



**TITLE:** Collaborative Management Training for the Desert Managers Group

**BACKGROUND:** The Desert Managers Group (DMG) is an interagency group that is coordinating and integrating desert conservation, visitor services, and public safety efforts in the California Desert. Partners involved with this effort include the State of California (Fish and Game, Parks and Recreation, and Caltrans), the Department of the Defense (Army, Navy, Air Force and Marine Corp), and the Department of the Interior (Bureau of Land Management, National Park Service, Fish and Wildlife Service, and Geological Survey). More information on the DMG, including the Group's charter, organization, and current events is available at [www.dmg.gov](http://www.dmg.gov).

The Department of the Interior and Department of Defense DMG Coordinators have sought assistance from the Department of Interior's Office of Dispute Resolution and Collaborative Action to bring outcome oriented training about collaborative decision making processes to the DMG. The Office Director has approached the U.S. Fish and Wildlife Services' National Conservation Training Center (NCTC) to provide training options for consideration by the DMG. The DMG approved the training proposal on April 10, 2002.

**DATES/**

**LOCATION:** June 12-13, 2002, Ventura, California (tentative)

**PARTICIPANTS:** Members of the DMG and invited guests  
DMG Coordination Staff  
DMG Work Group Chairs

**COURSE**

**OVERVIEW:** The course will focus specifically on providing advanced training in collaborative natural resource management tools and techniques to address several high priority issues or goals of the DMG. One area of focus will be on helping the DMG work collaboratively to coordinate recovery efforts for the threatened desert tortoise in the California deserts. The DMG, which includes all the land and resource management agencies in the California Desert, is well suited to coordinate an aggressive desert tortoise recovery effort and thus help resolve a major ESA issue in the California desert. Other focus areas will be selected by the DMG.

The course will use a well-documented three staged process for improving collaborative complex decision-making known as the **Trust-Learning-Performance Model**. This model moves dialogue from a win-lose competitive frame to a knowledge-based strategic thinking process. The benefits of this process are:

- Improved understanding about needs and motives of participants.
- Open appraisal of expectations among participants.
- More thorough assessment and analysis of the current circumstances of the issues facing the participants.
- Greater exploration of alternative strategies to accomplish goals.
- Increased robustness of implementation approaches to action.
- Increased accountability for outcomes.
- Identification of adaptive processes to solve problems during implementation.

The first phase of the model, the **Trust Phase**, explores the motivational orientation of the participants. This phase provides the crucial foundation for the discussions that follow by framing the psychological contract among participants by means of openly appraising expectations around trust based elements of the relationship. **The Trust Phase involves one-half day of a two day training session.**

The second phase of the model is the **Learning Phase**. In this phase, goal outcomes are centered around increasing understanding of participants about individual needs, program goals, and group objectives, as well building group agreement around the factual circumstances of the situation as it currently presents itself. The learning phase also explores the uncertainties and ambiguities surrounding the issues, goals, and objectives of participants. A range of possible solutions is the ultimate outcome of the learning phase and provides a process where participants can reexamine their individual goals and objectives and, if necessary, modify their goals and objectives to better align with group-constructed reality of the issues and the range of potential solutions. **The Learning Phase involves the afternoon session of the first day and may carry over into the morning of the second day.**

The **Performance Phase** is the action planning part of the process where action agreements are entered into. Action agreements capture the critical thinking of group ideas about how best to proceed in achieving knowledge based solutions. This phase is aimed at producing tangible, measurable, achievable implementation strategies that are united to commitments by and assignments tasked to the group membership. A reporting process is developed among the group to monitor progress and includes a mechanism to identify early signs of emerging obstacles to success and provides a process where adaptive solutions can be developed. This step

is designed to increase the probability of ultimately achieving desired outcomes over time. **The Performance Phase of the training involves the balance of the training time, generally three-quarters of the second day.**

The National Conservation Training Center will work with the DOI and DOD coordinators to design a course that is of maximum value to the Managers and improves the effectiveness of the DMG.

**INSTUCTORS:** Dr. Christopher (Todd) Jones – National Conservation Training Center  
Dr. Mickey Benson -- Monitor Associates

<b>COSTS:</b>	Monitor Associates (Dr. Mickey Benson) 5 days plus travel:	\$11,000
	NCTC (Todd Jones): travel and per diem	<u>1,200</u>
	Total	\$12,200

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