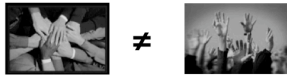


# Consensus Defined

## Consensus is Not Unanimity



## It's About Influence



## Keys to Consensus

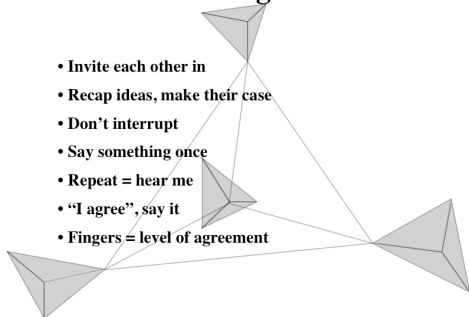
- ☞ I am heard
- ☞ I'm open to changing my mind- Yes and...
- ☞ Willing to reality test
- ☞ At least not unhappy with
- ☞ Can live with and support

## Traps

- ☞ #1. Minority rule: Input = Do what I say
- ☞ #2. Plop: Ideas are ignored, cut off, unwritten
- ☞ #3. Groupthink: Don't make waves
- ☞ #4. False Unanimity: Silence = agree
- ☞ #5. Yes But: Counterpoint < validating
- ☞ #6. Bad Mouth: Belittle choice to absentees

## How to Encourage Consensus

- Invite each other in
- Recap ideas, make their case
- Don't interrupt
- Say something once
- Repeat = hear me
- "I agree", say it
- Fingers = level of agreement



April 22, 2008

# Consensus Defined

## Less Like Consensus

- Have my ideas been ignored by others?
- After I have offered my idea, is the next point in the discussion completely separate and different?
- Am I interrupted?
- Are my ideas forgotten?
- If my ideas are charted on paper, are my words changed by the recorder?
  
- Am I stuck on my way or my idea so that no matter what is said, I won't change my mind?
- Are my points immediately responded to by counterpoints?
- Are "Yes, but ..." remarks heard?
  
- Is the decision fixed forever and then forgotten?
  
- Am I unhappy with the decision?
  
- Do I have any left over resentment from the decision process or outcome?
- Do I "bad mouth" the decision to others who were not present?

### **1. Has my idea been heard and fully considered by everyone?**

### **2. Am I open to other's influence?**

### **3. Am I willing to reality-test the decision and get information on how well it's working?**

### **4. Am I, at least, not unhappy with the decision?**

### **5. Can I live with and support the decision?**

## More Like Consensus

- Have I stated all my major concerns and needs honestly?
- Have I aired my opinions that may differ from others?
- Have others added to or supported my ideas?
- Has someone paraphrased my intentions and ideas?
- Have my ideas been recorded on chart paper as part of the discussion?
  
- Have I changed my mind based on logic, needs or feelings?
  
- Is this decision an experiment?
- Is there a set time for follow-up, check-in and modification?
  
- Am I at the very least ambivalent about the decision?
- Do I know how strongly I truly feel about the decision?
  
- Do I restate the decision correctly?
- Do I accurately represent this team decision to others?