
Getting to Consensus Quickly

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Personal Reflection

- Think about a recent project that involved several stakeholders. Did you have delays? What were the causes of those delays?

Project Success/Failure Factors

1. User involvement
2. Executive management support
3. Clear statement of requirements
4. Proper planning
5. Realistic expectations
6. Smaller project milestones
7. Competent staff
8. Ownership
9. Clear vision and objectives
10. Hard working, focused staff

When is Consensus Important?

- When we will be asking an organization to adopt a process or approach
 - ❑ Sales Process and CRM tool
 - ❑ Performance Management Process
 - ❑
 - ❑
 - ❑

Any process where we will be expecting adherence.

Assembling a Team

- Determining stakeholders
 - Brainstorming
 - Mapping Organizations
 - Surveying

 - Determine their role within the project
 - ***Executive decision maker***: Who will make a final decision if necessary?
 - ***Core team member***: Who is in the best position to offer suggestions and propose decisions?
 - ***Auxiliary team member***: Who should be kept informed and may want to offer suggestions periodically?
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Establish a Project and Team Charter

- Project: Project goal; In scope and out of scope; Deliverables; Measures of team progress
- Team: Team schedule and time commitment; Responsibility of each team member; Decision Making; Ground rules

Ensure that the team agrees to the charter

Meeting management:

Preparing to make a decision

- Gather data

- Data can often take emotion out of discussions and keep the process moving

- Open discussion

- Silent idea generation first
 - Understand individual behaviors
 - Introverts and Extraverts
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Meeting Management: Capitalizing on Energy, Creativity and Relationship

- Ask the group to consider options assuming no barriers
 - Build in an energizer
 - Look for places to build relationships
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Meeting Management: Temperature Checks

- Each participant in the decision chooses a number from 1 to 5 to signal their degree of support.
 - 1: Yes. Let's do it.
 - 2: OK. It's good enough.
 - 3: Maybe. I have questions.
 - 4: Wait. Can we change it?
 - 5: No. Let's do something else.
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Managing Strategic Moments

- Withdrawal from the conversation
- Sarcasm
- Monologuing or Labeling

If you can't manage it within the meeting,
you will need to take it outside the meeting

Meeting Management: Final Decisions

- N/3 technique
 - Nominal Group Technique
 - Follow with a temperature check or confirmation
 - Write down the points of agreement
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**“A genuine leader is not a searcher for
consensus but a molder of consensus.”**

Martin Luther King, Jr.
