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**Susan Wildau,
Partner**

Susan T. Wildau, MA, a Partner of CDR Associates, has worked in the field of complex, multi-party decision making and conflict management for over thirty years and is an internationally known mediator, facilitator, dispute systems designer, and trainer. She has provided conflict management assistance to address a wide range of international, development, public policy, environmental, and organizational issues. She is the leader of CDR's Sustainable Development practice area.

Many of her projects have focused on stakeholder engagement systems and dialogues to address high stakes, social and natural resource conflicts that emerge when the interests of development, the natural environment, and societies collide. She is well versed in working in conflict sensitive areas and in helping communities and companies develop grievance mechanisms, participatory monitoring programs, and other community engagement initiatives that improve social and environmental performance, reduce risk, promote positive development impacts, and strengthen communities.

Ms. Wildau has also worked with governments, the private sector and civil society to negotiate and implement peace accords, resolve ethnic and religious disputes, and introduce democratic decision making processes in post-conflict societies.

In the organizational area, Ms. Wildau specializes in leadership and change initiatives. She has developed a number of cutting edge programs to develop leaders in organizations. In addition, she has facilitated processes related to organizational restructuring, board/staff relations, collective bargaining, headquarters and regional office relations, departmental differences, personnel grievances, ethnic relations, and charges of discrimination.

Ms. Wildau's innovative dispute resolution work has brought her to more than thirty countries in Asia, Latin America, the Middle East, Africa, Western and Eastern Europe, and North America. She is highly experienced in working with groups from different cultural, ethnic, professional, technical and organizational backgrounds where building and preserving working relationships is critical for reaching and implementing agreements.

Ms. Wildau provides facilitation, mediation and consulting services in a range of specialized practice areas including sustainable development, natural resources, peacebuilding and organizational effectiveness. Selected examples of her work, organized by practice areas, are described below.

SUSTAINABLE DEVELOPMENT

Stakeholder Engagement, Facilitation, Mediation and Assessments— Sustainable Development

Compliance Advisor/Ombudsman Office (CAO) of the International Finance Corporation (IFC) and the Multilateral Investment Guarantee Agency (MIGA), World Bank Group, *Mesa de Diálogo y Consenso, CAO-Cajamarca*. Peru. Led an international team of mediators in partnership with the Compliance Advisors/Ombudsman's Office to develop a ground breaking, stakeholder dialogue process for conflict resolution known as the *Mesa de Diálogo y Consenso, CAO-Cajamarca*. The Mesa provided a forum where representatives from government, civil society and Minera Yanacocha came together to address issues related to company operations and the relationship between the community and the mine. It also acted as an accountability or external verification mechanism, holding the mine accountable to the community of Cajamarca in environmental matters. Over multiple years and in partnership with a CAO team of local and international experts, Wildau conducted a situation assessment; designed and implemented a community dialogue process; provided capacity building to dialogue participants in problem solving and consensus building; assisted in the design and implementation of a year-long, technically rigorous participatory water study; and provided strategic support to the development of a transparent, high-involvement community water monitoring system. For several years, the dialogue process was conducted under the leadership of a local board of directors and run independently with the assistance of a small staff. Wildau provided leadership and institutional strengthening support to the local board as well as ongoing technical support, and consultation in conflict resolution, stakeholder engagement and participatory monitoring to the CAO team. For more information about the history of the *Mesa* and lessons learned from the experience, see *Building Consensus: History and Lessons from the Mesa de Diálogo y Consenso CAO-Cajamarca*, which can be accessed at www.cao-ombudsman.org/.

Follow-up Assessment, Marlin Mine, Montana Explorada de Guatemala, S.A., Guatemala. Served on a Mediation Team convened by the Compliance Advisor/Ombudsman Office to assess the feasibility of establishing a negotiation process between affected communities and the Marlin Mine, located in the Western Highlands of Guatemala. The purpose of the negotiation was to address issues raised by residents regarding the Marlin goldmine project. The project has been highly controversial, both within Guatemala and among international NGOs. The complaint centered on concerns that the project 1)

would reduce access by the community to local water supplies; 2) result in contamination of local waterways; 3) was approved without adequate consultation and in violation of the rights of indigenous people; and 4) exacerbated social tensions, violence and insecurity.

Wildau and the team met with key actors from the community, civil society, government and the mine. They posed a number of questions to determine whether the parties believed a negotiation would be valuable, and if so, what might a credible process look like and who should take part. Based on these discussions, the team concluded that conditions did not exist at the time to support a successful dialogue process. The team also found that the situation held risks-both of future action as well as inaction- and offered a number of recommendations to address those risks. To view the assessment report, see <http://www.cao-ombudsman.org/>

Environmental Evaluation of BHP Billiton Tintaya, S.A. (Xstrata Tintaya), Province of Espinar Cusco, Peru. Served on an assessment team to conduct an environmental evaluation of operations of the Tintaya Mine in Peru. The assessment was contracted by the Technical Committee of the Sub-commission for Environmental Evaluation, a multistakeholder working group including affected communities, Xstrata, government officials, and nongovernmental organizations. Wildau focused on *socio-economic impacts* linked to environmental effects of mining and offered a number of strategies and activities to reduce negative impacts and enhance positive ones. In addition, Wildau evaluated the validity of the *consultation process* in relation to authorizing the construction and operation of the Huinipama tailings dam. Recommendations included the development of a public consultation framework for the future, created by interested stakeholders.

Mongolia Mining Sector Assessment for United States Agency for International Development (USAID), Instability, Crisis and Recovery Program. With rich mineral deposits, an indigenous recognition of the wisdom of extracting and selling the minerals, a local value for democracy, and no history of civil strife, Mongolia has tremendous potential to use its mineral resources to raise its standard of living. At the same time, however, public debate on the minerals sector has intensified and become highly politicized, brought to the fore by high commodity prices and increased investments in exploration. The debate focuses on the lack of transparency, corruption, and weak governance but extends to a broad range of issues, including ramifications of new legislation and environmental impact. Wildau served as the team leader for an assessment of the Mongolia Mining Sector requested by USAID. The team examined the sources of controversy and conflict in the Mongolia mining arena and offered recommendations to USAID on the best courses of action.

The Asia Foundation, Local Economic Governance for Private Sector Recovery and Development Program - Private/Public Partnership Collaborative Decision Making System Design and Capacity Building Training. Wildau and another CDR Associates partner assisted in the design of new organizations, systems and procedures in over 15 communities to develop local business/governmental partnerships. These partnerships will enhance economic development, promote job creation, encourage interethnic cooperation and lower tensions in this war-torn country. CDR developed meeting designs, facilitation processes and conducted capacity building training to prepare a cadre of local facilitators to establish the business/government partnerships, scope issues of importance to participants and develop specific projects to enhance the business environment and promote economic growth. Some of the issues to be addressed by these partnerships include water infrastructure development, water quality and the management of solid waste.

