

WINTER 2009

Head Office:

320 Laurier Avenue East
 Ottawa, ON
 K1N 6P6
 Phone 001-613-237-9050
 Fax 001-613-237-6952

ciian@ciian.org
www.ciian.org

All About Mediation	1
Win that Agreement: Confessions of a Real World Mediator	2
CIAN's Negotiation and Mediation Role- play Catalogue	5
New and Upcoming Publications by CIAN Staff and Associates	6
Peace Guerilla	7
Mediation: A case of unmet needs?	8
Alumni News	10
Mediation Training in Nunavut	11
CIAN's Tweets	12
Advertise in the CIAN News	13
Dialogues Project – Conflict Resolution Workshop	14
Upcoming Courses	18
RPDR List	19
Alumni News	12

CIAN NEWS

“All About Mediation”

Based on an identified need to further strengthen, promote and project Canadian mediation capacity both domestically and on the international stage, in September, 2009 CIAN's Board supported a move for the organization to refocus on “All About Mediation.”

This new strategic direction will further distinguish CIAN in a marketplace increasingly flooded with numerous NGOs and other actors who claim expertise in conflict prevention and resolution, and in peacebuilding.

This move is an important reaffirmation of CIAN's Mission to resolve destructive conflict and to build sustainable peace at local, national, and international levels via direct peacemaking activities and it comes as the In-

stitute approaches its 20th anniversary.

Clearly, CIAN has already distinguished itself as a leading Canadian ADR, peacebuilding and peacemaking organization. Reinvigorated with this new focus, we are committed to continuing to lead the way over the coming years with innovative and creative approaches to peacemaking.

Consequently, as a result of this important decision CIAN has begun an organizational review process in which our various projects and services will be fine-tuned to further align with our new “all about mediation” focus.

We encourage you to join us as we begin this journey of returning to our roots while working in the present and looking to the future. ♦

CIAN's ED, Dr. Evan Hoffman, is the Chair of Antioch University's new Concentration in International Mediation.

Dr. Hoffman was instrumental in the design of this concentration and he will also design and deliver select individual courses within this concentration.

Students taking this concentration can choose either a cohort or self-study based model. Under the self-study model Dr. Hoffman and other Antioch professors would act as individual mentors to students as they proceed through the Concentration. Alternatively, the Concentration in International Mediation can also be taken as a Graduate Certificate.

An arrangement to allow CIAN students a discount on these courses is also currently being finalized. Details will be announced on the CIAN website once they become available.

More info on this concentration can be found online here
http://www.mcgregor.edu/cae/international_con.html



Win that Agreement: Confessions of a Real World Mediator

By Ben Hoffman

When I teach mediation I try to illustrate mediator styles by talking about West Coast "laid back" mediators and East Coast "Henry Kissinger" mediators - two extreme stereotypes. The "West Coast" type mediator is Rogerian, non-directive, using a therapeutic type of mediation based on "trusting the process". The "Henry Kissinger" type uses carrots and sticks, "intervenes" in disputes; he is directive and sees much of the problematic of conflict through the power lens. Generally, I'm type-cast by colleagues as the Kissinger type.

Actually, the Canadian International Institute of Applied Negotiation (CIAN) tries to expose its Certificate Program candidates to a variety of approaches and styles of mediation. As its President, I'm proud of the extremely high quality Faculty we have and of our willingness to be open to new and different ideas and approaches. Thus, we should know about evaluative and transformative mediation, among others, and each of us in the end will develop our own personal style as mediators. In my view, there is no universally correct approach or style: conflicts, the people embroiled in them, and mediator personalities are all too complex to assume that there is one best way to mediate.

In this spirit, and to stimulate more discussion among CIAN Faculty and readers, I take issue in this article with the working assumptions of mediation which are generally associated with its popular form. The "declared" approach and what really happens (or needs to happen, in my view), to mediate effectively in tough conflict situations are explored in a frank and candid way.

Am I saying that mediators shouldn't learn the mediation process as we teach it? No, not at all. Am I saying that I don't use techniques such as reflecting, reframing and summarizing? No. Am I saying mediation is simply motherhood and anyone can do it? Definitely not!

