

# Bleiker Training

## Strategic Module - How to be "Strategic" in a pinch or over a long range project

---

### Session #1

- Introduction to the Module and overview of what it means to be “Strategic”

### Session #2

- Being “strategic”: an overview of two methods
- A “quick and dirty” strategy
- The Full-monty strategy
- The 10 most common and serious errors of Citizen Participation
- Assignment #1

### Session #3

- Anatomy of Legitimacy
- Introduction to Diagnostic Worksheets 1-5
- Assignments #2A-C

### Session #4

- Exercise: Identifying Legitimacy steps
- Introduction and steps to complete Diagnostic Worksheets 6-10
- Assignments #3A-D

### Session #5

- Example of reviving a dead project/proposal with the same recommendations, same opposing interests
- Primer on Professional Ethics
- Identifying and completing steps to gain Legitimacy
- Completing Diagnostic Worksheets 6-10
- Introduction and review of completing Diagnostic Worksheets 11-15
- Why “Educating” the public tends to backfire
- Selecting the appropriate tools and techniques for your work’s vulnerabilities
- Assignments #4A-B

### Session #6

- Using our Diagnostic Tool for a thorough assessment of your work’s vulnerabilities
- Final review of the two methods to be “strategic”
- Developing a tailored Public Outreach Program to fulfill and resolve your work’s biggest vulnerabilities and misperceptions by the public
- How to develop efficient and effective outreach
- Creating a to-do list for each outreach tool and technique you select or are mandated to use
- Common questions answered
- Applying and updating your Outreach Program
- How this develops and nurtures your team’s legitimacy
- Assignments #5A-G

# Bleiker Training

## Tactics Module – Powerful tools you need to have in your outreach toolbox!

---

### Introduction

- Introduction to the Module and overview of what we'll cover

### Session #1: the “Pay as You Go” Tactic

- Origin of the Tactic
- Your challenge: Create a Virtual “Fish Bowl”
- The goal and Objective of this Tactic
- Examples
- Transparency is essential, and makes you more vulnerable
- The hardest part of using this Tactic
- Two reasons this Tactic is so powerful and worth the challenges
- Summary: benefits and limitations of this Tactic

### Session #2: What qualifies as a “Tactic”?

- Tactic of “Public Handwriting”
- A Case Study
- Why it’s called that
- When to use it
- As an Internal Tactic
- What it’s NOT
- Tactic’s greatest strengths
- What the Tactic can help with
- Why and when you need to use this Tactic
- Examples
- DOs & DON'Ts
- Example
- Use it in a pinch/crisis
- How to start using the Tactic
- 9 Examples
- Why the Tactic works

### Session #3: the “Stage Setting” Tactic

- How to keep meetings from backfiring or turning into grandstanding events
- Meetings are double-edged
- Physical setup needs careful consideration
- Two issues to consider before scheduling a meeting
- A powerful alternative to the traditional public meeting
- Meeting Alternative #1 Tactic: DOs & DON'T
- Other considerations in setting the stage
- When grandstanding does NOT occur
- How meeting contribute to the “Us vs. Them” mentality
- Avoiding the typical stage-setting pitfalls by using the Alternative #1 Tactic
- Collaborative Stages
- Meeting Alternative #2 Tactic to meeting
- Improvised Stages
- Case Example
- More considerations
- Guiding principles for stage-setting
- Meeting Alternative #3 Tactic and a Case Example
- Ideal stage-setting
- Summary of DOs & DON'Ts

### Session #4: the “Efficiency” Tactic

- Objectives that this Tactic is most useful to help your team fulfill
- How to determine if the public is sufficiently “informed” to make an informed decision
- The one time in your life you CAN “do more with less”
- Version A: in-depth explanation with a Case Study
- Version B: in-depth explanation with a Case Study
- Version C: in-depth explanation with a Case Study
- Warning: Never abuse this Tactic or participate in unethical practices

### Session #5: The Context of Finding Real Input

- Assumptions we’re making about you and your team
- Getting useful input from laypeople
- The three criteria
- Two levels of “real input”
- Avoiding what frustrates both subject matter experts and the public
- How to deal with input
- Different kinds of input (technical versus “we need to be heard” versus “we have the right to prevail”, etc.)
- DOs & DON'Ts
- How to be both Responsible AND Responsive to the public without compromising one for the other

### Session #6: Tactic for Overcoming Misinformation, Rumors, Lies, Fake News

- DOs & DON'Ts
- Tricky Phenomena
- Preventing misinformation
- Your Problem-Solving Process
- Your ticket to success
- Why silence is NOT a wise option
- Examples
- Radical transparency
- Preventing the need for correcting misinformation, rumors, lies, fake news
- Building trust

# Bleiker Training

## Respect & Legitimacy Module - A detailed guide and Scenario-based learning

---

### Session #1

- Introduction to the Module: two “streams” (courses in this one module)
- The Legitimacy Stream
- The Leadership Stream
- A Leadership Exercise
- Leadership Stream: Assignment #1A
- Individual vs. Group Decision-Making
- Values
- Rational vs. Irrational Decision-Making