National Dispute Resolution System for Mining Sector, International Finance Corporation, World Bank Group. Ms. Wildau served as a consultant to the International Finance Corporation to provide advice and strategy regarding the establishment of an independent national dispute resolution system for the mining sector in Guatemala to prevent and resolve conflicts and address complaints related to specific mining projects. This effort built upon dialogue among diverse stakeholders that emerged from a two-day National Mining Forum convened by the government of Guatemala.

Facilitation of the Guidance Review Process of the International Finance Corporation's Safeguard Policies - Compliance Advisor/Ombudsmans Office (CAO). The CAO was charged to review ten IFC policies designed to promote socially and environmentally responsible development. Policies address goals, standards and criteria for performance for environmental assessments, resettlement, forests, pesticides, cultural property, and so forth. Wildau co-designed and co-facilitated a scoping meeting to gather input from IFC leadership regarding the focus, emphasis and process of the review.

Capacity Building, Program Design and Training—Sustainable Development

Japanese Bank for International Cooperation (JBIC), Tokyo, Japan. Developed and conducted a two-day consultation for JBIC's Office of the Examiner in Charge of Environmental Guidelines. The consultation was focused on the social side of development: dealing with angry or skeptical publics; how to conduct a situation assessment and convening process in development disputes;

confidence building strategies and other approaches for building effective working relationships between companies, local government, communities and advocacy NGOs; practical stakeholder engagement strategies, monitoring programs, and dialogue processes in diverse cultural contexts. The Examiners utilized approaches and strategies discussed during the consultation to resolve grievances between project sponsors and affected communities.

Compliance Advisor/Ombudsman - Problem Solving Strategies for Accountability Mechanisms, Consultation on Systems Design, Capacity Building Training and Public Outreach Strategy Development. Wildau designed and co-conducted a series of capacity building programs for the Office of the CAO who are charged with resolving complaints from affected local communities regarding the environmental and social impacts of IFC and MIGA international development projects. Wildau provided the team with conceptual frameworks for analyzing the situations giving rise to complaints and with skills and tools for handling them in ways consistent with their role and their guidelines. Wildau has also consulted extensively with staff on conflict management strategies for specific cases, conducted capacity building mediation training and assisted in the design of public information/education procedures and materials for implementation and use by the CAO accountability mechanism

Deutsche Gesellschaft für Technische Zusammenarbeit (GTZ) GmbH, Pilot Program on Institutional Development in Environment (PVI) Project, *Facilitation and Capacity Building Training for the Resolution of Natural Resource and Environmental Conflicts.* The success of international development efforts often hinge upon the abilities of development professionals and their agencies to build cooperation, manage differences, and resolve conflict with each other and their stakeholders. Ms. Wildau co-developed a landmark training initiative to address contentious issues that emerge when the interests of environment, development and societies collide. The series of seminars, consultations and lectures, *Conflict Management for International Development Professionals*, was presented in Bonn, Germany and Harare, Zimbabwe for GTZ's (the German Technical Assistance Agency) international project managers from Africa, Asia, and Latin America. The seminars focused on intergovernmental cooperation and applications of dispute resolution procedures to address environmental issues related to air quality, habitat protection, management of parks and game reserves, and water issues. The programs have been conducted a number of times in Europe, the Middle East, and Latin America.

Natal Parks Board, Natal Town and Regional Planning Commission, and the Environmental Evaluation Unit of the University of Capetown—Midmar, Natal Province, *Environmental Dispute Resolution*. South Africa. Ms. Wildau and another CDR partner conducted an introductory seminar on Environmental Dispute Resolution for the Natal Parks Board and staff, and the Board and staff of the Natal Town and Regional Planning Commission. The goal of the seminar was to introduce democratic public participation procedures to both agencies, and prepare them for planning the development of integrated cities, towns and communities and resolving associated conflicts.

FUNCOP and World Wildlife Fund, Popayan, Colombia. Ms. Wildau presented a five-day seminar on Environmental Negotiations and Development for environmental non-governmental agencies in Colombia. The program highlighted cooperative negotiating procedures, public involvement principles and models, and descriptions of third party conflict management procedures. Ms. Wildau prepared culture and issue-specific simulations to facilitate teaching conflict management skills and application to the participants' environmental problems. The program also involved a facilitated dialogue and strategy design session with participants to prepare them for up-coming negotiations with the private sector on environmental protection issues in the context of oil and gas development.

The Salzburg Seminar, Salzburg, Austria—*Negotiating Development and Environmental Trade-Offs Seminars*. Co-designed and presented the negotiation and mediation process modules of a two-week seminar, sponsored by the Salzburg Seminar, an international organization that conducts educational dialogues and seminars to promote international communication and cooperation on critical world issues. The seminar was attended by 52 environmental professionals from governmental agencies and non-governmental organizations from over 30 nations.

Development of Resource Guides, Lessons Learned and Good Practice Documents—Sustainable Development

CAO Advisory Initiative, *A Guide to Designing and Implementing Grievance Mechanisms for Development Projects*. Office of the Compliance Advisor/Ombudsman, IFC and MIGA, World Bank Group. Grievance mechanisms are increasingly important for development projects that expect ongoing risks or adverse impacts. They serve as a way to meet requirements, prevent and address community concerns, reduce risk, and assist larger processes that create positive social change. They are based on the premise

that project accountability begins at the project level. Whether related to public or private infrastructure, mining, or agribusiness development, local people need a trusted way to voice and resolve concerns linked to a project's operations. Governments and companies need predictable and structured ways to be accountable back to their host communities regarding the problems they raise. A locally based grievance resolution mechanism provides a promising avenue by offering a reliable structure and set of approaches where local people and the project sponsor can find effective solutions to their problems, together. At the same time, where a company or government entity is directly involved in administering a mechanism, problems may arise when acting as both defendant and judge.

Recognizing the many challenges of developing effective grievance resolution systems, the CAO contacted Ms. Wildau to prepare a practical guide to help groups design and implement project-level grievance resolution mechanisms. Wildau served as principal author. The purpose of the guide is to equip people interested in initiating a grievance resolution program with the practical steps and tools they need to be successful in efforts to address community concerns and promote improved relationships, fair remedies, and just procedures.

The guide consolidates knowledge and lessons regarding grievance resolution from various sources including CDR's own on-the-ground experiences and those of the CAO for key lessons and markers of good practice. In addition, the guide reflects wisdom provided by first-hand accounts in interviews with industry representatives, academics, nongovernmental organizations, international financial institutions, consultants, and others with experience of grievance mechanisms.

Participatory Water Monitoring: a Guide for Preventing and Managing Conflict. Compliance Advisor/Ombudsman, International Finance Corporation, World Bank Group. Participatory monitoring is a collaborative process of collecting and analyzing data and communicating the results to the public. Traditionally, governments and companies initiate and undertake monitoring. Participatory monitoring requires changing the dynamic so that a wider range of stakeholders assume responsibility for these tasks and learn and benefit from the results. Participatory monitoring is not only scientific, but also social, political and cultural. Through the collection and understanding of data that is credible to multiple parties, participatory monitoring can become an essential instrument for generating trust and accountability.