Rather, the reader is invited to enter the world of conflict as I inhabit it, a world where power is a central element, where the mediator is active in driving for an agreement because the goal of resolution is itself the prime motivator of the mediator, and where what separates the artist from the technician, the master from the student, is a complex configuration of clinical skills, personal attributes, intellectual strengths and life experience.

Not everyone can be a mediator, although everyone provides mediating functions from time to time. We help others communicate more effectively; we help them identify the real issues in dispute and so on. Being a Mediator, however, is something in its own right; it is not an "add on" to another estab-

"There is no universally correct approach or style: conflicts, the people embroiled in them, and mediator personalities are all too complex to assume that there is one best way to mediate."



lished competency or professional designation. This "something in its own right" is what inspires the Institute's Certificate Program and it is our reason for creating the designation, Registered Practitioner in Dispute Resolution (RPDR).

Because much of what is stated here may be treated as heresy by all those in the West coast camp, my view is presented as a confession. For what it's worth, I confess that when I am at my best as a mediator, I practice a heretical form of mediation. I appear to be motivated by drives antithetical to the field of conflict resolution (like the desire to win); and I act when doing my work in ways that go against the grain of generally espoused theory and practice in mediation.

Yet, I am much more often than not an effective mediator, and I take seriously my failure to bring my clients to resolution. I want to "win that agreement"!

So, how does my experience reconcile with theory? Why do I feel like a sinner?

Consider the sacred liturgy that we teach:

- Mediators are neutral
- Mediators are without decision-making authority
- Mediators are non-directive
- Mediators facilitate
- Mediators should not offer solutions to the parties
- Mediators do not negotiate with the parties
- Mediators are impartial with respect to the outcome of mediation.

And so my confession begins . . .

MY FIRST CONFESSION: It is when the power imbalance between parties is obvious, or when the values held by one party greatly diverge from the ones held by me, or when the obstinateness of a party is clear and vexes me - it is during one of these extreme occasions that I realize I am not neutral. But I "act" neutral. I try to hold myself in check; I have developed a "clinical face" that is like the proverbial "poker face" but customized to fit the role of the "neutral". I confess I am not neutral in these situations and even when I'm in less extreme situations, in cases when the oppressor is not across the table from the oppressed - I see too that in these situations that I am not neutral. I design the process, create the setting in many ways, and shape the social-psychological moment. I confess I am not neutral.

MY SECOND CONFESSION: I have decision-making authority and I use it. I determine who will give their opening statement first, what factual, emotional or process-related comment or inflection should be picked up and attended to in the discussion (if one or both of the parties have missed it and I decide it is significant to progress) - where progress itself has a whole set of values and descriptors that I (in addition to the parties) have assigned to it. I confess I am given decision-making authority by the parties as they enter the process, as they go through it, and at the end - for example when there are issues such a wording an agreement, perhaps where language is key and the precise choice of a phrase or the decision to de-emphasize a delicate point is made by me.



MY THIRD CONFESSION: I have already given examples of how directive I am; all with the implicit consent of the parties, whose consent is sometime evident in only the fact that they choose to remain at the table. They may not like the “what” that is implied in how I direct them; but they have given me a chunk of their franchise over self-determination and I believe they actually expect me to provide direction. And they don’t want or need to be consulted at each point along the way! They are in trouble, they are in pain, they most likely think the other side is malicious or mad, or both - and I represent sanity, through structure, direction and by doing and being these things that I confess.

MY FOURTH CONFESSION: I facilitate, yes, but I confess that I do this by confronting, challenging, providing reality checks, and digging right in to the heart and soul of the people and their conflict. Nobody gets off the hook with some comforting phrase like: "I'd like to do a process check: how does everybody feel about where we are?" I know darn well in some circumstances they feel terrible, would like to avoid, pack it in, and run for the hills!

MY FIFTH CONFESSION: Sometimes I think this is my greatest sin, based on what I hear spoken by mediators. They say: mediators should not offer solutions to the parties. I do! I confess that when all else has failed - when the parties are stuck and I believe that they really want to move forward, I will (in caucus or at the table if the mood is right) suggest some potential solutions that will address the interests of the parties as I have understood them. Of course, whether and how the parties move on my proposals is up to them.

