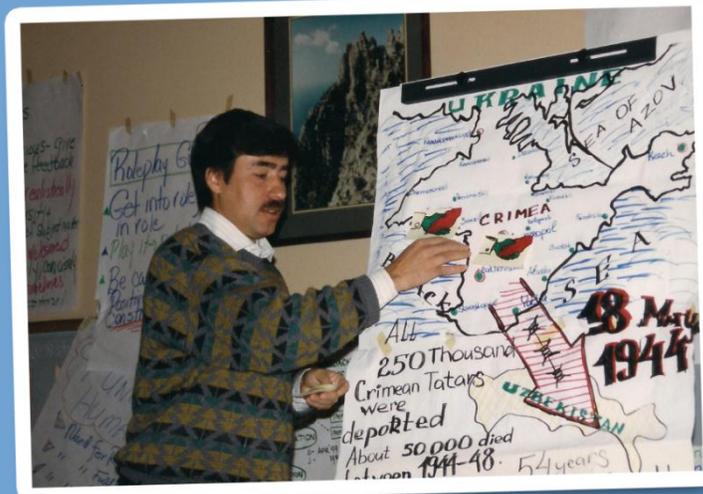
On one journey walking at dawn in Japan, I heard a crow break the early morning silence, followed by cats in an



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age-old cemetery. It occurred to me that no matter where I travel, crows sound the same, cats sound the same, and dogs sound the same. If these living creatures not only sound the same but also largely demonstrate similar behaviours around the world, what were the similarities that connect peoples of the world? Based on what could be judged as limited action research, here are some “truths” for me today. Parents want the best for their children. Family is important. There is a desire to be treated with respect. People, for the most part, are motivated to lead principled and honourable lives. Curiosity prevails amongst children. Giving to others predominates. Face saving is important. Justice, fairness, honesty, respect, and dignity are common themes. Are these universal values? For me, they are humanistic connectors and form the foundation of my walking with others.

As I often say to groups with whom I work, “my Canadian experience, eyes and ears may not have the capacity to see and hear”. However, I want to see, to hear and to understand. I want to learn. It is how I aspire to make some small contribution to the passing moment that is my life. ♦





In any line of work it's dangerous to forget about the power of big thinking, and peacebuilding is no exception. In this piece from 2005 CIAN founder Ben Hoffman evaluates the dream of putting an end to war by the year 2105. It may sound 'out there' but as Hoffman writes, it's this kind of pipe-dreaming that can re-energize a weary practitioner and eventually lead to practical solutions for seemingly insurmountable problems.

BUILDING ON CIAN'S CONTRIBUTIONS AT HOME AND ABROAD

By Ben Hoffman - Spring 2005

Many of us have heard of the myth of Sisyphus, that poor ancient Greek hero who, having done the good thing of catching Death and binding him hand and foot, was turned over to Death by the god of war, Ares, and as punishment for his human understanding was condemned to push a rock up a hill over and over again, never able to get it fully to the top.

I like the myth because it seems to fit the felt experience of people everywhere who have a passion for justice and do peace work of some sort. We can identify with Sisyphus, even if it is depressing to think our work is never done. But I like the myth for another reason; one that gives more hope. I like it because it gives us an historical perspective on ourselves and our struggle against violence and for peace. Realizing that each of us is one human being doing our best on a very large stage in a story that predates us by millennia provides an historical perspective that can be very liberating if you dare to flip it upside down and actually try to project into the future.

One of the boldest initiative of this sort as it relates to conflict, violence and the pursuit of peace is the launching of the Secure World Foundation by the

Arsenault family, a successful French Canadian business family who live in Colorado. What really caught my interest was that the Arsenaults initially had thought of naming their foundation, the "Ending War Foundation". Of course, this sounded like a preposterous idea. End War – "get real!" would have been the resounding response. But I was struck by the vision the Arsenaults had. They said that their effort to end war, all war, would take a 100 year commitment. They were embarking on, indeed, they would be putting funding into, a mission that went well beyond their lifespan, and that of five generations to come.

Now that is visioning! It is more than the "man on the moon project", which was embarked upon in the USA in the 1950s and succeeded. It is more than a space craft being sent over five years, or ten, to the outer reaches of our solar system. It is indeed "far out". But it doesn't seem to me to be crazy, a waste of time or money.