Although interest in participatory water monitoring is increasing—and, in some cases, is required by law or agreements—there are few resources available to help guide groups that want to implement a program. To meet this need, the CAO requested that Ms. Wildau assist in the preparation of a guide to be used as a design tool for government, communities, civil society organizations, and

corporations at both the sub-national and national level that want to implement participatory water monitoring programs. The document provides a framework that can be used to develop a detailed implementation plan that meets the unique characteristics of each situation. It discusses how to initiate a program, offers tips for obtaining meaningful participation under conditions that are complex and highly technical, provides models of governance and financing, as well as explores challenges and lessons in designing these systems as tools for accountability.

Civil Society Participation in the Bank's Environmental and Social Supervision of Large Infrastructure Projects. Inter-American Development Bank. Ms. Wildau conducted a comprehensive study to explore best practices in participatory supervision and to present alternative models for civil society participation in the environmental and social supervision of large development projects. The study explores the following issues:

Stakeholder expectations for participatory supervision

- Benefits of participatory systems for individual stakeholder groups
- Successful models of stakeholder participation in project supervision and monitoring
- Institutional, legal and financial arrangements required that will promote the success and guarantee the necessary independence and transparency of such systems.
- In addition, the study presents a spectrum of supervision models that are practical, robust and implementable for a broad range of development projects.

NATURAL RESOURCES AND PUBLIC POLICY

Facilitation, Mediation, Systems Design and Assessments

U.S. Environmental Protection Agency, Office of Air and Radiation, *Wood Furniture Industry Regulatory Negotiation.* North Carolina. Wildau conducted a situation assessment and served as co-facilitator of a regulatory negotiation effort for the U.S. Environmental Protection Agency, Office of Air and Radiation. The goal of the negotiation was to develop a national emission standard for hazardous air pollutants and guidance document for the states in

the form of a control techniques guideline to reduce volatile organic compounds from the wood furniture industry. The negotiation committee included representatives from industry (wood furniture manufacturers, paint and coatings industry, resin manufacturers) as well as environmental and health-related non-governmental organizations, state air pollution agencies, and the U.S. Environmental Protection Agency. A consensus recommendation was reached by the negotiation committee. EPA used this agreement as the basis for the National Emissions Standard for Hazardous Air Pollution and the Control Techniques Guideline for the wood furniture industry.

American River Water Contract and Environmental Impact Statement Negotiations, (U.S. Bureau of Reclamation, the City and County of Sacramento, California, and East Bay Municipal Utility District). Wildau co-conducted a situation assessment of a deeply entrenched water and environmental protection conflict dispute in Northern California that helped bring concerned parties to the negotiating table. Subsequently, CDR designed and facilitated six months of multiparty meetings concerning the development of a Supplemental Environmental Impact Statement on use of American River water, protection of the environment, preservation of recreational amenities, and meeting municipal water needs in the San Francisco Bay area. The success of the meetings enabled key political decision-makers at local and national levels to reach a final agreement, and resolve decades-long water conflicts in California's Central Valley and Bay Delta.

U.S. Bureau of Reclamation, Facilitation of the Mid-Pacific Region, Red Bluff Diversion Dam Fish Passage Conflict. Wildau co-facilitated a multiparty process convened by the Bureau of Reclamation concerning the Red Bluff Diversion Dam Fish Passage Program. Ms. Wildau also consulted with the Bureau of Reclamation regarding its efforts to build consensus among the various stakeholder groups and the general public concerning the plan. At issue was how to increase fish passage sufficiently to satisfy the Endangered Species Act while continuing to provide water under contracts to agricultural interests. Parties included representatives of commercial and sport fishing industries, environmentalists, agricultural water users, and local economic and tourist interests. The negotiation culminated with agreement on a recommended plan of action.

U.S. Environmental Protection Agency, *Common Sense Initiative*, Washington, DC. Wildau served on the facilitation team for a U.S.E.P.A. sponsored national initiative of government, industry and public interest groups to develop innovative procedures for the electronics industry that are cleaner, cheaper and smarter and meet or better current regulatory standards. Issues

included: regulatory reform; life-cycle product management; pollution prevention; innovative permitting, reporting and record keeping procedures; environmental technologies; and community/labor involvement in environmental management. Wildau facilitated the Reporting and Public Information Access work group.

U.S. EPA Region VIII CERCLA Mediation. Hired by the EPA as part of a team to design and carry out a dialogue among key stakeholders concerning the remedy at a controversial, high-profile CERCLA site. Wildau conducted an assessment of the conflict and provided recommendations to stakeholders about different process options.

U.S. Army Corps of Engineers Dialogue Process on the Feasibility of Cooperation between the Corps and diverse Public and Private Sector Groups on the Collaborative Management of Water Systems. Wildau planned and co-facilitated a dialogue between this agency and major stakeholders concerning the feasibility of future cooperation on the management of river issues.

Telephone Access Charge Round Table. Co-mediated a dispute involving telephone access charges among over 30 parties including the Colorado Public Utilities Commission, AT&T, GTE Sprint, MCI, Mountain Bell, 26 independent phone companies, resellers, and public interest groups. The break-up of AT&T in January 1982, called for divestiture of the 22 local Bell Operating Companies from the parent company. CDR Associates was asked by the Public Utilities Commission of Colorado to convene an Access Charge Round Table composed of the key parties concerned with the reimbursement of local companies for the termination of long-distance calls. Seven major interest groups were identified and all agreed to participate. Ms. Wildau helped to convene the process, worked to identify the parties, developed a negotiated procedure to finance the project and facilitated the plenary sessions and individual task group meetings over an eight-month period. The Round Table met regularly for eight months to define the issues, to identify parties' major interests and to develop possible settlement options. Interest-based recommendations formulated by the parties were submitted to the Public Utility Commission for their consideration and approval.

State of New Jersey, Office of State Planning - State Growth Management Plan for Environmental Protection and Development. With another CDR partner, Wildau consulted with the Office of State Planning and representatives of 21 counties in the State of New Jersey to design and implement a “cross-acceptance” process for the negotiation of a state environmental protection and economic development plan. CDR assisted in the overall process design and trained participants in principles and procedures for public involvement, cooperative negotiations, and meeting facilitation. The intervention was very successful and resulted in the development of a significant consensus in the state on growth management policies.

State of New Jersey, Department of Transportation and Washington Township - Facilitation of Planning and Siting Meetings. Co-facilitated a two-day meeting between state officials and local government (elected officials and staff) to build consensus, arrive at general principles and formalize agreements on how a town center could be integrated into the State Department of Transportation’s Master Plan. The meeting was designed to be a model for future planning activities and negotiations between the state and townships.