MY SIXTH CONFESSION: Now I see I’m really bad! Because we are told that mediators do not negotiate with the parties. I’m sure I do. First, I think of negotiation as the art of persuasion. We try to influence others to do things that we want them to do - sometimes for their own good. So, I indulge in negotiation during the stage of getting the parties to the table. I inform them of the process and do the good things that good and proper mediators do. But I also remind them of their BATNAs¹, and I try to persuade a reluctant party to enter into mediation. It’s better, I say, than litigating, or warring - "at least, give it a try" I say. And I think I negotiate with them about some process design issues. I don’t just say, "Hey, so here’s this empty shell we call the mediation process - do whatever you wish." For goodness sakes, I’ll have a lot to say about the shape of the table, some basic ground rules, what might make sense about this and that. And in the heat of the negotiations between the parties - I’ve tried on countless occasions to be persuasive. I’m guilty of encouraging, enjoining, engaging, persuading parties to consider the other side’s point of view; to offer a proposal that is meaningful (goes to interests) rather than merely meeting a position; of considering the consequences of behaviour.

MY SEVENTH CONFESSION: This is the mother of my discontent. The reason I transgress against theory and declared practice. For it is said: Mediators are impartial with respect to the outcome of mediation. Well, I’m not! At a profound level I’m partial - partial to peace, to resolution, to healing, to an outcome that, ideally, has specific qualities. Mediation, for me, is peacemaking. It is not value-neutral. The Peacebuild-



er, the Peacemaker, the Peacekeeper are partial to peace. We are not just traffic cops, or technicians of process technology. I know this for a fact: when lives are at stake and my purpose is to help people come to a non-violent resolution of their conflict, I am partial to peace. Maybe that is why I sin. Do you? ♦

Correspondence to: ciian@ciian.org

CIAN's Negotiation & Mediation Role-play Catalogue

CIAN is pleased to announce that it has made its role-plays available for sale.

These valuable learning tools have been developed and used by CIAN's Staff and Associates in numerous training courses both within Canada and around the world over the last seventeen years. Each Mediation and Negotiation role-play is designed to teach a specific set of skills and allow students to practice them in a safe and controlled learning environment.

Our catalogue of available role plays includes a short description of each scenario and the related skill sets. CIAN's Mediation & Negotiation Role-play Catalogue currently has 19 exercises in it, ranging from simple two-party negotiation exercises which can be completed in under an hour to much more complex multi-party, multi-issue cases, and more are continually being added.

Each role-play is priced at \$24.99/use. An Order Form for purchasing role-plays can be found at the end of the catalogue.

See our catalogue here:

<http://www.ciian.org/assets/forms/CIANMediationandNegotiationRoleplaysCatalogue.pdf> ♦



New and Upcoming Publications by CIAN Staff and Associates

Listed alphabetically:

Gendron, Renée. 2009. 'Alternative Dispute Resolution in the North Caucasus' in the *Caucasian Review of International Affairs*. Volume 3 (4). See [Link](#)

Gendron, Renée. 2009. 'A Whole of Problem Approach to the Chechen Conflict'. Paper presented at the CDA Institute's 12th annual graduate student symposium at Currie Hall, Royal Military College of Canada, Kingston, Ontario on 30-31 October 2009. See [Link](#)

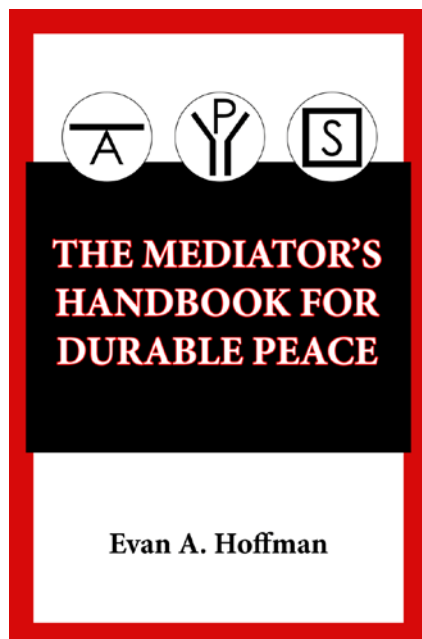
Gendron, Renée and Hoffman, Evan and. 2009. 'Resource Scarcity and the Prevention of Violent Conflicts' in *The Peace and Conflict Review* (Fall 2009 Edition). Volume 4, Issue 1. San José: the University for Peace. See [Link](#)

