

# UNLOCKING *YOUR* SOCIAL LICENSE

Improving How We Engage



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“Without definition and boundaries, social licence is no more than abstract rhetoric that has little meaning or, worse still, may frustrate genuine efforts to align interests because of the differing expectations it creates.” BCBC

The meaning of “Social License” has evolved and today may refer to:

- Corporate social responsibility;
- Sustainable economic, environmental and social development;
- Community rights and entitlements;
- Social justice: distributional and procedural fairness;
- Evolution in the decision-making power of government;
- A new social contract that legitimizes corporations by redefining their obligations to society, or;
- Any broad public policy issue that is not addressed in government approval processes for industrial projects.

- Social license implicitly recognizes all communities as having an equivalent right to FPIC.
- Obtaining a social license implies a fair process of consultation with communities on benefits and risks as a matter of social justice.

Jim Cooney

“The drop from naive  
overconfidence to realistic  
humility rarely feels good, but it’s  
a necessary step toward wisdom”

Adam Grant

# We Reward Overconfidence

- What did your indoctrination look like at your first job?
- Forestry is about managing a host of risks. Successful people excel at making prompt decisions.
- We know everything after a 4 year degree.
- We are trained to believe that we know the right way to manage.
- Our concept of 'manage' creates a false notion of control.
- Retired people often admit they are only beginning to learn.



# Personal Story

- Water licensee near Barriere.
- Cutting Permit for salvage and green wood. Summer low flow issues in recent years (logging blamed).
- Typical referral mail out. Face to face meeting after upset response.
- Left justifying plan or making small changes rather than building concerns into the plan.
- Real conversation made a difference but the results are likely to play to their beliefs of a negative outcome.
- This did not build social license.



# Group Exercise

What skills / techniques are important when seeking social license with a community?

1. From your view of a proponent as a community that is affected by the work / proposal
2. Step forward if it's important (2 if vital), backward if detrimental



# Reflect on activity

- What resonated?
- What triggered other feelings?
- What else could have been on the list?

# Perspective Taking

- Think about a work challenge you're currently facing right now. To what degree can you accurately describe the perspectives of 3-5 colleagues who are also facing the same challenge?
- Identify an issue you feel strongly about (e.g., climate change, politics, gay marriage, etc.). To what degree can you offer a coherent argument that represents the opposite of your perspective?
- Perspective taking doesn't mean you give up your own perspective or lack conviction.
- Many people change or at least reevaluate their dogmatic views about sexual orientation, religion, or politics when a friend or loved one is the one who represents the opposing perspective.

# The Great Bear Rainforest

## Lessons Learned

- Establish a set of agreed principles to guide planning.
- Work diligently to differentiate between positions and interests.
- Clearly document agreements in writing.
- Avoid wishful thinking while remaining open minded.
- Don't seek to undermine the power and influence held by others.
- If you plan to oppose something, be prepared to provide a constructive alternative.
- Relate what ever happens in the short term (and your response) to the desired long-term outcomes.
- Do not expect quick results.
- Deal with problems promptly when they arise.

*From Conflict Resolution and BCs Great Bear Rainforest By Patrick Armstrong*

# Trust

Where does trust come from?

- Trust is between people first
- If people trust you, they may or may not choose to trust your organization too
- Agreements are made by people and people have long memories
- You can do everything legally correctly and still fail to gain trust
- The effort to regain trust is far more difficult than establishing it in the first place