### Session #2

#### The Stranded Scenario

- Phase One of scenario-based learning for Respect & Legitimacy
- Overview of the situation
- Development of Taskforces
- Policymaking within the Scenario
- Stranded Scenario Assignmen #1

### Session #3

#### Part I: Legitimacy Stream

- Private versus Public-Sector Decision-Making Processes
- Individual vs. Group Decision-Making
- When interests have diametrically opposed Values
- How Groups make decisions
- Historical look at how groups make decisions

### Session #4

#### Part I: Leadership Stream

- Generating the full range of alternative solutions
- Common mistakes
- What it means to be a “professional”
- Evaluating impacts on stakeholders and interests
- Defining “impacts”
- The two efforts your team need to use simultaneously
- Biggest common mistake is to do these two efforts sequentially
- Assessing if you’re outreach has been thorough enough
- How to look at your “public” and their view of your work
- 6 Questions to ask yourself about what policymakers understand

#### Part 2: Legitimacy Stream

- Review
- Concept of “self-rule”
- Dispelling “Us vs. Them”
- Origins of our democracy in the U.S.
- Higher Values
- Social Values
- Stranded Scenario Assignment #2

### Session #5

#### Part I: Leadership Stream

- Where to focus your outreach efforts
- Example
- Augmentation Meta-Process as a roadmap for providing Leadership at any level within your organization
- Example: Winning awards (as well as opponents’ respect and gratitude) for tackling controversial projects
- The 11th Hour: Why your work is most vulnerable at this point
- Effective communication
- Trust-Building Tactics
- Pareto Optimal Solutions
- Augmentation Meta-Process for demands that could compromise your technical work

#### Part 2: Legitimacy Stream

- The purpose of (the U.S.) government is unique and unlike other democracies
- Stranded Scenario Update
- Stranded Scenario Assignment #3

### Session #6

#### Legitimacy Stream

#### Stranded Scenario Phase Two

- Big announcements and developments
- Stranded Scenario Assignment #4

### Session #7

#### Part I: Leadership Stream

- Review of Augmentation Meta-Process
- Pareto Optimal Solutions
- Beware of these thoughts
- How to provide Leadership to internal and external interests
- Why alternative methods DON’T deliver Leadership
- How to provide Leadership

#### Part 2: Legitimacy Stream

- Last update to the Stranded Scenario

# Bleiker Training

## Values Module - The heart of how we make decisions (and develop Outrage or Informed Consent)

---

### Introduction

- Introduction to the Module and overview of what we'll cover

### Session #1

- The Context for our exploration of Values
- Role of Values in personal decision-making
- Nature of our Values
- Algorithm we all use
- Uncertainty & risk
- Why personal decision-making is different

### Session #2

- Agonizing personal decisions
- Making trade-offs & compromises
- Observations about agonizing decisions
- Minimum ingredients of a "decision"
- Our underlying motives
- Where Values originate
- The trouble with personal choices
- The importance of understanding Values

### Session #3

- Risk and risk analysis
- Contingency planning
- "Maximizing" Values
- Responsibility and the "dark side" of Values
- Refocusing: why Values have everything to do with your team's success (or failure)
- Values Assignment #1

### Session #4

- Feelings
- Quality of Life
- Our Values and motivations
- Structure of Values
- Maslow's Hierarchy of Needs
- Gerard Nierenberg's Structure of Needs
- Values Assignment #2 and Example homework

### Session #5

#### Part 1

- Creating a Goal Fabric of your Values
- Periodically updating your Goal Fabric (Example)
- Structure of Needs: Maslow, What Consent Fulfills
- Rational vs. Irrational Choices
- Where Maslow's model falls short
- Bleiker Hierarchy of Values
- Example of Personal Values
- Selfish vs. Self-Less
- Influencing opponents' decisions (ethically)
- Understanding opponents' tradeoffs
- The Secret to Implementation Geniuses' success
- What about the fiercest opponents? Those with hidden motives? Illegitimate motives?
- Cultural vs. Individual Values

#### Part 2

- What makes a "culture"
- The sovereignty of Values
- Americans' Values

### Session #6

#### Part 1

- A Values Exercise

#### Part 2

- When Stakeholders get emotional
- DOs & DON'Ts
- Review of the Bleiker Hierarchy of Values in terms of developing Informed Consent
- Shared (American) Values
- What Emotions Indicate
- Americans' "Joker" Value
- Summary Points about the nature and role of Values
- Emotional Stakeholders
- Dealing with a very powerful Interest that intends to fight your team/org
- Extremist Opponents
- Domestic Terrorism

### Session #7

- Bonus lecture on Dealing with Domestic Terrorists
- Higher Values in relation to extremists
- Putting out fires instead of creating them
- Are you increasing trust or outrage among members of your public?
- The problem with expression your own negative emotions
- Recipe for defusing extremist opponents