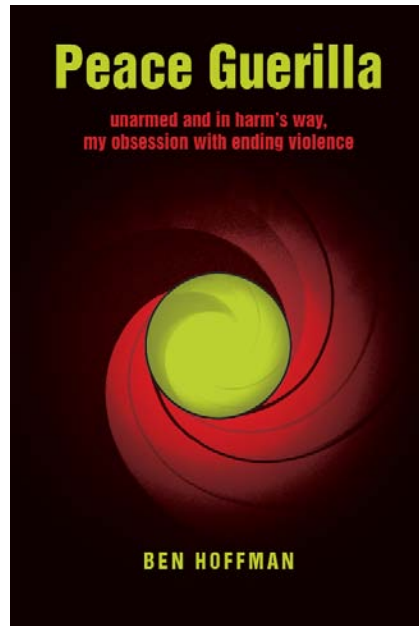
Hoffman, Ben. 2010. 'Peace Guerilla: Unarmed and in Harm's Way, My Obsession with Ending Violence', Ottawa: Canadian International Institute of Applied Negotiation. *Forthcoming*.

Hoffman, Evan. 2010. 'The Mediator's Handbook for Durable Peace'. Ottawa: Canadian International Institute of Applied Negotiation. *Forthcoming*.

Hoffman, Evan and Bercovitch, Jacob. 2010. 'Are Some Agreements Really Better Than Others? An Examination of the Structural Components of Peace Agreements and Their Durability'. *Forthcoming*.

Hoffman, Evan. 2009. 'Power Dynamics and Spoiler Management: Mediation and the Creation of Durable Peace in Armed Conflicts'. Unpublished PhD Thesis (Christchurch: the University of Canterbury). See [Link](#)





Peace Guerilla is a vivid memoir that illuminates the process of dealing with fearsome brutal leaders one would be afraid to have dinner with – and why we should do so. There is tension when Hoffman travels deep into the African bush to meet face to face with Joseph Kony, a violent war lord in Uganda who was abducting child soldiers and terrorizing the population. There are insights on every page on topics ranging from negotiating techniques, US diplomacy and African leadership. And there is the heartbreak of failure and its tragic consequences. Hoffman discovers that a mediator must discard neutrality in favour of a bias for peaceful agreement. A mediator must wage peace with the same intensity as the guerilla fighter pursues violent domination. At the heart of it all is the challenge of transforming power from violence to peace; and that in turn brings our values into sharp focus.

"Some of Ben Hoffman's true story of dangerous meetings with the Lords Resistance Army's notorious lead Joseph Kony and other dark figures to free thousands of children abducted in Uganda appear in the upcoming Hollywood movie Girl Soldier. This book gives an insider's account that few have ever heard or could imagine of what it takes to end violence."

Will Rae, Director, Girl Soldier

"Ben Hoffman is an exceptional Canadian, a truly professional 'peace guerilla' who has done incredible things for peace in the most troubled regions of the world, as well as in Canada. His fascinating story will make us proud to be Canadian, and inspire us to put Canada back on the map as a world leader in peacemaking. His is a story that had to be told. Ben is focused on making a positive difference...and he does."
Mr Gordon Breedyk, Chair, Civilian Peace Service Canada (CPSC).

"Every policymaker and diplomat concerned with ending war and preventing it in the first place, graduate student and other who would become peaceworkers, and curious readers who wonder how high stakes peace negotiations take place and what they require to be successful should read this book."

**Dr. Andrew Blum, Program Officer,
United States Institute of Peace.**

"I know of no other book that gives such deep insight into the emotional, intellectual and technical effort it takes to mediate peace. As a practitioner, teacher and mentor, Ben Hoffman 'walks the talk'; and Peace Guerilla shows those of us who work for peace that we can make the world less violent if we really try."

Lisa Ibscher, Mediator, Nepal

"Peace Guerilla is exciting, instructive, and conveys a sense of immediacy which is nearly cinematic. This is a 'must read' that will become a classic in the field of foreign affairs, international mediation and violence prevention, African Studies, and US foreign policy."