State of New Jersey - Department of Environmental Protection (DEP) - Environmental Conflict Management Initiatives, Dispute Resolution System Design and Capacity Building Training. Assisted the DEP to develop a new environmental conflict management system to address a range of water, natural resource, development, permitting and enforcement issues. Wildau and another CDR partner conducted capacity building training on interest-based negotiation for agency staff to help promote conflict prevention and early unassisted resolution of disputes. They also trained an in-house mediator to handle a range of natural resource issues. The combination of a staff trained in conflict management procedures and the in-house mediator led to the settlement of a high number of disputes, and a decrease in enforcement actions and litigation. Subsequently, CDR conducted a training-for-trainers seminar to enable the program to be self-sustaining.

Municipalities of Denver and Aurora, Colorado, Waste-to-Energy Project. The cities of Denver and Aurora engaged Wildau and another CDR partner to serve as process designers and facilitators for a Citizens’ Advisory Committee to help determine the environmental and economic feasibility of building a plant to convert solid waste into energy. As co-lead on this project, Ms. Wildau worked with the cities to establish criteria for committee selection, identify representatives of various community neighborhoods and groups, interview interested citizens, and make appointment recommendations to the two mayors. Ms. Wildau also co-designed a process for how the committee would

coordinate its work with the management team established by the two cities. Through a fifteen-month process, Ms. Wildau co-facilitated meetings of the committee, which evaluated the financial, community, and environmental issues involved, in order to reach a consensus on a recommendation to be made to the two city governments. The final report and recommendation from the Citizens' Advisory Committee reflected an intense process of consensus building and collaborative problem solving.

Regional Air Quality Control District, Denver, Colorado - Facilitation of Board Meeting. Planned and facilitated a pivotal meeting of the District's Board - composed of representatives from municipalities, counties, and industry and public interest groups, to resolved differences and coordinate its activities.

City of Englewood Fire Services Delivery Task Force. Developed and implemented procedures for a collaborative planning process for the delivery of fire prevention, protection, and related emergency response services for the City of Englewood. As lead facilitator, Ms. Wildau made recommendations to the City on the composition of the Task Force in order to ensure effective representation by essential interest groups and designed the data collection and data presentation process as well as facilitated the Task Force negotiations. The process provided a systematic approach for determining the community's fire and emergency management needs and for generating and evaluating technical options. The Task Force developed a series of recommendations best suited to meet the identified needs, given the available resources and submitted them to the City for their consideration.

Denver Water Board, Citizen Advisory Committee. Co-facilitated a public input process regarding the proposed Two Forks Dam Reservoir. Small group problem solving was used to collect and refine concerns and proposals for the mitigation of negative impacts. Recommendations were made by the problem-solving group to the Citizens' Advisory Committee and the Denver Water Board.

Santa Paula, California, Downtown Development. With another CDR partner, Wildau designed and facilitated a two-day meeting to help the community structure their development efforts and promote cooperation between merchant and community groups. Santa Paula, California, the "citrus capital of the world," has been plagued by a declining downtown business district due to competition from shopping centers in surrounding communities, lack of "anchor" stores such as large grocery or department stores that bring in business and divisions between the Hispanic and Anglo business community.

The meeting helped unite community members behind common goals and plans.

Capacity Building, Program Design and Training—Natural Resources

U.S. Bureau of Land Management, Advanced Seminar on Alternative Dispute Resolution. Designed and co-conducted a four-day seminar for senior and mid-level leaders of this agency in effective ways to address and resolve natural resource conflicts.

U.S. National Park Service Seminar on Socially Responsible Leadership. Co-designed and presented a professional development seminar on collaborative approaches and strategies for National Park Superintendents.

U.S. Bureau of Reclamation Conflict Management Service. Consulted on the development of this natural resource management agency's Conflict Management Service, an organization-wide collaborative problem solving and conflict management system that provides assistance in the resolution of public, natural resource, organizational, labor-management and personnel disputes. Wildau also conducted courses on negotiation, mediation, facilitating public disputes, designing dispute resolution systems and developed a comprehensive training for trainers program. The Service has 16 Alternative Dispute Resolution Advisors who have received over 300 hours of training. These ADR Advisors and external contractors have intervened in a number of personnel, water disputes, inter-agency partnering efforts, and conducted hundreds of hours of capacity building conflict management training for agency personnel and cooperating organizations.

State of Kansas, Department of Agriculture and the Kansas Farmers Assistance Counseling and Training Service - Mediation and Negotiation for Lenders and Attorneys in Farm Finance. Under the sponsorship of the FACTS Program (Farmers Assistance Counseling and Training Service) of the State of Kansas, conducted a two-day seminar in negotiation and mediation for representatives from major agricultural lending institutions and private attorneys regularly engaged in the representation of farm borrowers. Federal government representatives from the Farmers' Home Administration and Special Credit Services of Farm Credit Services, management of the Bank of Cooperatives of Kansas, commercial bank managers, and private lawyers participated in the seminar. The workshop focused on negotiation, mediation,

and presentations on the practical aspects of farmer-creditor mediation. The program was well received and helped bring about better understanding of the mediation process on the part of creditors, borrowers, and their representatives.

State of Kansas, Farmers Assistance Counseling and Training Services (FACTS) -Family Mediation Program. Designed and conducted mediation training for the resolution of family farm disputes exacerbated by financial difficulties. As an offshoot of its work with farmers in financial crisis, staff of the FACTS program often found themselves trying to help farm families experiencing internal conflict. These can be between husband and wife, between siblings, or between parents and children around farm management, or care of the elderly, or between extended family members around how to handle a crisis brought on by the economic problems of the farm. Wildau and colleagues from CDR Associates delivered a five-day program in mediation for farm family disputes to farmers, counselors, and mediators from across Kansas under the auspices of the FACTS program. Participants looked at the particular dynamics of farm family conflicts in which business disputes and family conflicts tend to get merged together and were presented with an approach for how to apply the mediation process to this situation.

State of Kansas - Advanced Farmer-Lender Mediation Training. Continued CDR Associates leading role in the training and education of mediators, attorneys, and financial consultants involved in farm credit mediation by presenting advanced farmer-lender mediation training programs for the FACTS Program (Farmers Assistance Counseling and Training Service) of the State of Kansas. This program also included training for representatives of major federal farm lending agencies including the Farmers Home Administration, Special Credit Services Division of the Farm Credit Service, private and Legal Services Corporation attorneys routinely engaged in the representation of farm borrowers, as well as financial consultants who regularly work with farmers in financial difficulty. CDR also conducted advanced training programs sponsored by the Departments of Agriculture of South Dakota and Nebraska for financial consultants and mediators working with farmers in those states who are engaged in restructuring and mediation of farm debt.

World Bank, Government of Turkey and International Academy for the Environment, *Capacity Building and Institutionalization of Conflict Management Procedures in Development Dispute*; Geneva, Switzerland and Antalya, Turkey. The International Academy for the Environment, a Swiss-based foundation, in conjunction with the World Bank and several other funders, initiated a project to build capacity in environmental negotiations, public

involvement and dispute resolution in five countries bordering the Mediterranean Sea, including Morocco, Tunisia, Lebanon, Turkey and Albania. The project involved training staff from Ministries of the Environment, other government entities, and environmental NGOs in conflict management procedures and skills, and exploring means to institutionalize the provision of dispute resolution services in those countries. The services of Wildau and another CDR partner were retained to research relevant environmental issues, design the seminars, prepare issue and culturally appropriate materials, develop culturally acceptable procedures, present a number of the seminars and consult on implementation strategies.

