

Alert! Alert! Alert!

Indications are that the SDIC course will fill quickly. If you would like to attend, please try to get some kind of written confirmation to me or to Cherri Womac as soon as you can.

Thanks!

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LJ Evans
278-8012
JUN 09 1995

fax: 276-7178

EXXON VALDEZ OIL SPILL
TRUSTEE COUNCIL
ADMINISTRATIVE RECORD

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Registration

Systematic Development of Informed Consent:

A course for people who deal with the public input process

Anchorage, Alaska

September 26 – 29, 1995.

Last Name

First Name

MI

Name (as you want it to appear on your name badge/certificate)

Affiliation

Address

City/State/Zip

Daytime Phone

Fee: \$325 includes course materials.

Cancellation:

Substitute participants are acceptable at any time prior to the first day of the course. If no substitute can be found, the original participant is responsible for the full registration fee. Registration deadline is September 15, 1995.

Method of Payment: (check one)

☐ Check or money order
(make payable to: IPMP)

☐ Purchase Order #: _____

Please return completed form, with payment, by September 1, 1995 deadline to:

EVOS Trustee Council
Attn: SDIC Training
645 G Street, Suite 401
Anchorage, AK 99501-3451



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September 26-29, 1995
Anchorage, Alaska

Instructors: Hans and
Annemarie Bleiker



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Systematic Development of Informed Consent

A course for people who deal with the public input process

Anchorage, Alaska

**Tuesday – Thursday
September 26 – 28, 1995**

8:30 AM – 4:30 PM

Friday, September 29, 1995

8:30 AM – 12:00 NOON

Course description:

This course teaches you how to effectively involve the public in your projects. By using these proven methods your projects will get "un-stuck." At the same time the overall credibility, legitimacy, and public trust of your agency will improve dramatically.

Some of the topics included in the course:

- How to identify Potentially Affected Interests (PAI).
- The VETO phenomenon: why and how even a single, small but determined opposing minority or special interest can torpedo a project.
- SDIC: the solution to the VETO problem.
- Values: how they are structured and play a pivotal role in building consent.
- The PAI-MATRIX: a method for simplifying even a very complex mix of special interests into a manageable system.

Instructors:

Hans and Annemarie Bleiker are the owners and operators of the Institute for Participatory Management and Planning (IPMP). They are committed to "making government agencies with important missions more effective and better at accomplishing those important missions." IPMP has worked with public officials nationwide to develop effective and practical tools for building Informed Public Consent and Management Development.

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Location:

Simpson Building, First Floor Conference Room,
645 G Street, Anchorage, Alaska, 99501
Telephone: 907/278-8012.

Sponsored by:

The Exxon Valdez Oil Spill Trustee Council

Workshop Information:

L.J. Evans 907/278-8012, Fax: 907/276-7178



"Implementing projects, even controversial ones, is a lot more attainable than most administrators think. Through the Systematic Development of Informed Consent, any worthy project can go from an idea to reality without getting stalled or torpedoed."

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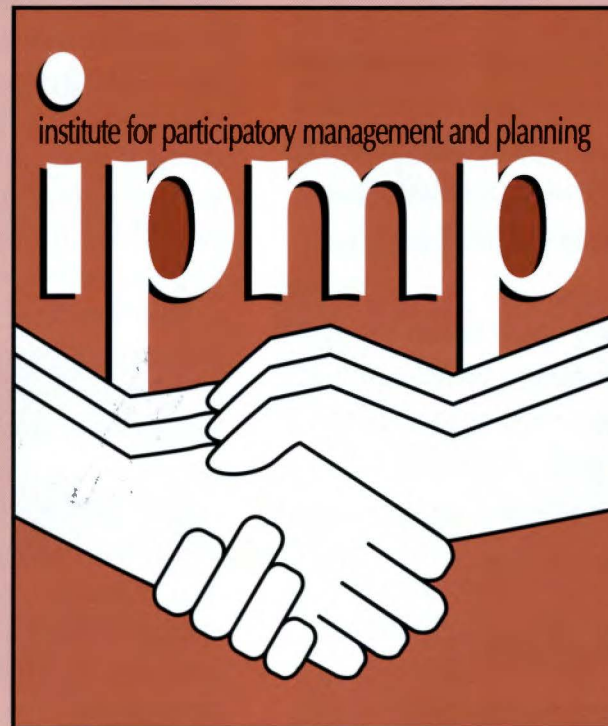
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THE ART OF