I began to think what might really be needed to achieve the goal of NOWAR BY THE YEAR 2105. I came up with the following conditions:



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- A critical mass of people agree that war is unacceptable and are prepared to authorize the legal use of force only to prevent fighting or to stop fighting when it has broken out; The international state system has a form of governance with adequate peace enforcement powers over all members;
- The root causes of violence (unmet universal human needs) have largely been eliminated;
- There are proven mechanisms for expressing and resolving political conflicts non-violently; and
- A peace prosperity economy has been established.

I thought the *channels of change* to achieve these conditions would be Values and Attitudes; Political Structures and Processes; and Economics. Work on values and attitudes would be efforts to de-value violence and foster unity in diversity. On the political front, multilateralism would be strengthened and systems and processes for global governance would be built. Efforts to create a peace prosperity economy would focus on transforming the production and delivery of war products and services into the production and delivery of nonviolent tools and services within an overall goal of closing the gap between wealthy and poor.

Imperfect as my first reaction was, it is the kind of useful pipe dreaming that I believe we all must do in these ever-darkening times. I don't know about you, but this kind of "far out" forward thinking usually re-energizes me. As well, I find some practical things I can do now toward realizing the vision.

At CIAN, we are about to embark on a set of initiatives that we are calling international actions for the reduction of political violence. In addition to our ongoing ADR certificate training program at the domestic level, and our international conflict engagement and peace building activities, we plan to carry out selected projects that address violence as the enemy of peace.

We want to continue in the tradition we started 15 years ago, of leading conflict resolution and peace building efforts into new terrain. Back then, we dared to set standards in training ADR practitioners and fostered the institutionalization of ADR in Canada, and we were active early in the trenches of war zones internationally. Today, we want to articulate the core competencies of peace workers, bolstering the depth and professionalism of the field when many in it are feeling the pressures of reduced funding and the threat of marginalization to the security-as-enforcement agenda. We plan to demonstrate that forward-looking, based in lessons learned, conflict resolution and peace building efforts are relevant today. We are going to ask and answer the question "what has conflict resolution got to offer in this tough world of real politik, and a US-led "war on terrorism"? We will call that the "Talking to Terrorists" project.

If you believe, as we do, that people suffering today and future generations can live in peace, given the leadership and tools, while not underestimating the dark forces afoot, we invite you to join us in dialogue and action. ♦



This project really puts the 'Applied' in CIAN's name. After all, big thinking isn't really worth much if it doesn't lead to action and positive results. This article from 2008 tells the story of how CIAN helped train mediators to jump-start Liberia's beleaguered justice system after 14 years of civil war.

CIAN Trains Mediators for Carter Center's "Shadetree Lawyers" in Liberia

Winter 2008

Adapted From an Article by the Carter Center

Fourteen years of civil war left Liberia's infrastructure, including its justice system, in shambles. As the country slowly rebuilds following four years of peace and a new government, the justice system is starting essentially from scratch. There are few means to communicate or enforce new legislation beyond the capital city of Monrovia. A new project by The Carter Center has received valuable assistance from CIAN in its efforts to improve the rule of law, especially in overlooked rural areas. As part of its multipronged efforts to increase public confidence in a functioning rural judicial sector, The Carter Center has expanded a longstanding partnership with the Justice and Peace Commission, the social justice arm of the Liberian Catholic church. In equipping its rural-based staff with the skills necessary to empower local communities to achieve concrete and practical solutions to the everyday justice problems they face, the Center called on CIAN to train the JPC in mediation. Throughout the course of a week last August, JPC staff members from across south eastern Liberia convened in Harper, near the border with Cote d'Ivoire, to learn how new conflict resolution skills could help them in their traditional role as human rights monitors.

"The mediation has been a help to my job," said Dorothy Nebo, a JPC county monitor in Zwedru, south eastern Liberia, about four weeks after returning to her community. "It has helped me to solve petty, petty disputes right away. Formerly, I believed I had to register everything at the police station. Sometimes that can delay you."

Using Mediation to Promote the Rule of Law

Mediation is just one of the skills necessary for the job of the JPC's "shadetree lawyers". With a little legal knowledge and an appreciation for methods of drawing results out of Liberia's arcane bureaucracies, they hope to give communities a sense of what everyday justice is, so they can demand it as the country goes about rebuilding its judicial infrastructure.

