

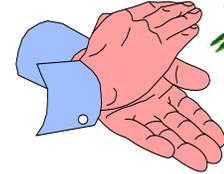
## Assertiveness and Consensus Building- Getting Closure

## Assertiveness: Managing difficult situations and personalities

- \* When forcing is required



- \* When collaboration is required



## Assertiveness

- \* Contrast to aggressiveness and submissiveness
- \* For use in situations where you need to force an issue, or as a tactic in situations where you are trying to compromise or collaborate and confrontation becomes necessary

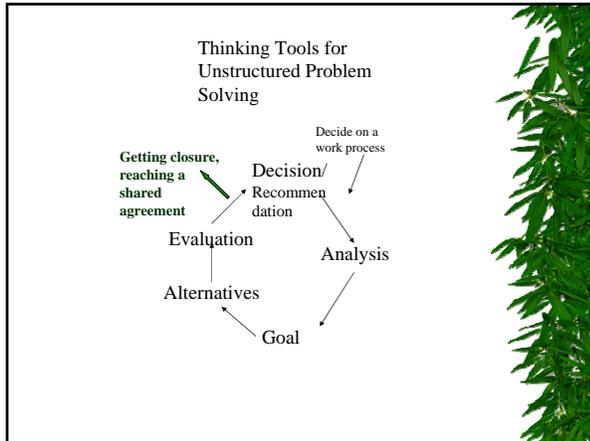
## Assertiveness script

- \* D= Describe - concrete and specific as possible
- \* E=Express - how this makes me feel
- \* E=Explain - impact on work environment
- \* E=Empathize - take the view of the other
- \* S=Specify - what change in behavior do you want
- \* N=Negotiate - offer to discuss
- \* I=Indicate what will happen if no change

## Exercise: In Triads

- \* Read Assertiveness Scenario on your own and work out your script
- \* Deliver the script
- \* Welcome feedback
  - Time: 15 minutes total

## Getting Closure



- ### Decision making without a decision rule
- \* Just as time runs out someone makes a new suggestion. This becomes the decision
  - \* Some people hold onto rigid fixed decisions and simply win out
  - \* Individual members act on their own: noone really knows if a decision was made
  - \* The person with the most at stake makes an individual decision and is resented for it.
  - \* Someone's name gets attached to a poorly defined task "Duane, why don't you check into it". Later that person gets blamed for poor follow through.
  - \* Those who whine or raise their voices get what they want.
  - \* Someone says, "let's put this on next month's meeting agenda". It gets dropped
  - \* The facilitator/leader says "is everyone okay with this idea" and then moves on, supposing that a decision has been made, when silence meant "I'm still thinking about it."

- ### Types of Decision making rules
- \* Consensus decision making (with minority report)
  - \* Consensus = thinking and feeling together.

- ### Consensus Decision making
- \* Win-win=Working towards the broadest possible agreement. Avoids voting (as this is a clear win/lose method). Definition "a solution everyone can *live* with. Everyone may not entirely agree that it is the best solution, but everyone can accept it without feeling they are losing anything *really* important.
  - \* Pros: inclusive (if successful, likelihood of implementation high)
  - \* Cons: time consuming (means any person can potentially veto a decision)

- ### Other decision rules, or "how do we know when we have made a decision?"
- \* Flip a Coin
  - \* Delegation
  - \* Majority Vote
  - \* Person-in-Charge decides
    - With discussion
    - Without discussion

- ### Three Meta-Decision Rules
- \* Doyle and Strauss *Fallback*: Whenever a new topic is introduced the person-in-charge sets a time limit. During that time period, the group strives to reach a unanimous agreement. If time runs out, the person-in-charge makes the meta-decision: either s/he will now bring the discussion to closure and make a final decision or s/he will set a new time limit and reopen the discussion

## Meta-Decisions Cont.

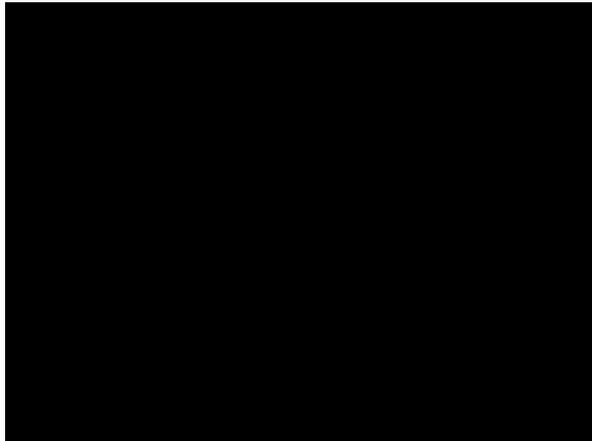
- \* *Estes' vote to vote method:*

No person in charge. This method allows a large group to switch from unanimity to majority vote. Any group member can call for a vote. If 80% of the voters favor switching, the discussion ends and the group uses majority rule to reach a decision on the proposal; if fewer than 80% want to switch, the unanimity rule remains in effect and the discussion continues.

## Meta-decision cont.

- \* *Kaner's Meta-Decision*

Person in charge uses a gradients of agreement scale to take a poll before s/he makes a decision. If s/he sees adequate support from the group, s/he can make a decision with confidence that it will be implemented. However if s/he sees that a proposal lacks sufficient support, sh/he can reopen the discussion rather than make a decision.(Consensor technology)



## Your task

- \* By 9 AM tomorrow:

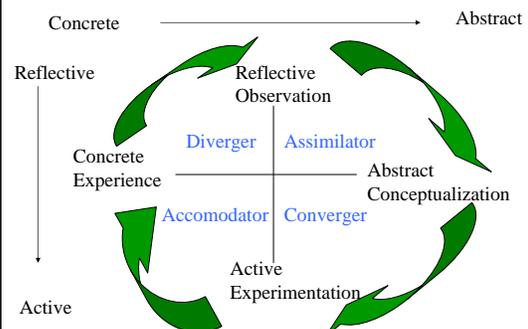
2 reports:

1. Issue/Working Group report
2. Group process report

## Issue/Working Group Report

- \* Goals statements
- \* Needs statements
- \* Issues statements
- \* Analysis of Issues
- \* Alternatives selected
- \* Actions planned (time line)
- \* Recommendations made

## The Learning Cycle



## Group Process Report

- \* Create a timeline for the week, plotting high and low energy, high and low conflict.
- \* Plot your groups learning styles into the four box grid. What does the pattern tell you about the highs and lows your group experienced this week?
- \* Plot your conflict styles on the conflict graph. What does the revealed pattern tell you about the highs and lows your group experienced this week.