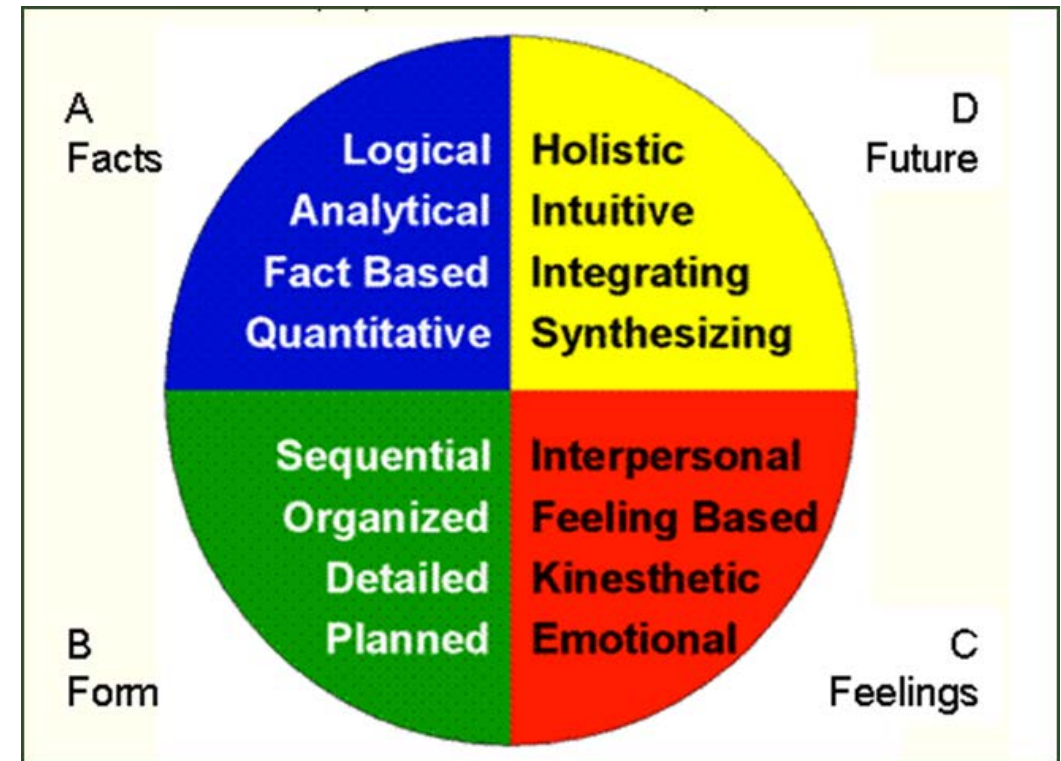
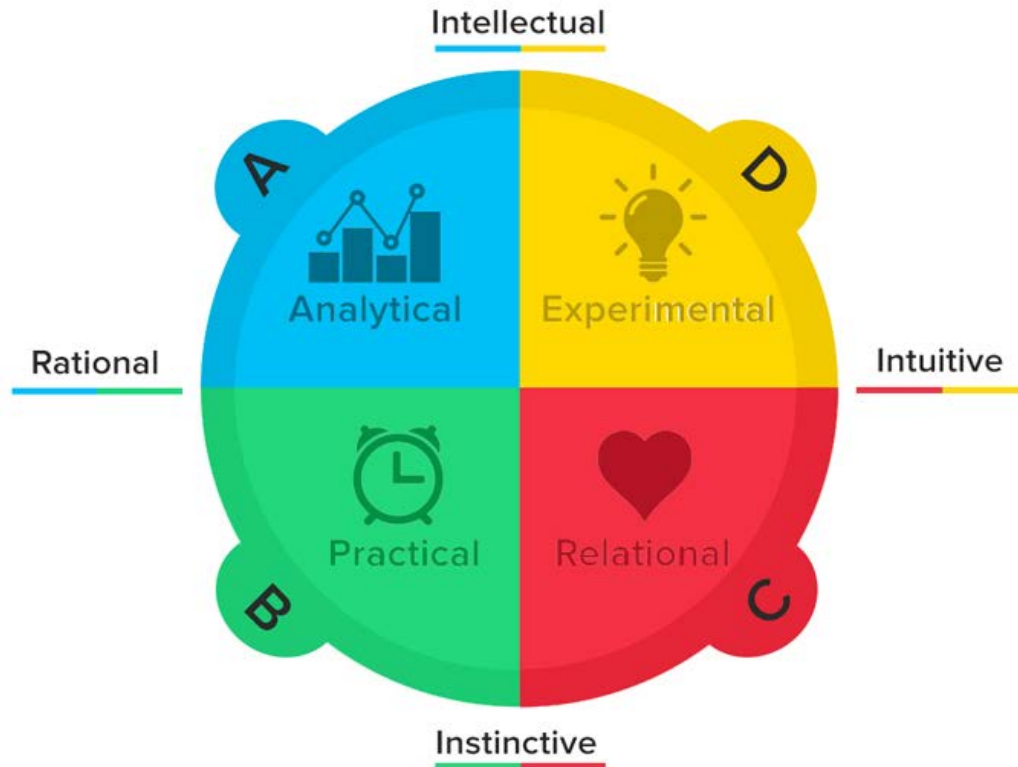
“I have lost faith in both government and industry through this process. Not because you failed to support my opinion or view, but because the entire system failed to address specific concerns in a meaningful way. There are many instances where concerns regarding the [community] were heard and sometimes agreed upon, but there is still not a single piece of paper that suggests a way of dealing with on-the-ground concerns related to the [geographic area] and a consequent strategy for resource extraction that takes these concerns into account. That is a failure of your industry.”