At the same time, two lawyers work inside the Liberian Ministry of Justice to build capacity there and, among other things, are creating a new Gender Crimes Unit to try to curb Liberia's alarming rate of sexual violence. The Center also runs public awareness campaigns on the rule of law and promotes dialogue on the intersection on statutory and customary law.

"In Monrovia, the formal justice system is training lawyers and police, passing new laws, and building



jails,” said Tom Crick, senior political analyst for the Carter Center’s Conflict Resolution Program.”

But what does this mean for traditional people? Most Liberians live in rural areas and have not heard of these new steps. They don’t always trust that the justice system has their best interests in mind.”

Thomas Flah Cooper is the JPC’s county monitor in River Gee County, one of the most underdeveloped regions of the country. Cooper routinely monitors the courts, police, and prison compound; advocates for just attention to serious crimes and human rights violations; and educates communities on how to interact with the criminal justice system.

Since August, he has helped people find solutions to problems they face through mediation. He is in the process of building an office out of sticks and mud, but in the meantime he does his job on motorcycle.

Much of the county where he works has no phone service, so he communicates with his regional office by sending handwritten notes up and down the dirt highway. “He is excellent at engaging people,” said Jeffrey Austin, a Carter Center consultant based in Harper. “Despite the hardships of living in such a remote and underdeveloped place, Flah works hard and serves a vital function in his community.”

CIAN’s Jeffrey Mapendere, who led the mediation training in August, recognized that the value of the training would outlive the program they were preparing to embark upon. “These are skills for life,” he said. “Once people have them, they can use them personally, and they can also use them in the community. That’s how I see it myself.” ♦



CIAN'S WORLDWIDE INVOLVEMENT





As I read this article more than twelve years after it was written, and now on the occasion of the 20th anniversary of CIAN, I still find it relevant. I was struggling then with the limitations of facilitative mediation in a world that was becoming more complex and turning toward language and policy driven by fear and moving to a focus on security. Furthermore, security was interpreted from a renewed emphasis on real politick, placing conflict resolution and what mediation might offer in a secondary role. The paradigm of "power over" rather than "power with" was prevalent and after 9/11, the wars in Iraq and Afghanistan, Al Qaeda, and now the Iran-Israel tensions, it continues to prevail. So the challenge of what I now call the "power transformative endeavour" continues to be a challenge of paramount importance to humanity today given the continuation and exacerbation of social, economic and environmental strain. We in the field of Alternative Dispute Resolution, conflict and peace studies, and practicing mediators and peacebuilders can and must do more. Of course, this is not easy when in many ways we are seen as "doves" and the "hawks" are perceived as having more to offer; and when just about everywhere people feel overburdened and have little energy for more than coping with their own personal struggles. My response has been to dig deeper and to challenge myself to answer this question: on the basis of what do I act? That has taken me to an examination of the values that drive my behaviour and to come to terms with a set of values that contribute to the sustainability of humanity. I hope that I will have made a helpful contribution when my forthcoming books gets published.

*The title is *Peaceweaving: Mediator on a Shaman's Path*. And for good measure I have kept the words of Benjamin Ferencz close by to inspire me through dark periods. "You see where the realists have gotten us in this world. Do you like the world they have given you? If you like it, fine, become a realist and continue the killing and the murder and the genocide and the mass rape. If you do not like it, remain a dreamer; remain an idealist. Be true to the ideals of your youth, and one day you will see a better world."*

Ben Hoffman

June 2012, Eganville, Ontario



Reflections on the Future, 2000+

By Ben Hoffman - 2000

Just before Christmas '99, The Economist carried an article about lessons learned from Kosovo. That article argued that events of the 20th century have taught us that the only way to prevent war is to be prepared to fight it. Any history of appeasement and any support provided to tyrants and would-be abusers of power just fuels the inevitable—that these individuals will, in fact, from Hitler to Milosevic, go as far as they can with their megalomaniacal, abusive kind of conduct. The argument presented is strong, and contradictory for the conflict resolution practitioner, let alone the pacifist.

