

# Contents

Acknowledgments . . . . .	xvii
Introduction . . . . .	xix
<b>1. The Principles of Consensus-Oriented Decision-Making (CODM) . . . . .</b>	<b>1</b>
Consensus and Unanimity . . . . .	2
Participatory Decision-Making . . . . .	3
Efficient Decision-Making. . . . .	7
Summary . . . . .	10
<b>2. The CODM Facilitator Role . . . . .</b>	<b>11</b>
Group Leadership . . . . .	12
General Qualities of Effective Facilitators . . . . .	16
The Facilitator’s Primary Responsibilities . . . . .	19
<b>3. Final Decision Rules—What’s Right for Your Group? . . . . .</b>	<b>23</b>
Person-in-Charge/Executive Committee . . . . .	25
Majority Rule . . . . .	29
Supermajority Rule . . . . .	30
Unanimity . . . . .	31
What Will Work Best for Your Group? . . . . .	34
<b>4. CODM Process Overview—The Seven Steps . . . . .</b>	<b>37</b>
An Outline of the Steps . . . . .	37
Step 1: Frame the Topic . . . . .	38
Step 2: Open Discussion . . . . .	40
Step 3: Identify Underlying Concerns . . . . .	41
Step 4: Collaborative Proposal Development . . . . .	42
Step 5: Choose a Direction . . . . .	43
Step 6: Synthesize a Final Proposal . . . . .	44

Step 7: Closure . . . . .	45
Modifying CODM . . . . .	45
CODM Shortcuts . . . . .	46
Spontaneous Resolution . . . . .	49
Summary . . . . .	51
<b>5. Step 1: Framing the Issue . . . . .</b>	<b>53</b>
Collect Agenda Items . . . . .	53
Clarify the Issue . . . . .	55
Interview a Sample of Group Members . . . . .	58
Identify and Delegate Pre-Meeting Research . . . . .	61
Introduce the Discussion . . . . .	61
<b>6. Step 2: Facilitating Open Discussion . . . . .</b>	<b>65</b>
Inspire an Open-Minded, Creative Discussion . . . . .	66
Provide Guidelines and Structure for the Discussion . . . . .	67
Manage the Discussion . . . . .	77
Support Full and Varied Participation . . . . .	79
Record Ideas . . . . .	81
Summary . . . . .	83
<b>7. Step 3: Identifying Underlying Concerns . . . . .</b>	<b>85</b>
Identify Stakeholders . . . . .	86
Identify Underlying Concerns . . . . .	87
Gather All the Concerns . . . . .	92
Summary . . . . .	95
<b>8. Step 4: Collaborative Proposal Development . . . . .</b>	<b>97</b>
Describe the Collaborative Process . . . . .	99
Select Root Ideas to Develop . . . . .	100
Develop the Options . . . . .	102
Facilitate Option Development . . . . .	103
<b>9. Step 5: Choosing a Direction . . . . .</b>	<b>107</b>
Check for Readiness to Choose a Direction . . . . .	108
Analyze the Proposal Options . . . . .	109
Preference Gradient Voting . . . . .	112

10. Step 6: Synthesizing a Final Proposal . . . . . 121

    Review Any Unsatisfied Concerns . . . . . 122

    Identify Details That Might Improve the Proposal. . . . . 123

    Select Which Details to Include in the Proposal. . . . . 125

    Compose Final Wording for the Proposal and  
        a Process for Deciding Unresolved Details. . . . . 126

    Improvising the Steps to a Final Proposal . . . . . 127

11. Step 7: Closure . . . . . 129

    Apply the Group’s Final Decision Rule . . . . . 130

    Provide Empathy for Any Unsatisfied Participants . . . . . 131

    Ratify Acceptance of the Group Decision. . . . . 134

    Request Cooperation in Implementing the Decision. . . . . 135

    Dealing with Unsatisfied Group Members . . . . . 136

    Concluding the Seven Steps. . . . . 137

12. Going For Full Agreement (Unanimity) . . . . . 139

    Conditions That Favor Unanimity . . . . . 140

    Process Tools to Reach Unanimity. . . . . 141

    Issues Arising from Consensus Blocking and  
        Required Unanimity. . . . . 145

    When Should a Group Require Unanimity? . . . . . 153

    Summary . . . . . 156

Resources for Facilitators . . . . . 157

Appendix: CODM Crib Sheet . . . . . 159

Notes . . . . . 161

Index . . . . . 163

About the Author . . . . . 169