# Statutory vs Non-Statutory

The divide between these has been growing

- The FRPA was based on minimal 'rules'. (Results based)
- The freedom to manage was based on a maturity in how we deal with non-timber values, including social values. (the Code came first).
- Success or failure of this system will determine the curbs that society sets for our work. This happened in 1995, 2004 and is poised to happen again.
- Forest managers were educated and promoted due to their technical, pragmatic skills. These are largely today's managers and executives. But 'success' in broader social terms requires us to have or develop a different skill set.
- How would you score yourself on these skills? How would someone else score you?

# Leveraging How We Think



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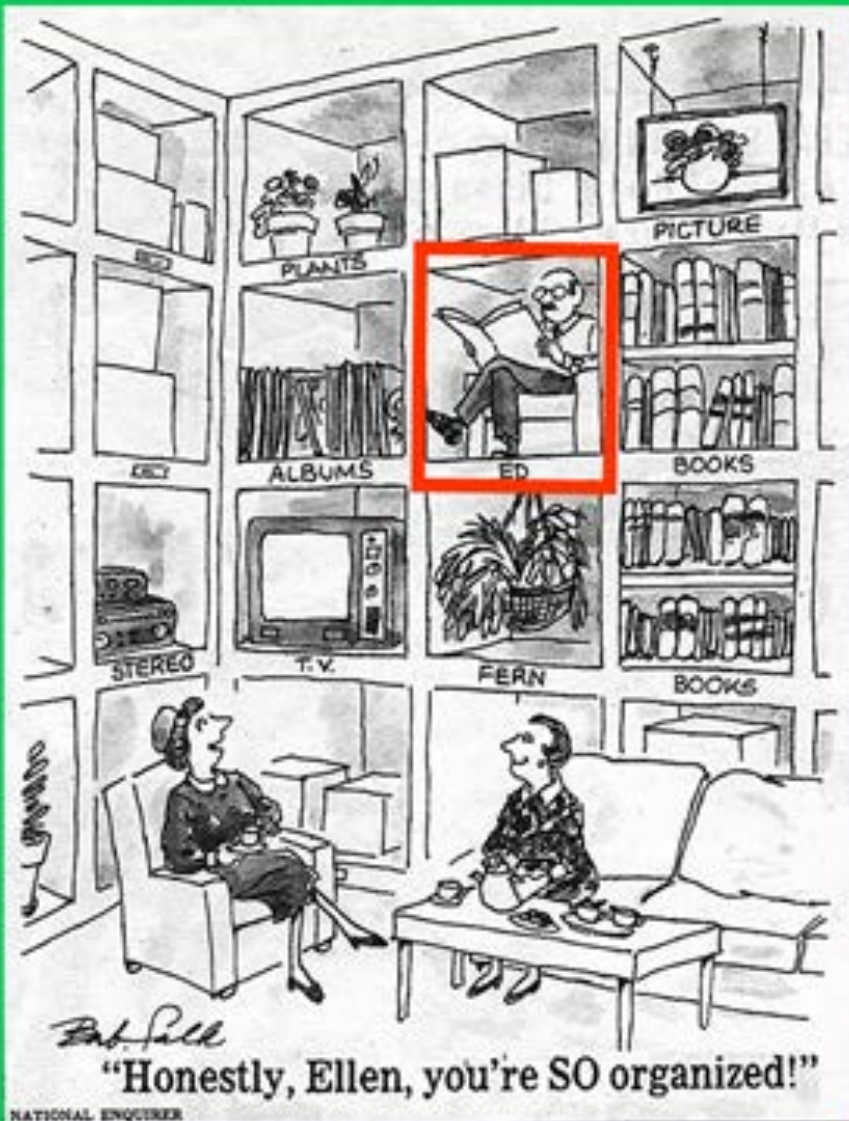