In the last four to five years, my work has frequently had me bumping up against the state, which I define as aggregated power. In a democratic arrangement, people ultimately control the state's legitimate use of force. But I have experienced the state in much less "user-friendly" forms, where the state is right in your face or where it is very weak. In war zones you feel the very strong presence of an almost palpable evil, in the form of warlords and the decimation of the rule of law—"violence writ large."

In those situations, in the international arena, it is difficult to see how conflict resolution could rise to the challenge. Indeed, among some, our community is being dismissed as "post-war social workers." Our conflict resolution tool kit focuses on helping people to get to know one another better through informal channels, reducing prejudice, reducing inter-generation stereotypes by working with kids in school, etc.

All of these social-psychological measures are necessary, but when we contemplate atrocities—such as those perpetrated against Albanian Kosovars in Kosovo—maybe they are not sufficient. What can we offer that is relevant when these things are happening? How can we prevent the massacre that occurred in Rwanda; are we only able to provide mediation when the parties in dispute feel enough pain to consider an alternative to violence?

This is a good time for us to contemplate our field and our work. What does conflict resolution have to offer, what are its limitations and what challenges does it need to address to move forward?

ADR and the Rule of Law

Legitimate rule of law reflects the interests of the people. The state is given the authority to use force that individuals are not allowed to use. There is a separation of power and a means to review the system of justice (a form of refined violence) so that power is not abused. When working in Mostar in 1995-96, the extreme lethality of the environment and the lack of predictable order enforced by a legitimate police force made me appreciate Rule of Law. It was an extremely war-torn community where the environment was destroyed and fighting was renewed on the signing of the Dayton Accord. The Croation and Muslim communities did not want to be integrated and a climate of violence pervaded. Against that kind of reality, I have come to see legitimate rule of law as the spinal column for a civil society around which we may



build alternative methods of dispute resolution. In that respect, it is a luxury to have ADR. As an ADR practitioner, I have always taken for granted the *Rule of Law in the mature democracy of Canada*.

Fifteen to twenty years ago, those of us who wanted to help people bring resolution to their conflicts, wanted to bring to birth something that was new. Whether we were dealing with public policy, environmental disputes, or divvying up assets in a company or a marriage, we saw ADR as different in kind. Modes of seeking consensus are a very different way of seeking justice than an adversarial, rule-of-law approach, where outcomes are imposed. In the courts you might get something fair, but you would never get restoration or the "potential of mediation." Some of us felt arrogant and looked down on the mainstream legal system as a lower form of justice, more of a conveyor belt, mass-produced kind of reality. At best, law was pedestrian. We were doing something that was exciting, an alternative to that. I felt badly when my sense of what was exciting about ADR was absorbed by the mainstream legal system.

But in Mostar there was no mainstream legal system and I wished there was one. People couldn't work together without worrying about a bullet in the back of the head. It was an "anarchical" environment where abusive power was on top. Naturally, one could appreciate instantly the relevance and role of peacekeeping.

So I find myself in a contradiction. On the one hand, within the Canadian context, there is a reluctant, arrogant attitude within a rule-of-law environment and a worry that ADR has lost its magic. On the other, a

begudging respect for the need for rule of law and for the organized power of the state.

I would like to see us have vigilance to pursue our individual skills and social capacity for this "other" thing- that which is "alternative" in ADR. To explore where they interface and where there is a complementarity.

If "alternative" implies consensus and non-imposed outcomes, relationship-building and an approach and methodology that is different not only in degree but also in kind from the mainstream, the challenge of balancing the mainstream and the alternative exists both in the domestic sphere and internationally.

Conflict Resolution and Coercive use of Power

There is no point in disparaging the legal system and what it is all about. Until every individual says "I renounce violence" and you eliminate the possibility for violence occurring, it seems that we will need rule of law and state-sanctioned use of force. So the question becomes: what kinds of force are permissible for what kinds of occasions?

I wish I was at point where I could say "I will never use violence so that I can demonstrate in my life that there is an alternative." But, when I face these issues squarely, I have not been able to commit myself to being a full practitioner of non-violence. I imagine that, if tanks were rolling into my town, or if my children were being "disappeared," or my wife apprehended and raped, I would probably get an anti-tank gun and resist violently the invading forces. I don't see that I would lie down in front of the tanks. In a



way, that makes it hard to be persuasive in saying "give non-violence a try." Yet that is what I would like to say to hawks who still live in a "realpolitik" view of the world.

