88th Foundation Course
Team Building Module :
Consensus Building

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Additional DG

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Village Visit Teams

➢ Reflect on your team work from the time of announcing the teams till the completion of your presentation

➢ What kind of process was adopted in sharing responsibilities?

➢ What kind of differences did come up among team members?

➢ How were they addressed/redressed?

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Sharing the Experiences

3-4 Teams Please share your experiences and please remember

- Having differences of opinion is normal
- What is important is how you resolved them
- It is not about finding fault but about our ability to argue and convince and come to an agreement that we can live with

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Terms

- Batch- a quantity or consignment of goods produced at a time; officers recruited for civil services in a year

- Group – number of people or things that are located, gathered or classed together; A,B,C & D Groups

- Team- number of people with different skills and different tasks who work together on a project, service or goal; village visit team, different clubs

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Team Building Stages

- Transforming- High trust, leadership shared, rapid adaptation to new challenges
- Performing- High trust, open communication
- Norming- Develop shared vision, willing to work together
- Storming- Argue on purpose, procedure, leadership
- Forming- Little trust, show best behaviour

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Decision making process

- Western – Decision is answer to the question
- Japanese- Define the question, whether decision needed? what the decision is really about? Not what the decision should be? (Drucker 1974)

Consensus

" Consensus is, first, a general agreement and, second, solidarity of belief or sentiment"

Merriam-Webster

- Falls somewhere on a continuum between perfect agreement and total discord (Priem 1990)
- All members can support- members are motivated to see the decision through to completion (Brilhart & Glanes 1989)

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Consensus

- Not complete agreement 'close enough'

- Not authoritarian

- not unanimous

- not majority vote

- not group think (bland)

- Both a process (everyone can express views) and outcome (individual opinion emerges in search for general agreement)

Consensus

- Latin Word meaning 'shared thought'
- Ancient Australian aborigines had extra-ordinary consensus reaching abilities, we lost it on the way
- Includes
    - Pooling opinions
    - Listening effectively
    - Discussing ideas and differences
    - Not getting all you want
    - Coming to an agreement that you 'can live with'

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Robert's Rules of Order

- First published by Roberts in 1870

- Reflects rules and practices of congress-presumes parliamentary procedures appropriate for all types of decision making

- Restrain individual so that the interests of group could be met

Robert's Rules of Order

- Procedure un satisfactory , counter productive

- Gets in the way of common sense solutions

- Relies on insider knowledge of rules of the game

- Does not tap the range of skills of the leaders

- leaves many angry and disappointed- did not get anything

Steps in Consensus Building

- Convening

- Clarifying the responsibilities

- Deliberating

- Deciding

- Implementing decisions

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Pillars of Consensus

- High Conceptual Level
  - Team as intelligent entity

- Prudent Consensus Approach
  - Team as a mediating entity (members have competing interests and conflicting preferences)

- Vigilant Decision Management
  - Team as self-correcting entity (monitors its activities and adjusts to improve performance)

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Methods of Consensus

- Straw polls- to finalise relative importance of issues
- Passing on clip board- for collection of opinions (agenda)
- Brainstorming- for generation of ideas
- Go-rounds- encourage participation by making statement and seeking answers
- Multi-voting
- Nominal Groups- first brainstorm & make a list, members given a fraction of no. Of cards to rank, highest ranks retained
- Lost on the Moon- what is priority?
- Broken Squares- give and take
- Single Text Method- see what others wrote

Critique

- CEO takes responsibility for alignment of vision with expectations, gives clarity of role and provides resources required

- Efficiency depends on competency, collaboration and productivity

- Consensus not listed as a key metric for teams

- Leaders at times give away authority but not responsibility, they own decisions regardless of who or how they were made

Pros and Cons to Consensus

- **PROs**
- Builds support- commitment
- Reduces Risk- most angles are covered
- Builds bench strength- broadens decision making muscle
- **CONs**
- Sacrifices individual demands for team goals (Deep water horizon disaster in Gulf of Mexico)
- Time taking- slows you down (Jobs does faster)
- Result in Stalemate on polarising issues
- Appears as a weakness- Boss does not want to take decision

"You cannot always get what you want, but if you try, sometimes you can get what you need"

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Balanced Approach

- Do not rush- Deadlines are often artificial
- Work the Hallways- cannot reach decisions in a meeting room, find informal ways and places
- Let bad decisions happen once a while- learning
- Not all decisions need to be made through consensus

Test of Consensus

- Whether there are any unresolved concerns?

Evaluating Team Consensus Decision Making Processes

- How do we know that the team is achieving its task; how do we provide **meaningful developmental** feedback to the team as a whole and to the team leader as an individual?

Evaluating Team Consensus Decision Making Processes

- Evaluation as a Functional System with
  - Input- by members, what they bring in
  - Process- how a team arrived at the decision
  - Output- goal or completion of task
  - Feedback- acceptability and effectiveness of output

Teams need

- Vehicle- if focus is on reaching destination but not vehicle problem arises, requires fuelling and maintenance

- Garden- clear, plant, water, weed- team needs nourishment and weeding (of inappropriate behaviour)

- Don't take teams for granted- need time and attention for sustainability

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THANK YOU for your attention
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