CONSENT-BUILDING

Your mission accomplished

If you're like most managers working in the public sector, you find it frustratingly difficult to get your projects implemented. You and your team consistently do a good job of planning, and yet all too often your work gets stalled, watered

down, shelved, vetoed, compromised out of shape, stopped or torpedoed.

However, a tiny percentage of managers, engineers, scientists and other professionals never experience this. They understand the art of Consent-Building. Managers who learn the art of Consent-Building

become very effective at implementing even the most controversial projects, programs, plans and proposals.

The art of Consent-Building can be learned. The Institute for Participatory Management and Planning can teach you. ♡

THE PUBLIC TRUST

Let's face it. Public trust in government agencies is at an all time low. As a public official, you are faced with this reality every day and you may be shaking your head wondering why the public won't trust *you*. After all, you're just trying to do what's best for everyone.

But think about it. You're not just a public official, you are also a member of the public. Do you trust other governmental agencies or public benefit corporations? Do you trust your local school board? How about your region's utility company?

We can take it a step further. How would you feel about a proposal to create a toxic waste dump within a half-mile of your home?

Given the right circumstances, any one of us can become the extremist opposition that we, ourselves, complain about. It doesn't have to be a project as controversial as a toxic waste dump, either. All we have to do is violate some basic principles about working with the public to create extremists who will stop at nothing to torpedo our projects. ☹

Consent-Building: The key to success

Implementing projects, even controversial ones, is a lot more attainable than most administrators think. Through the Systematic Development of Informed Consent (SDIC), any worthy project can go from an idea to reality without getting stalled or torpedoed. And you don't need Machiavellian techniques of manipulation to do it...what you do need are good Consent-Building skills. ☺

Not convinced?

► Here are just two examples of how SDIC catapulted stalled projects into action:

The townhouse owners were so opposed to the fire station they went to court to stop it. While the court ruled that a fire station could be built in their neighborhood, it also ruled that the city had to meet their needs in the design and operation of the station. If the city met those needs to the satisfaction of the townhouse owners, the owners would have to pay \$50,000 in attorney's fees. The city thought the project was doomed.

Enter Mary Diener. New to the public sector, she worried about her chances for success, but she had something other engineers did not: SDIC training. After only 10 months of working with the project's fiercest opponents, Diener sat at the final city council meeting and braced herself for an attack. But here is what her opponents said: "If we could change the site, we would; but we understand we can't...we heartily endorse staff's recommendations. We especially thank Mary Diener for meeting our needs."

The city council unanimously approved Diener's recommendations. The townhouse owners paid more than \$7,100 each to cover attorney's fees.

“Not in my backyard!”

Townhouse owners protest construction of a fire station in their neighborhood.

► Opposition spread like wildfire: "Hands off our trees!"

Wildfires in Alaska are common. In one recent year alone, Alaskan forests had 3,000 fires. Dangerously near the town of Cooper Landing sat 4,000 acres of dead spruce trees. Although the trees posed a fire hazard, the townspeople adamantly opposed the Forest Service's plan to cut them down. For 6 years the battle raged on—until 1989 when the Forest Service's personnel took SDIC training.