Natal Parks Board, Natal Town and Regional Planning Commission, and the Environmental Evaluation Unit of the University of Capetown—Midmar, Natal Province, *Environmental Dispute Resolution*. South Africa. Ms. Wildau and another CDR partner conducted an introductory seminar on Environmental Dispute Resolution for the Natal Parks Board and staff, and the Board and staff of the Natal Town and Regional Planning Commission. The goal of the seminar was to introduce democratic public participation procedures to both agencies, and prepare them for planning the development of integrated cities, towns and communities and resolving associated conflicts.

LEAD International, Natural Resource Conflict Management Training Seminars in Guadalajara, Mexico. Designed and conducted training programs on negotiation and mediation of environmental and water disputes for over 200 environmental leaders participating in an international program to develop environmental professionals from the private, governmental and non-governmental sectors. LEAD was initially funded by the by the Rockefeller Foundation, but is now an independent professional development organization.

Fundo Mundial de Mediación - Workshop on Natural Resource Conflict Resolution. With another CDR Associates partner, presented a workshop on “Convening Processes for Designing and Implementing Collaborative Dispute Resolution in Natural Resource and Environmental Disputes”. The focus of the workshop was on company-community engagement in the resolution of mining disputes.

Ministry of Environment of the Republic of Poland - Environmental Conflict Management Seminar. With another CDR Associates partner, designed and co-conducted the first seminar on Environmental Conflict Management to ever be presented in Poland. The program was conducted for the Ministry of the Environment of the Republic of Poland, newly elected/appointed local government officials and public interest groups. The seminar explored how

environmental conflict management procedures—negotiation, facilitation, mediation—could be used to address enforcement, regulatory, site-specific, and public policy disputes. The program enabled participants to explore how they could initiate joint cooperative efforts to address critical environmental issues—air and water quality, development and toxic waste cleanup—in the country. Similar seminars were also presented in Budapest, Hungary for participants from the Hungarian Ministry of the Environment.

Environmental Conflict Management Workshop for Government Officials and Non-Governmental Environmental Groups, Russia. Designed and presented with another CDR Associates partner an introductory program on Environmental Conflict Management to introduce Russian leaders to principles and procedures for collaborative problem solving. The program was sponsored by Partners for Democratic Change and was attended by government officials and members of newly formed non-governmental organizations.

Rijkswaterstaat Ministry of Public Works, the Netherlands - Natural Resource Conflict Management and Facilitated Problem Solving. Co-designed and conducted a two-day seminar for the national department of public works that manages highways, canals and locks. The training program was part of a larger effort by the Dutch government to initiate public involvement programs as part of their new environmental protection program.

Agriculture Canada - Nationwide Training Seminars in Lender/Borrower Mediation. Served as program lead for the design and implementation of an initiative to establish a nationwide mediation system and services provided by this federal agency, to resolve conflicts between lenders (banks and other agencies) and borrowers. Mediation panels were established and resolved disputes in every Canadian province. Disputes involved issues over land ownership and debt, restructuring of farm loans and termination of farming activities.

Credit Union Central of Saskatchewan - Effective Financial Negotiations and Mediation Seminars. Designed and conducted two 24-hour seminars for this organization, which coordinates services for all credit unions in the province. The main focus of the program was on farmer/lender negotiation and mediation.

Saskatchewan Farm Debt Review Board - Mediation Seminar. Trained 80 farm financial counselors in CDR's Debtor/Creditor Mediation Process. Trainees mediated debt-restructuring cases in Saskatchewan, the Canadian province which had sixty percent of the national farm debt.

PEACEBUILDING

Political and Ethnic Conflict Management

Post Conflict Rule of Law and Peacebuilding Consultancy for The Asia Foundation (TAF), the East Timor Ministry of Social Solidarity (MSS), and the United Nations Programme on Development (UNDP), Dili, East Timor. TAF's Access to Justice Program focuses on building an independent judicial system in East Timor; establishing competent, accessible legal aid services and dispute resolution mechanisms with an emphasis on reaching rural populations and the most disadvantaged; and furthering citizens' knowledge of justice. As part of the capacity building component of the program, Wildau and another CDR partner designed and presented a mediation seminar to prepare legal aid lawyers to provide mediation and conflict resolution assistance in rural communities throughout East Timor. Following the workshop, Wildau, her colleague, and TAF explored additional ideas for institutionalizing mediation in East Timor.

The consultancy also focused on how to prepare communities for reintegration and resolve conflicts related to the return of internally displaced persons (IDPs). Wildau and another CDR partner, provided strategies, tools and conflict resolution skills aimed at preparing Ministry of Social Solidarity dialogue facilitators to help communities affected by conflict talk to one another and resolve their differences amicably. The capacity building program also explored how to enhance relations between returning IDPs and receiving communities over the long term. To further arm dialogue teams for their challenging role, Wildau co-conducted a needs assessment and designed a long-term training plan to be implemented within six months. The Dialogue Team initiative is led by MSS with support from UNDP and funding from AusAID and NZAID.

Ethnic Cooperation and Dispute Resolution Project, CDR Associates and the Center for Negotiation and Conflict Resolution, Sofia, Bulgaria (Pew Charitable Trusts). To respond to severe interethnic strife in Bulgaria, CDR worked with the Bulgarian Center on Negotiation and Conflict Resolution, with

funding from Pew Charitable Trusts, to design and develop capacities within Bulgarian Civil Society to manage diversity and conflicts that result from interactions between ethnic populations. Ms. Wildau directed the project. This involved building a positive consciousness toward and acceptance of diversity; preparing citizens with skills to effectively manage differences within institutions and communities; building institutions, both within governments and NGOs that can assist parties to better manage and resolve social problems with ethnic components; and creating a legal structure that institutionalizes tolerance. This project resulted in the establishment of an internationally recognized system of Multi-Cultural Commissions in five Bulgarian cities to address problems of ethnic group interaction. The Commissions were composed of members of Civil Society drawn from ethnic Bulgarians, Turks and Roma (Gypsies) and addressed community, employment, housing, environmental and educational issues.

Ministry of Justice, Peoples' Mediation Association and Committees of the Xinjiang-Uyghur Autonomous Region and the Asia Foundation - *Mediation Capacity Building for the Peoples' Mediation Association and Committees.*

With another CDR Associates partner designed and implemented a culture and issue-specific mediation and training-for-trainers capacity building training programs to prepare mediator-trainers from multiple ethnic groups - Uyghur, Han, Kazakh and Khirgez - to train intermediaries in this far-western region of China to address and resolve civil, commercial, land, and interethnic conflicts. The Xinjiang-Uyghur Region is composed of multiple ethnic groups, with the Uyghurs making the majority of the population. Many of the disputes faced by the 100,000 Peoples' Mediation Association mediators region involve issues related to changes in the economic structure and the economy, privatization and land allocations or use. Local trainers in the initiative will engage in a pilot project to prepare over 1,000 mediators to handle these new kinds of cases throughout the region.