# **JAZZ PIANO LESSONS**

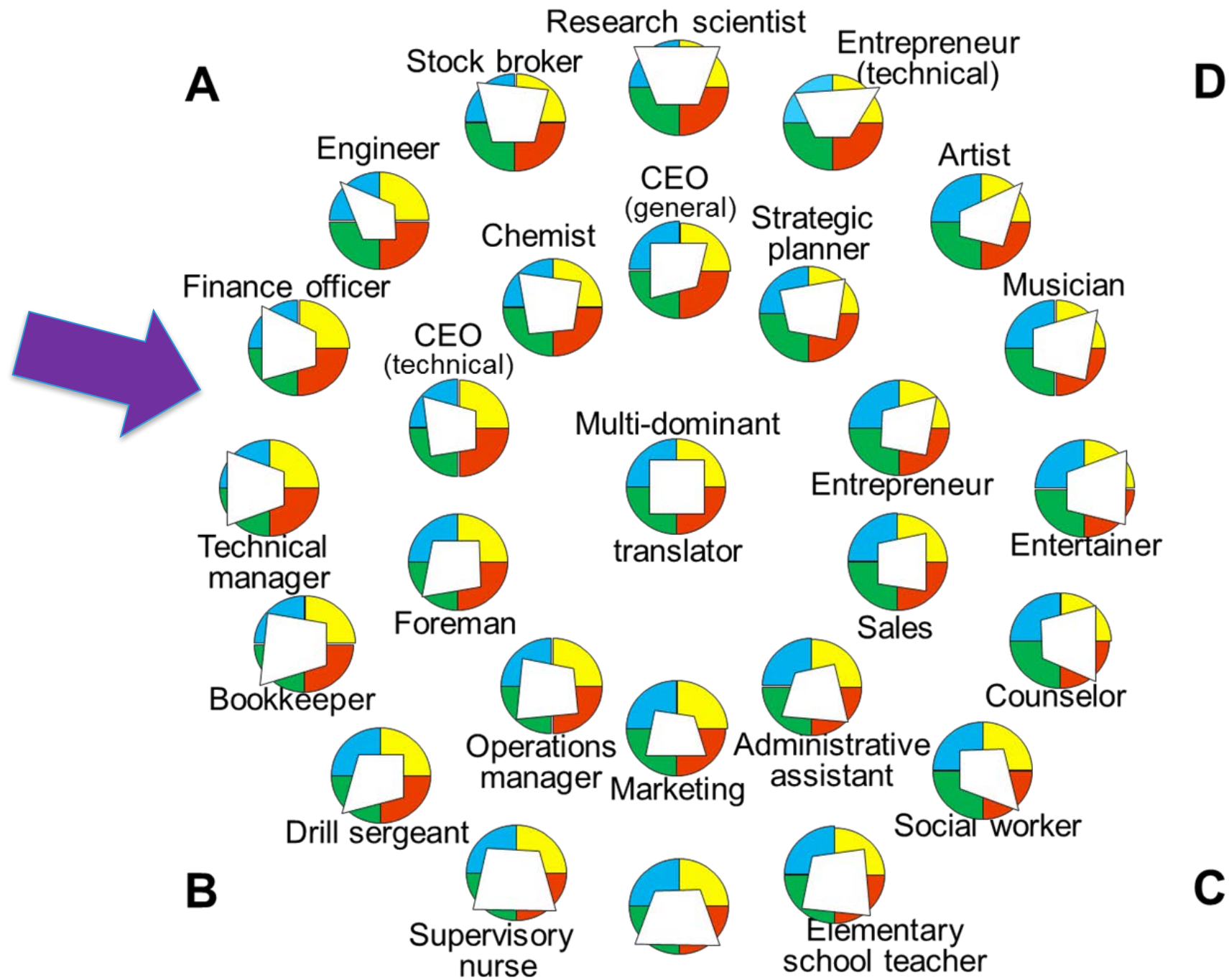
**STEP-BY-STEP APPROACH  
TO IMPROVIZATION**

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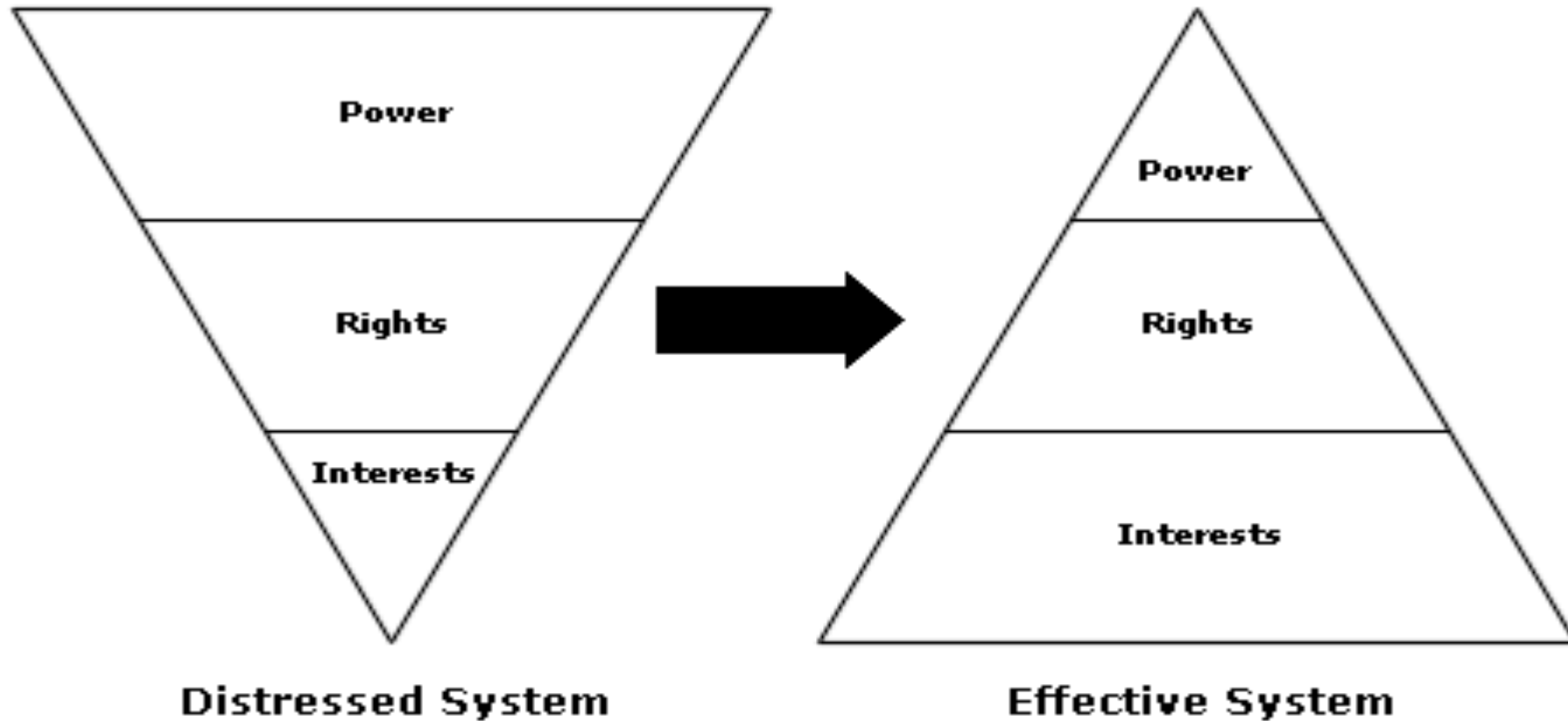








## Moving from a Distressed to an Effective Dispute Resolution System



# Power

Where does it come from?

- Your license to harvest?
- The jobs at the sawmill?
- Cut control / AAC?
- Your knowledge and authority?
- Taken, through assignment of responsibility?

VS

- Community support for your presence
- Employment throughout the community: skills development, capacity building
- Given, through trust and sharing of benefits



# Professional Obligations

## ABCFP Bylaws

11.3 The responsibility of a member to the public is:

- 11.3.1 To advocate and practice good stewardship of forest land based on sound ecological principles to sustain its ability to provide those values that have been assigned by society.
- 11.3.2 To uphold professional principles above the demands of employment.
- 11.3.3 To have regard for existing legislation, regulation, policy and common law; and to seek to balance the health and sustainability of forests, forest lands, forest resources, and forest ecosystems with the needs of those who derive benefits from, rely on, have ownership of, have rights to, and interact with them.