Just months later, the trees were cut down by the Forest Service together with citizen-volunteers of Cooper Landing. When the job was done, the Forest Service and locals gathered for a celebration. Said one citizen of the change in the Forest Service: "Before, it was bureaucratic, negative stuff. But as the program started, I felt we had a real influence. It boosted my self-esteem that people wanted to hear what I had to say." *Now that's good Consent-Building!*

The Balancing Act

7 The bottom line in being successful in the public sector is to find the balance between being responsible and being responsive. On the one hand, public officials have the responsibility to accomplish their missions knowing full well it will hurt some people. On the other hand, we as a

society expect public agencies to care about the people whose lives they affect. We demand that our public officials have compassion, no matter what their missions may be.

Most public officials have traditionally believed that there are only three possible routes to take in dealing with this issue:

- 1. Compromise your mission out of compassion for your public, or**
- 2. Forget being compassionate and just get the job done, or**
- 3. Compromise 50% on the mission and 50% on compassion.**

But none of these approaches lead to effective management. In fact, they all lead to public *distrust* of government and anyone associated with it—including you. So what are you to do?

Success can be the rule, not the exception

Mary Diener isn't an exception to the rule. She is not any different than you. In fact, she had less experience than most public-sector professionals. What she did have was a solid strategy called SDIC, or the Systematic Development of Informed Consent.

We define Informed Consent as: "The grudging willingness of opponents to go along with a course of action to which they actually are opposed." Remember Diener's opponent? "If we could change the site we would; but... we heartily endorse staff's recommendations." **That** is Informed Consent.

Step by step

The only way to build Informed Consent is one step at a time. From the beginning of a decision-making process (when you identify a public sector problem) to the end (when the solution has been implemented), you need to build consent with your public. Through the Institute for Participatory Management and Planning, you can gain an understanding of the management and leadership methods which will help you to honestly build a respectful and trusting relationship with your public. That kind of relationship is the foundation to successful implementation of public-sector projects.

The Institute for Participatory Management and Planning provides a variety of courses, all based in the fundamental principles of the Systematic Development of Informed Consent, to give you a step-by-step method toward successful public-sector management.

Be 100% responsible to your mission and 100% responsive. You don't have to compromise.



Building consent to build success

Governmental and public agencies are the most complex organizations in the United States. They are part of a unique environment consisting of special interest groups, politicians, the general public, individual crusaders, lobbyists, etc. Working effectively within that complex environment can be difficult. ∞

These are the courses we offer to help public-sector managers be successful in the public arena.

► ***SDIC: The Systematic Development of Informed Consent***

Provides the fundamental principles and methods for building Informed Consent among your public—especially your fiercest opponents.

► ***CPO: Citizen Participation by Objectives***

The natural extension of SDIC, CPO shows you how to have meaningful public involvement on projects.

► ***CPO 2: Working with Extremists***

Part 2 of the CPO course is a hands-on, problem-solving workshop dealing with the most difficult citizen participation problems you are facing.

► ***Professional Ethics***

This course will help remove some of the confusion surrounding professional ethics leading toward a common-sense practice of ethics in the public sector.

► ***Issues of Leadership for Public-Sector Professionals***

This course will help you develop the skills to become a respected and effective leader by managing decision-making through the technical analysis and political debate processes.

► ***Crisis Management***

This, the newest of our seminars, is in the process of being developed. Even in the best circumstances crises can arise. In today's highly volatile public sector, every manager needs a practical grasp on how to effectively manage the most serious crises.

► ***Commission-to-Staff Relations***

In public organizations, a professional staff typically reports to an appointed Commissioner or Board. This course helps public agency professionals develop productive relationships with Commissioners/Commissioned Boards.

► ***Personal Decision-Making Tools***

Too often, managers are stopped not by some external force but by themselves. This training will provide a guide to making personal decisions in a way that contributes to your personal and professional success—and ultimately, the success of your organization.

For more information about these courses write:

**Institute for Participatory
Management and Planning
P.O. Box 1937
Monterey, CA 93942-1937**

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