**Lieutenant Colonel James Arbuckle,
O.M.M., C. D., Canadian Armed
Forces (ret'd).**

"Peace Guerilla: Unarmed and in Harm's Way, My Obsession with Ending Violence"
will be released on **February 15th, 2010.**

Copies will be available for purchase through Amazon.
The book release will be announced on the CIAN website along with details for ordering.



Mediation: A case of unmet needs?

By Sylvia McMechan

About a decade ago, tensions were rising on the Fraser River in British Columbia. Conservation and Protection officers were preparing for the next fishing season by checking their side arms. Similarly, First Nations fishers were gearing up for volatile, potentially violent, confrontations. Fisheries and Oceans officials were weary and wary of the conflict as it intensified.

My associate and I were tasked with a simple mission during that first season of our engagement: to keep the salmon fishery out of the media. In other words, if things went smoothly, reporters would look elsewhere to fill their papers and airwaves.

Our intervention strategy was based on a number of hypotheses. One was that we were dealing with unmet needs, and if that were true, we should identify what those needs might be. This approach was based on the work of a well-known pioneer in the conflict resolution field. John Burton said that conflict often arises from unmet human needs. The kinds of needs he identified included:

- **Safety and security:** the need for structure, predictability, stability, and freedom from perpetual fear.
- **“Belongingness” and love:** the need to be accepted by others and to have strong personal ties with one's family, friends, and identity group.
- **Self-esteem:** the need to be recognized as strong, competent, and capable. It also includes the need to know that we can have a positive effect on our environment.
- **Personal fulfillment:** the need to be able to reach one's potential.

- **Identity:** a sense of self in relation to the outside world. This goes beyond a purely psychological "sense of self." Unmet identity needs become problematic when our identity is not recognized as legitimate or is considered inferior by others.
- **Cultural security:** the need for recognition of our language, traditions, religion, cultural values, ideas, and concepts.
- **Freedom:** the capacity to exercise choice in our life without having undue physical, political, or civil restraints.
- **Fairness:** the need for equitable allocation of resources among all members of a community.
- **Participation:** the need to be able to be active and influential in our community.

(Adapted from: Burton, J. (1990) *Conflict Resolution and Prevention*, New York, St. Martin's Press.)

When these needs go unmet, people do things they wouldn't normally do. They become obnoxious, difficult, and sometimes dangerous.

We engaged first by asking questions and listening and by beginning to build relationships with members of the different actor groups. As a result, a modicum of trust began to take root. It was an incremental, iterative process: small steps and focused intentions. We connected with people and indicated to them how their story was heard and acknowledged. The trust was fragile for a very long time. Most importantly, everyone kept their weapons sheathed. The media were given little reason to show interest.

Once the trust was strong enough between us and some members of actor groups, we initiated limited opportunities for them to



meet with each other. We did not call these sessions “mediation”, but that is essentially what we were conducting. We offered structured, safe, environments for two, sometime three people to listen to one another, to begin to identify issues of mutual concern, and to “unlearn” behaviors such as blaming one another for their troubles. Unlike most mediations, we did not take these sessions into the realm of attempting resolution.

Over time we built enough credibility to invite guests to the first “River Gathering”. This was a retreat, away from the fray, during a quiet part of the year. Participants hailed from all major groups involved in the salmon fishery throughout the Fraser River watershed: federal departments, provincial ministries, First Nations, recreational fishers, commercial fishers, conservationists, and select others.

The event was designed as a problem-solving workshop based on John Burton’s theory about needs attainment. We knew that we had to bring people together – many still suspicious of one another, if not overtly hostile – to listen and learn and begin to make human connections. This in turn, we continued to hypothesize, would make it harder for people to vilify one another.

Plenary sessions were closely managed, meals were shared, and breakout groups began to produce results by co-identifying problems of mutual concern. In that setting, participants were empowered to speak without fear of retribution or retaliation, and others provided recognition that each contribution was an important part of the puzzle we were painstakingly assembling into a form that would call participants to collaborative action.

“We offered structured, safe, environments for two, sometime three people to listen to one another, to begin to identify issues of mutual concern, and to “unlearn” behaviors such as blaming one another for their troubles.”

Intense assisted negotiations took place throughout the gathering. Again, it may not have looked like a typical mediation session, but that is what was occurring in formal sessions and sometimes in the halls. As interveners, we supported the parties to open communication channels with authenticity and as much transparency as they could muster.