INTRAPAZ (Institute for Conflict Transformation and the Construction of Peace), Academy for Educational Development (AED) and the U.S. Agency for International Development (USAID) - *Capacity Building Training for High Level Political, Religious and Civil Leaders to Resolve Political Disputes.* Guatemala. Wildau was the principal lead from CDR Associates on a USAID funded project designed to improve mediation capacity throughout Guatemala and bring national attention to the use of mediation in the resolution of disputes. In this capacity, Wildau designed and co-conducted an intensive public disputes mediation program and returned to provide follow-up conflict management strategy design and case consultation activities for a group of high level leaders from the economic, political, religious and civil society spheres of Guatemala. The group was prepared to mediate high-level national conflicts that have the potential to impact the nation's stability including conflicts between

indigenous peoples and Ladinos, land seizures, and issues related to land ownership and distribution. Wildau also provided technical assistance to a team that was tasked with developing a quality-control system for mediators. In addition, she advised and assisted INTRAPAZ at Landivar University to strengthen their institutional capacity as a center for mediation and conflict transformation.

Ethnic Conflict Resolution Assessment Project--Central and Eastern Europe and Central Asia (Charles Stewart Mott Foundation). Ms. Wildau was part of a CDR team that provided professional conflict assessment and evaluation services to the Charles Stewart Mott Foundation of Flint, Michigan, to collect and assess learnings from multicultural cooperation and ethnic dispute resolution projects supported by the Foundation since it began its Eastern European civil society initiative in the late 1980s. Ms. Wildau and the team conducted on-site visits and interviewed over one hundred individuals working for a number of U.S., Western European, and Eastern European conflict management organizations involved in assisting parties to address and resolve internal ethnic and political conflicts in Tajikistan, Moldova, and the former Yugoslavia; the interstate war between Armenia and Azerbaijan; and efforts to establish conflict resolution centers to address multicultural issues in a number of Eastern European countries. The assessment explored such questions as: the utility and success of various approaches to address and resolve ethnic conflicts, results of interactions between various levels of conflict management activities (at the state and community levels), the roles of non-governmental organizations in dispute resolution, and successful strategies for building effective international partnerships and teams to address conflicts of this type. Wildau worked in Armenia, Azerbaijan, Georgia and Russia. The results of the assessment are published in *Reaching for Peace: Lessons learned from Mott Foundation's conflict resolution grant making*. Flint, Michigan: Charles Stewart Mott Foundation, 1999.

Facilitation, Mediation and Dispute Resolution Systems

Ministry of Justice, the Democratic Socialist Republic of Sri Lanka, Mediation Boards Commission and The Asia Foundation - *Dispute Resolution Systems Design and Capacity Building in Mediation*. With another CDR partner, Wildau assisted the Ministry of Justice to design and implement a nationwide civil dispute resolution system, the Mediation Boards Project. The system resolves a broad range of issues—land and property, ethnic, family, environmental, inheritance, and so forth. CDR Associates and the Ministry developed culturally appropriate dispute resolution procedures, trained in-house trainers and established a quality control system. CDR engaged in ongoing consultation on program administration and conducted numerous

advanced training programs. The Mediation Boards Program had been operating since 1989, has 280 boards across the country, has trained over 7,000 mediators and has settled over 100,000.

Organization of American States (OAS), PROPAZ Program - *Government and Popular Organization Training in Negotiation and Facilitation for the Resolution of Land and Property Disputes*. Guatemala. After signing of agreements that ended Guatemala's 36-year civil war, the Government of Guatemala (GoG) and popular organizations needed to develop effective coordinated and institutionalized procedures for the return of refugees and internally displaced persons to their communities of origin or alternative venues, and resolve a large number of land and property claims related to illegal seizures or occupations, resettlement and land re-assignment or distribution. The OAS PROPAZ program assisted multiple government agencies to develop effective negotiation and dispute resolution procedures to resolve a wide range of land and resettlement issues and disputes. Wildau and another CDR partner were senior advisors to the PROPAZ staff where they designed and conducted capacity building programs for of both GoG and popular organizations to prepare them for negotiations to resolve claims.

Ministry of Justice, the Democratic Socialist Republic of Sri Lanka, Asia Foundation and USAID, *Post-Tsunami Land and Property Dispute Resolution Programme - Mediation Boards Program*. Wildau and another CDR partner consulted with the Ministry of Justice on the design of its new land and property dispute resolution system to address conflicts resulting from the destruction of property by the Tsunami of December 2004. Wildau and her colleague also assisted in the design of capacity building training programs and training-for-trainers seminars to prepare new mediators providing dispute resolution services to disputants.

Capacity Building, Program Design and Training--Peace building

United Nations Institute for Training and Research (UNITAR) and the International Peace Academy, *United Nations Fellowship Programme on Peacekeeping and Preventive Diplomacy*. Austria and Norway. Since 1993, Ms Wildau and another CDR partner have developed and conducted the International and Intercultural Mediation component of the UN Fellowship Programme in Peacekeeping and Preventive Diplomacy. The two-week seminar, of which CDR's module is a part, is designed to prepare UN officials and representatives from African, Asian, Middle Eastern, Latin American, and Eastern European foreign ministries, in conflict management skills and

procedures to resolve political conflicts. A number of UN officials from Political Affairs, Peacekeeping, and UNHCR have attended this programme. Conflicts that the seminar has focused on include those in Afghanistan, Armenia/Azerbaijan, Cyprus, Sri Lanka, and Papua New Guinea/Bougainville. More than 500 professionals have been trained.

United Nations Institute for Training and Research (UNITAR), *Regional Training Programme to Enhance Conflict Prevention and Peacebuilding in Africa*. Ethiopia. Wildau recently presented a seminar on international mediation for senior foreign service officers from multiple African nations across the continent, UN officials and representatives of African international organizations. The focus has been to develop local capacities to intervene and mediate settlements of violent political conflicts within and between nations.

United Nations Institute for Training and Research (UNITAR), *Regional Training Programme to Enhance the Conflict Prevention and Peacebuilding Capacities of Indigenous Peoples' Representatives of the Asia-Pacific and Latin America*. Ms. Wildau participated in developing and conducting several seminars on negotiation and mediation for indigenous peoples' representatives to the United Nations. The capacity building program developed local capacities to intervene and negotiate political conflicts.

Centre for Intergroup Studies, University of Capetown - *Capacity Building Training in Negotiation and Mediation for Political Leaders*. South Africa. Wildau and other U.S. trainers designed and conducted the first seminar on Effective Mediation for Professionals to be presented in South Africa for twenty-five key black and white political, labor, business and religious leaders. The course prepared participants to use negotiation and mediation to resolve social, community, organizational, and political conflicts.

