Supplemental materials: Interview guide

*Note: Because both authors were affiliated with a federal agency at the time of the interviews and all interviewees were federal employees, no formal approvals were required. The interview instrument was reviewed by social science researchers within the agency conducting the study and pre-tested on three U.S. Bureau of Land Management (BLM) employees who were not candidates for the actual interviews.*

I’d like to ask you a series of questions about your personal experience working **collaboratively** with other agencies, Tribes, state or local governments, stakeholders, or the public in the context of natural resources and public lands decisions. We’ll talk about your experience with dispute resolution after we talk about collaboration:

1. The first question has three parts. 1) In your experience, in what situations is collaboration beneficial? 2) In what situations is it not? 3) What metrics do you use to determine whether or not collaboration is successful?
2. Thinking about how you learn about collaboration, I’d like to ask about **formal** training.
   1. Have you taken any formal training in collaboration? Please describe.
   2. Have you or one of your employees taken a BLM course that you would recommend to others?
   3. Have you or one of your employees taken a course offered outside the BLM that you would recommend to others? What made these courses or forums effective?
3. How effective are the BLM’s existing training courses and forums regarding collaboration?
4. In terms of less formal ways of learning about collaboration, do you feel you have a way to learn collaboration techniques from others, or must a manager “reinvent the wheel”? How are lessons learned during collaborative processes passed along within the BLM?
5. Where do you go for guidance, coaching, or support when you are planning or involved in a collaborative effort?
6. Have you or one of your employees taken a BLM course in dispute resolution that you would recommend to others? What made these courses effective/why would you recommend them?
7. Have you or one of your employees taken a course offered outside the BLM that you would recommend to others? What made these courses effective/why would you recommend them?
8. How effective are the BLM’s existing training courses and forums regarding dispute resolution?
9. In terms of less formal ways of learning about dispute resolution, do you feel you have a way to learn dispute resolution techniques from others, or must a manager “reinvent the wheel”? How are lessons learned during dispute resolution processes passed along within the BLM?

**General questions:**

1. What is the most challenging aspect of working with stakeholders, either in collaborative or dispute resolution processes? (What keeps you up at night/What’s eating your lunch?) Why? What would help you with these challenges?
2. What are the most important lessons you’ve learned as you’ve been involved in collaborations or dispute resolution processes?Are there particular examples of specific processes, techniques for stakeholder involvement, or successful strategies that you would like to share with us? What techniques or approaches would you share with another manager to help him or her conduct a successful process? What techniques have not worked? How do you pass along what you have learned to others?
3. Is there anything else you would like to tell us about collaboration or dispute resolution in your office or in the BLM?