On the final night we held a banquet. As had been our practice during all sessions and meals (this is an important detail) we had interspersed participants from various groups so that each individual was sitting beside someone with a different perspective or orientation. Toward the close of dinner, first one, then another, participant stood to speak. Imagine this configuration of roughly fifty people – we were in a circle of sorts – candle light, full bellies, contented souls. We had worked hard to begin the trek toward agreement, but more importantly we had indulged the human impulse to identify and meet mutual needs.

That evening we listened with our hearts. In closing, one of the participants pulled out a flute and said that his message was best shared through music. He began to play. Then one of the aboriginal chiefs stood and



silently invited the person next to him to stand, and when she did, they held hands. When the flutist opened his eyes at the end of his piece, this is what he saw: a circle of adversaries extending their hopes for a better tomorrow by standing together and silently promising one another that life together would be different from then on.

Fast forward to now. It has been more than a decade of hard work, dedication and commitment to positive change. The Fraser River Salmon Table Society is now a reality. As a registered non-profit, the Salmon Table is dedicated to bringing people together to discuss issues and resolve problems of mutual concern with respect to the salmon species that inhabit the Fraser River watershed. The Board is constituted of people representative of the interests of major “stakeholder” groups involved, and they meet regularly, with enthusiasm for the challenges they face and appreciation for the hard-won victories they rightfully claim. They have forged relationships with one another that we only dreamed of once upon a time. ♦

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



Mediation Training in Nunavut

On October 26 – 29, 2009 CIAN contracted with Nunavut's Department of Justice's Community Justice Division for the delivery of conflict resolution training to family mediators and family lawyers in Iqaluit.

This continues a long tradition which has seen CIAN working in various different locations around the world over the last seventeen years.

To see a map which displays our work world-wide see

<http://www.cian.org/involvement1.shtml>



Dr. Ben Hoffman ~ UN Buildings

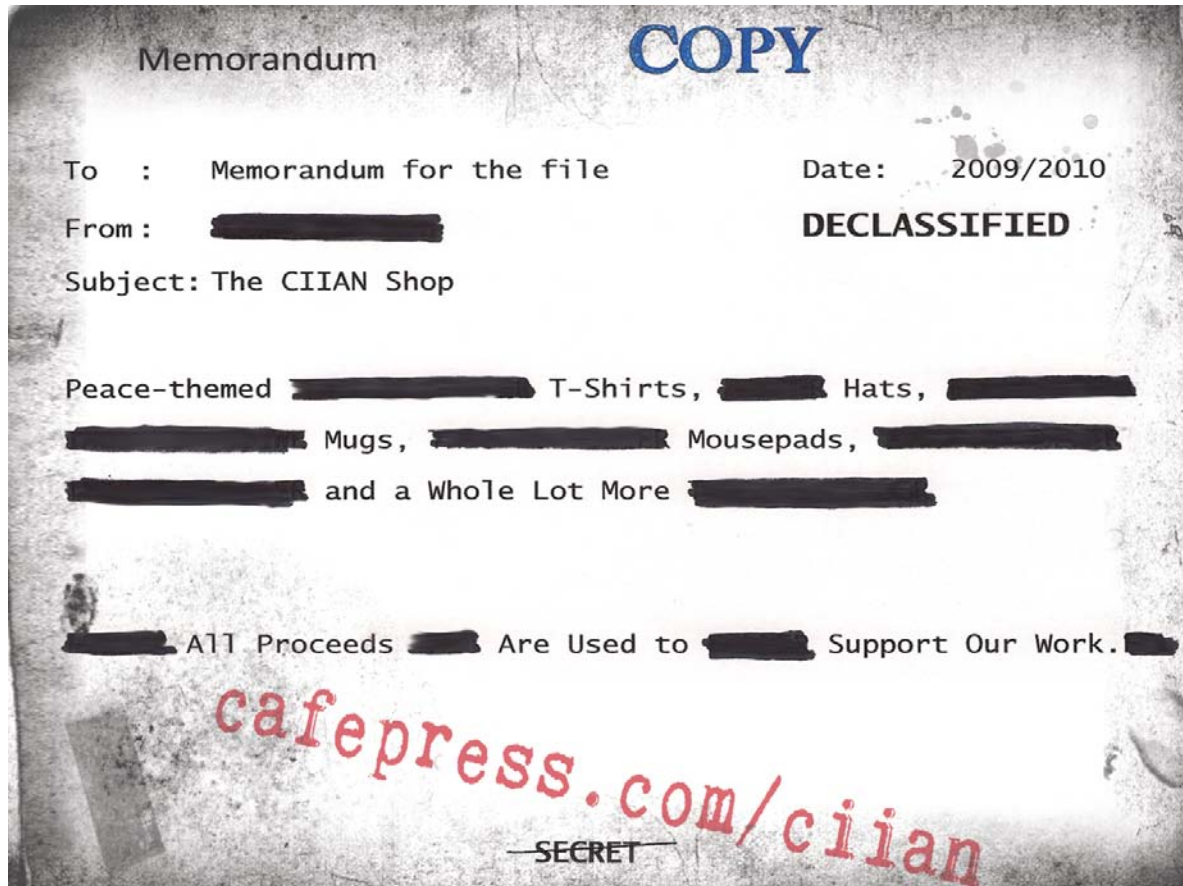
CIAN met with the UN's Mediation Support Unit (MSU) in New York city on 10 November, 2009 to discuss mediation support services.