Independent Mediation Service of South Africa (IMSSA) - *Community Mediation and the Resolution of Economic and Political Conflicts*. South Africa. In 1989, IMSSA provided mediators to assist in the resolution of industrial disputes in South Africa. However, community and industrial policies and issues were often interconnected. Wildau and colleagues from CDR Associates conducted a two-day seminar for professional labor/management mediators on Community Mediation, to help build the capacity of its mediators to intervene in broader sociopolitical disputes.

Vuleka Trust/Centre for Intergroup Studies - Capacity *Building in Dispute Resolution for Community Leaders*. South Africa. Wildau, other CDR Associates partners and Colleagues from the Conflict Clinic (University of Missouri) conducted a workshop, *Effective Mediation for Community Leaders* focused on mediation strategies, procedures and skills that might be applied to ongoing, sometimes violent, community and political conflicts in the Province of Natal between members of the African National Congress and Inkata.

United Nations Development Programme (UNDP) and the United Nations Institute for Training and Research (UNITAR) - Jerusalem. Consulted, designed and conducted with another CDR Associates partner a training seminar for The United Nations Development Program's (UNDP) Programme of Assistance to the Palestinian People (PAPP) and the United Nations Institute for Training and Research (UNITAR). The five-day seminar on *Environmental Negotiations and Dispute Resolution* was presented for Palestinian negotiators from the Palestinian Negotiation Teams for Water and the Environment, who were participating in the Middle East Peace talks. The program focused on negotiation procedures, strategies, tactics, team organization and approaches to be used in the next round of talks.

ORGANIZATIONAL EFFECTIVENESS

Financial Institutions

The World Bank Group - Organizational Situation Assessment and Consultation on the Enhancement and Redesign of Bank-wide Personnel Dispute Resolution Systems. The World Bank Group's management, as part of the institution's efforts for continuous improvement, commissioned an independent study conducted by Ms. Wildau and another CDR partner to assess the functioning and performance of core and affiliate conflict resolution approaches and entities throughout the Bank, which informally or formally address staff complaints and grievances. The assessment examined how conflict resolution approaches and services were and are utilized in the International Bank for Reconstruction and Development (IBRD), International Development Association (IDA), International Finance Corporation (IFC), Multilateral Investment Guarantee Agency (MIGA), and International Centre for Settlement of Investment Disputes (ICSID). Specific offices, mechanisms and services that were assessed included but were not limited to the five components of the World Bank Conflict Resolution System (CRS) (Office of the

Ombudsman, Mediation Office, Appeals Committee, the Administrative Tribunal and Ethics and Business Conduct); Human Resources; the Staff Association; the Department of Institutional Integrity (INT); Office of Diversity; Respectful Workplace Advisors; the Legal-Vice Presidency; the Counseling and Consultation Service of the Health Services Department (HSD); and mid and upper management. The results of the assessment were presented to Bank senior management and leaders of its Conflict Resolution System (CRS).

Federal Reserve Board of Governors, Management Skills Training for Bank Examiners. For more than fifteen years, Wildau served as the project manager for the Federal Reserve System's management skills training program. In this capacity, Ms. Wildau researched the needs of the System's bank examiners and then designed and implemented a management skills training program for bank examiners. Ms Wildau worked with an internal design team from the Federal Reserve System on this assignment. The resulting five-day program presented negotiation, facilitation, communication and cooperative problem solving skills for examination teams to use internally or with the banking community. In order to develop the internal capacity for Federal Reserve bank examiners to present this course, Ms. Wildau developed a training-for-trainers course and accompanying training manual. An internal team of trainers has been conducting this course for more than fifteen years. It remains one of the most successful programs offered by the Federal Reserve System.

Federal Reserve Board of Governors, Leadership and Influence for Bank Examiners and Federal Reserve Board Leadership. Following the successful Management Skills program, the Federal Reserve asked Wildau to design an advanced, follow up course to assist leaders in dealing with change within the System. A four day pilot course was developed in consultation with the same internal design team with whom CDR had worked previously. Co-trainers within the Federal Reserve System were trained. For more than ten years, Wildau and other CDR partners co-presented these programs with Federal Reserve trainers.

Federal Reserve Board of Governors Mediation System. Assisted the Federal Reserve to design and implement a new mediation system to resolve disputes over the implementation of the Community Reinvestment Act. The initiative included bank vice-presidents, Community Affairs Officers and their assistants. Participants subsequently mediated disputes between lending institutions and community groups in pre-and post filing disputes.

Healthcare Groups

Joint Medical Practice (confidential). Internal turmoil in this hospital-based group of physicians had led to the resignation of three chairmen in four years. Member physicians were skeptical of any outside consulting that might seem like “therapy.” Ms. Wildau and another colleague first conducted an assessment, leading to recommendations for a customized intervention. Still skeptical but under pressure from the hospital to take action, the group hired CDR to carry out the intervention. In a series of 10 evening meetings facilitated by Ms. Wildau and her colleague, the group made progress in resolving key issues. The hospital administration now appears satisfied, and the group’s leadership has a much clearer mandate. The main products of the process were the following:

- An “accountability system” by which complaints about physician performance or behavior could be resolved or adjudicated, leading to disciplinary action when necessary;
- Guidelines for physician expectations;
- A mission statement;
- A statement of the corporation’s 10-year business goals;
- Decisions on key compensation questions;
- A plan for instituting regular performance reviews for all physicians; and
- A number of decisions for improving governance and decision making.

American Association of Nurse Anesthetists. Designed and delivered a two-day training program in negotiation skills and strategy to help the association’s board members and key staff deal effectively with policy makers and organizations in the health care arena. In a follow-up one-day session, a facilitated discussion applied the skills of conflict analysis and assessing conditions for negotiation to a public policy scenario.

National Professional Healthcare Association (parties remain confidential). Consulted with and facilitated the collective bargaining and planning committees of a national professional healthcare organization and their state affiliates regarding strategies for setting national and regional priorities. Prior work over several years with this organization included facilitation of a three-day planning meeting to address reorganization needs and facilitation labor counsel strategic planning meetings.

Hospital (confidential) Facilitated a retreat for hospital staff to bring together key constituency groups who were to be involved in the implementation phase of a project to improve patient care.

Universities and School Systems

University Professional School Faculty (confidential). Ms. Wildau conducted an assessment of professional relationships in a highly conflicted professional school faculty with another CDR associate. Following extensive interviews, Wildau co-presented the assessment and recommendations to the entire faculty. As a follow up, Wildau co-mediated a specific, highly sensitive conflict among a group of faculty.

Public University Facilitation (confidential). Conducted a situation assessment and facilitated discussions between the Chancellor and Vice Chancellors concerning a series of organizational issues: roles and responsibilities; leadership models; behavioral norms to guide effective group functioning; decision making; organizational structure; communication structures to promote effective working relationships.

