

Contents

Acknowledgments	xvii
Introduction	xix
1. The Principles of Consensus-Oriented Decision-Making (CODM)	1
Consensus and Unanimity	2
Participatory Decision-Making	3
Efficient Decision-Making	7
Summary	10
2. The CODM Facilitator Role	11
Group Leadership	12
General Qualities of Effective Facilitators	16
The Facilitator's Primary Responsibilities	19
3. Final Decision Rules—What's Right for Your Group?	23
Person-in-Charge/Executive Committee	25
Majority Rule	29
Supermajority Rule	30
Unanimity	31
What Will Work Best for Your Group?	34
4. CODM Process Overview—The Seven Steps	37
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
5. Step 1: Framing the Issue	53
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
6. Step 2: Facilitating Open Discussion	65
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
7. Step 3: Identifying Underlying Concerns	85
Identify Stakeholders	86
Identify Underlying Concerns	87
Gather All the Concerns	92
Summary	95
8. Step 4: Collaborative Proposal Development	97
Describe the Collaborative Process	99
Select Root Ideas to Develop	100
Develop the Options	102
Facilitate Option Development	103
9. Step 5: Choosing a Direction	107
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