See <http://cian.org/assets/forms/mss.pdf>



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- 1 Guide for Preparing to Mediate just added to the CIAN Shop
<http://www.cafepress.ca/cian>
- 2 CIAN is part of the PEACE DOT initiative <http://peace.cian.org>
- 3 CIAN is now a member of Peace and Collaborative Development Network
<http://internationalpeaceandconflict.ning.com/profile/CIAN>
- 4 CIAN is a Trainer for the 2010 Peace Mediation Course of the Swiss Federal Department of Foreign Affairs
<http://www.cian.org/assets/forms/msp.pdf>
- 5 CIAN is now a member of The International Network of Crisis Mappers <http://crisismapping.ning.com/profile/CIAN>
- 6 CIAN's new French website launched <http://www.iicna.org>
- 7 New web-page created for the "Networking the Gap Project"
<http://cian.org/projects1D.shtml>
- 8 CIAN Signs Open Letter on the Responsibility to Protect
http://www.cian.org/assets/forms/NGO_letter.doc



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Dialogues Project – Conflict Resolution Workshop

By Renée Elaine Gendron

The Dialogues Project combined four components: theatre, documentary film making, conflict resolution and film making. Modern Times Stage Company provided the director of the play, Aurash, and the artistic coordinator. Fecundidee provided the documentary-film maker. The conflict resolution component was offered by the Canadian Institute for Conflict Resolution (CICR). The evaluation and coordination of the overall project was provided by the Canadian International Institute of Applied Negotiation (CIAN). Our local partners, OKC Abrasević and Nansen Dijalog Center provided on-site logistical support, access to local acting talent as well as media and promotional support.

In preparation for the performances, in June 2009 in Mostar Bosnia-Herzegovina, Vesna Dasovic-Markovic of the Canadian Institute of Conflict Resolution, held a one day workshop on conflict resolution and cultural sensitivity training in May 2009 in Ottawa. The participants included Soheil Parsa (Modern Times), Sue Balint (Modern Times), Peter Farbridge (Fecundidee), and Renée Gendron (CIAN). During the workshop, participants learned some conflict resolution and communication techniques. They also gained valuable background information on the issues involved in the Bosnian Wars.

Two Modern Times personnel from the theatre component travelled to Mostar, Bosnia-Herzegovina, in May 2009 to set up casting and rehearsals. Soheil Parsa was the director, Sue Balint the coordinator, and Peter Farbridge, documentarian, worked diligently to hold casting sessions.

The play selected was “Aurash”. It is based on a Persian tale about a borderless world. There was much interest in the local media, not only because of the artistic merits of the play, but also its meaning. Aurash combined several interesting ideas about nationality, identity and borders.

The local actors were pleasantly surprised to work in a collaborative environment. There was a pleasant atmosphere among all project participants from the onset. The local actors were all very keen and excited about participating in a meaningful production, the content and ideas presented in Aurash.