College School of Nursing Mediation (confidential) Mediated a dispute among School of Nursing faculty, faculty chair and top college administrators regarding organizational issues of structure, roles, decision making, communication and the development of a more effective working relationship.

University of Colorado - Dispute Systems Design and Capacity Building Training. Consulted with the Student Affairs, Bursar's and Financial Aid Offices of the University to design and implement systems and increase capacities to prevent and resolve disputes between students and the University. The intervention also established procedures for coordination between these offices.

University of North Dakota Dispute Resolution Systems Design and Capacity Building. Assisted in the design of a dispute resolution service affiliated with the President's Office, mandated to resolve faculty, staff, student and public disputes. Wildau and other CDR staff trained twenty mediators to provide intermediary services. In subsequent years, CDR provided additional professional development and consulting services to assist the program address

specific kinds of disputes and broaden its services. The service has now been in operation for more than a decade.

Los Angeles Unified School District/Unified Teachers of Los Angeles. After a bitter strike, Wildau and another CDR partner consulted with the Board of Education, the Administration, and the Union to take systematic steps toward a more productive working relationship. The project involved a series of facilitated dialogues, vision building and training in cooperative collective bargaining procedures.

Adams County School District 12, Adams County, Colorado. Worked with another CDR partner to assist the administration and union to prepare for and implement a successful joint-gains collective bargaining process to negotiate the first formal contract between the two entities. Consulted on the introduction of new collaborative processes for the resolution of contract administration issues, and served as a mediator and arbitrator of a number of personnel disputes.

Los Alamos Schools and the Los Alamos Teachers Union. With another CDR partner, designed and conducted pre-collective bargaining workshop on cooperative joint-gain negotiations, and presented a joint labor management problem-solving session prior to the beginning of bargaining on procedures that would enhance a positive working relationship between the teams, the union and the school administration.

Oklahoma Education Association, Tulsa, Oklahoma. With another CDR partner, conducted a situation assessment, designed the meeting and co-facilitated a multi-day retreat between leaders of the state organization and a local to address issues of mutual concern.

Private Sector

United Airlines Leadership Training for Pilots, Mechanics and Customer Service Team Leaders. Served as project manager of CDR's team to design and present a series of leadership training programs customized for diverse UAL employee groups including pilots, mechanics and customer service team leaders. The program focused on facilitative leadership, cooperative problem solving and conflict management and was part of a longer professional development initiative. Wildau also designed and conducted a training for

trainers program and prepared UAL employees to co-present the program with CDR. The program was offered repeatedly over several years across the UAL system, including international and domestic operations.

United Airlines Dispute Resolution System. Ms. Wildau served as project manager of CDR's team and worked with colleagues (Whittenberg, Shaw and Ross) and UAL on a groundbreaking program designed to reach all nonunion employees of the company. As part of a new dispute management system called the "People Solutions Program," Wildau co-designed training for internal conflict resolvers (or "facilitators") and coaches (or "guides"). This pilot program, conducted both in San Francisco and in the Chicago World Headquarters, was followed by CDR briefings for management, to assure a smooth, effective implementation of the new process. As a follow up to the training, Wildau worked with UAL Labor Relations staff and internal facilitators to mediate key workplace disputes in various parts of the organization, during implementation of the new program.

Sports Equipment Consultation (confidential) Consulted with a company involved in manufacturing sports equipment to explore issues of morale, trust and leadership that were affecting company productivity. The results of the assessment were presented to top management and then to employees at an all company meeting. An internal change team was established to develop a strategy and implementation approach based on CDR's assessment.

Government

National Federal Regulatory Agency (Confidential) Intervened and facilitated agreements among an agency vice president and senior managers of this institution concerning procedural operations, decision-making systems, new communications expectations, and helped to re-establish positive working relationships.

State of Colorado, State Personnel Board - Employee Dispute Resolution System Design and Capacity Building. Worked with a team from CDR Associates to design and train multiple panels for a statewide personnel grievance mediation system. The system has been in operation since 1989, and has been highly successful in resolving disputes and grievances.

Greeley City Manager's Office and Fire Department Labor-Management Negotiations. Developed a customized negotiation training program for management and union team members and facilitated a meeting of the team members to design a joint approach to their negotiations.

PUBLICATIONS

Ms. Wildau has written a number of articles, monographs and resource guides in the areas of negotiation, mediation and dispute resolution systems. Wildau's publications also include numerous training manuals on leadership and influence, conducting situation assessments and convening, negotiation, facilitation, mediation and conflict management.

Sample publications include:

Grievance Mechanisms for Large, Complex Development Projects—A Guide for Designing and Implementing Grievance Resolution Systems. Office of the Compliance Advisor/Ombudsman, International Finance Corporation, Washington, D.C. Forthcoming, 2008. (Principal author).

Participatory Water Monitoring: a Guide for Preventing and Managing Conflict. Compliance Advisor/Ombudsman, International Finance Corporation, World Bank Group, Washington D.C., 2008. (Contributing author).

Building Consensus: History and Lessons from the Mesa de Diálogo y Consenso, CAO-Cajamarca, Peru—The Power of Dialogue. Office of the Compliance Advisor/Ombudsman, International Finance Corporation, Washington, D.C., 2007. (Co-author).

Civil Society Participation in the Bank's Environmental and Social Supervision of Large Infrastructure Projects, Inter-American Development Bank, 2007. (Principal author).

Mongolia Mining Sector Assessment Report, United States Agency for International Development, Washington D.C., 2006. (Co-author).

Reaching for Peace: Lessons learned from Mott Foundation's conflict resolution grantmaking 1989-1998, Flint, Michigan: the Charles Stewart Mott Foundation, 1999. (Co-author).

"Promoting Multi-Cultural Consensus Building in Bulgaria" Cultural Survival Quarterly, Fall 1995. (Co-author).

"Developing Democratic Decision-Making and Dispute Resolution Procedures Abroad," *Mediation Quarterly*, Volume 10, Number 3 (Spring 1993). (Co-author).

"Transitions: Moving Between Stages," *Mediation Quarterly*, No. 16 (1987)

EDUCATION AND MEMBERSHIP IN PROFESSIONAL ASSOCIATIONS

Education

University of Colorado, Boulder, Colorado, 1964-1968, BA Sociology

University of Colorado, Boulder, Colorado, 1973-1975, MA
Counseling/Organizational Development

United States Peace Corps, Arecibo, Puerto Rico. Spanish language training;
August 1968-November 1968 (500 hours)

Instituto Maya, Antigua, Guatemala; Spanish language training; July 1999 (70
hours) and March 2001 (105 hours)

Eastern Mennonite University, Elicitive Approach to Capacity Building, 1995 (30
hours)

Interaction Associates, Facilitation Training, 1985 (40 hours)

Center for Dispute Resolution, Mediation Training, 1979 (40 hours)

Graphic Facilitation, The Grove, 2008 (24 hours)

Memberships in Professional Societies

Alliance for Peacebuilding

Association for Conflict Resolution

Business for Social Responsibility