So, I wonder, how naive have I, or have we in the conflict resolution community, been? Are we indeed caught up in a situation where coercion is a necessary back-up to our work? If so, how do we understand the limits and strengths of all that? I want to be able to say that we are more than a cleanup crew who do post-war social work. But I also realize that, until we address these issues of power, violence and the need for state-sanctioned coercive force through the rule of law, we will not have the ear of Track I players and thugs, who are in the power world of coercive technology.

To fully understand the potential of conflict resolution, I believe we need to take a serious look at power. To begin with, do we agree that there are forms of power, such as imposed, coercive forms, that are never appropriate under any circumstances?

Power with and power in relationships: how do we create circumstances, attitudes and values, where that is achievable? Is it realistic or utopian to think in these terms? If utopian, is their pursuit not even a bit worthwhile, and can such constructive power relations apply when the stakes are very high, such as when people are losing their lives? At this time, we have too few examples of relationship-augmenting power sharing. Even in collegial situations, other factors (e.g. greed, fear, mistrust) often tend to undermine power-sharing at the micro level. We need to develop and demonstrate real, constructive ways of dealing with

power and power differences.

In most social psychology, power is described in coercive terms: A has power over B, if B will do or not do something because of B's perception of A and how A will react. Do we have other senses where power is the ability to effect outcomes through non-coercive means? What are the models?

Perhaps we can begin by defining coercion as the arbitrary (or alien) use of authority. It is experienced by the less powerful party as violation. When one senses violation, one knows it, and it is the person who feels violated who determines if coercion has taken place. So let us get beyond thinking about necessary, but primarily social/psychological interventions. We need to think about power in new ways, moving from "power over" to "power with." And we need to develop these new approaches soon, because the question of timing and efficacy of non-violent conflict resolution is on the anvil right now. ♦





Interview with former Executive Director Flaurie Storie

1. During which dates were you the Executive Director of CIAN?

I was involved from 1995 to 2005 (10 years). Most of this was as ED as well as Director, International Programs for a time. My memory says that Ben had 1 or 2 short stints as Executive Director during the decade but I am not sure nor would I know the dates.

2. What initially attracted you to that position?

I viewed CIAN as an organization that had potential to contribute significantly to the nascent field of conflict resolution and peacebuilding in Canada and beyond. From a professional perspective, I saw it as an opportunity to learn from more experienced practitioners involved in the program including Ben, Gordon Sloan, and Evita Roche. Lastly, I was very keen to contribute to the work of applied negotiation having experienced positional bargaining and its damaging effects in Quebec's labour scene of the 1970's and early 1980's.

3. How did you see CIAN evolve over that period?

The focus changed from one largely centered in domestic dispute resolution to international conflict prevention and peacebuilding. This was symbolic of the dynamism of CIAN in that the people involved molded the organization.

4. What do you think CIAN's most distinguishing feature is?

It's ability to survive – thus its resilience and fluidity. This has been largely due to the commitment of the Hoffman family and 2-3 other key people.

One of the key professional features was that those delivering programs were practitioners. The programs had foundational theories. However, it was the evolving practice of those involved who made the programs come alive and authentic for the clients. I remember one training course where a participant expressed how amazed she was that we shared our evolving knowledge and experience in dispute resolution. This amazed her because in such a competitive environment we put the interest of the field first over our own profit.

6. Do you have a favorite memory or project that you worked on at CIAN?

I have two favorites. One is the work with the community boards program for the Ministry of Justice in Sri Lanka that I led part-time for 3 years. This was one aspect of the Governance and Institutional Strengthening Project funded by CIDA. What was significant is that I had considerable doubts (without going into detail) about the efficacy of what I was doing regarding capacity building of mediation trainers. However, five years later I returned to Sri Lanka in September 2009 to visit friends. Coincidentally, the



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trainers had a session and I was asked to have a question and answer session with them. I was pleasantly surprised by the nuanced, specific questions that many posed. It demonstrated that they had made the concepts and material their own.