As the theatre component strengthened their relationships with local actors, Mostar's media and local partners, Nansen Dijalog Center and OKC Abrasevic, it became apparent that the city of Mostar wanted to move beyond conflict resolution towards reconciliation. Instead of looking at the past, and having to again address some extremely painful issues, the residents of the city were looking to build a more positive peace.

The ideas presented by Aurash were very well received by the audiences. This project has built on existing conflict resolution models in which art is used as a means of communication and reconciliation. Other programs which use art as a means of cultural reconciliation include the Conflict, Resolution, Arts, & Intercultural Experience (CRANE) at the University of British Columbia (<http://www.law.ubc.ca/pdr/crane/index.html>) and the organisation Search for Common Ground's film series: The Common Ground Film series in which the audience is



presented with “informative and entertaining ways, that workable solutions can be found to contentious problems”

(www.sfcg.org/programmes/filmfestival/programmes_filmseries.html).

The cast in Mostar have since performed the play in different venues. They have been warmly received in Jablnika and in a nearby town to Mostar, with plans of other performances. Since the Dialogues Project, one of the cast members has started their own theatre company and has been provided with free space at the Mostar Youth Theatre.

In sum, the Dialogues Project reinforced the benefit of using arts as a means of transmitting ideas about conflict resolution and peace. ♦

Correspondence: rgendron@ciian.org

The Dialogues Project was made possible with the gracious support from:

The Canada Council for the Arts International Program and the Ontario Arts Council's Access and Career Development Program





The Geneva Centre for the Democratic Control of Armed Forces (DCAF), the Swiss Federal Department of Foreign Affairs, and the Mediation Support Project (Center for Security Studies, ETH Zurich, and swisspeace) organized a mediation workshop on "Integrating Security Issues in Peace Processes".

During this workshop, Dr. Ben Hoffman delivered a three-day segment on mediation and negotiation skills.

May 4-11, 2009



Dr. Ben Hoffman poses at CIIAN's display table at the ADR Institute of Canada, Inc.'s recent conference on "[Full Spectrum ADR: From Local Workplace to International Marketplace](#)".

CIIAN was a conference sponsor and Dr. Hoffman was one of the presenters. His talk, entitled "Power Imbalances in Mediation - Family Level to International Level - Moving Parties from the Destructive to the Constructive Use of Power" was very well-received.

Gatineau, Quebec | 22 October, 2009

facebook

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Dr. Ben Hoffman recently travelled to Berlin to deliver training for ZIF's program on "Training Civilian Personnel for Deployment in International Peace Operations".

Dr. Hoffman's segment focused on "Negotiation and Mediation in the Field". Berlin 6 November, 2009.



Pictured Above: Participants using CIAN's "Tilopa Roleplay" at a Swiss Foreign Ministry workshop on "Mediating Peace Agreements" which was co-facilitated by CIAN's President, Dr. Ben Hoffman.

Zurich | 17 June 2009



Upcoming Courses & Workshops

Courses

Module I

*Conflict Theory and Introduction
to Negotiation and Mediation**

February 22 - 25, 2010

August 17 - 20, 2010

Module II

*Mediation**

March 22 - 25, 2010

August 23 - 26, 2010

Module III

*Advanced Negotiation &
Mediation*

October 18 - 21, 2010

All courses and dates shown above will be delivered in Ottawa. Please contact us for information on courses offered in other locations.

* 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.

For course descriptions, fees or courses offered in other locations, please contact us. For information on the web, see www.ciian.org

CIAN continues to make preparations to deliver Mods I and II in French in 2010. Also, we're very pleased to announce that we're expanding our training programs to Toronto next year. Watch our website for more info.

Upcoming course dates will be posted as they become available.



**R
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- 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

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

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

Ben Hoffman (613) 754-5283
Richard Moore (613) 230-8671



**CANADIAN INTERNATIONAL
INSTITUTE OF APPLIED
NEGOTIATION**

Head Office

320 Laurier Avenue East
Ottawa, ON
K1N 6P6
Phone 001-613-237-9050
Fax 001-613-237-6952

ciian@ciian.org
www.ciian.org

CIIAN would like to wish you ...

**Happy Holidays
& a Happy New Year**

...and we THANK YOU for your ongoing support of our efforts.