My second favorite is the two-week conflict resolution and peacebuilding course that Ben and I led in Yalta in 1999. Imagine delivering a course to an international audience in a former Romanov palace on the Black Sea. Have to say at one point, we questioned whether we would be alive to do so as the old plane taxied several times in a severe wind and rain storm before it finally became airborne out of Kiev.

7. What are you doing now?

I am presently in Kosovo applying all my negotiation and conflict resolution skills on a 5-year basic education program funded by USAID. Prior to Kosovo, I worked with Aga Khan Foundation Canada in Bangladesh for two years and in Ghana prior to that with another Canadian company.

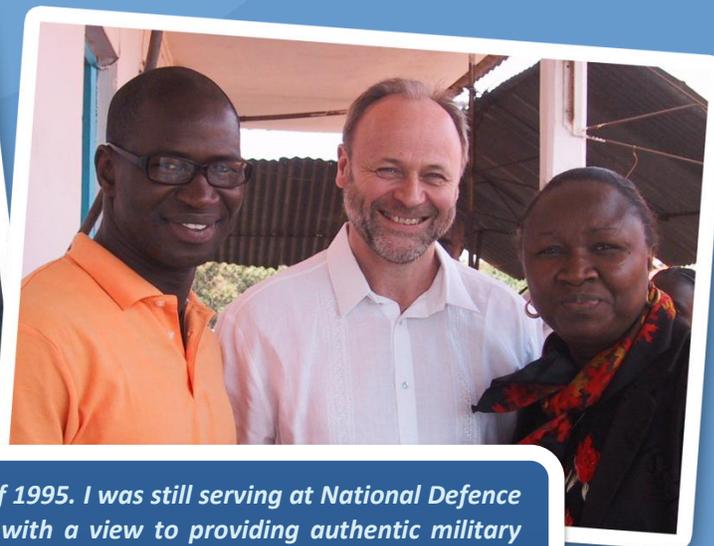
Flaurie Storie
Pristina, Kosovo
February 2012





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Alumni Comments



I met Ben for the first time in about January of 1995. I was still serving at National Defence HQ in Ottawa, and was asked to meet Ben with a view to providing authentic military input to scenarios for a course he was designing for the Pearson Peacekeeping Centre, to be called "Creating Common Ground: Negotiations and Mediation for Peacekeepers." And so began one of the most challenging and rewarding relationships of my entire life. I not only worked closely with Ben for the next several weeks, I became so committed to the project that Ben asked that I be assigned to the course as a member of the Directing Staff. In the event, I did join the course staff, in fact we had to take a day off from training to participate in the official opening of the PPC on 17 April, 1995.

Over the next four years, I returned to the PPC as a member of the Directing Staff of that and several other courses (I had retired from the Canadian Army in June of 1995). On one of those occasions, I met and subsequently worked with Ingrid Lehmann – we were married in 2001 (we still are).

CIAN and the PPC were made for each other, and on that and on other courses we established an internationally recognized standard of instruction, of skill in training design and delivery of such stature that it has nearly survived the attentions of successive Canadian Governments. I hope CIAN in future fairs better than the PPC seems to be doing. My wife and I treasure the hours we spent with CIAN and at Pearson, and are grateful to Ben for his guidance, his wisdom, and his friendship.

*James Arbuckle
peacehawks.blogspot.com*



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Alumni Comments



I started my training in the late 1990's in Toronto and finished most of my classes in Ottawa. I received my certification in ADR in May 2000. I had already received my Juris Doctor (JD) and was wanting to improve my negotiation skills, since I was doing consulting for Stanley Tools. I was responsible for negotiating all of the packaging materials contracts with Canadian suppliers of packaging materials for all Stanley Tools Canadian Operations. The CI IAN training really gave me an edge at the negotiation table with the suppliers. One company president committed to me, 'you are the hardest person I have ever negotiated with or against in my life.' I informed him that I owned it to CIAN. The training I received at CIAN has become the most important part of my skill set, next to my law degree. I have used my training to teach seminars and to guest speak at the university level in contract negotiations. I refer back to my class notes often, before going into any negotiations. Also, I find that it is very important in my daily life, since I am now an elected official in my community and will be running for higher office in 2012.

Thank you for a very cost effective way of increasing my negotiation and ADR skills and congratulations on 20 years of outstanding teaching.

*John H. Mitchell, JD
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