



# Glaser Communication and Consensus Tools and Skills

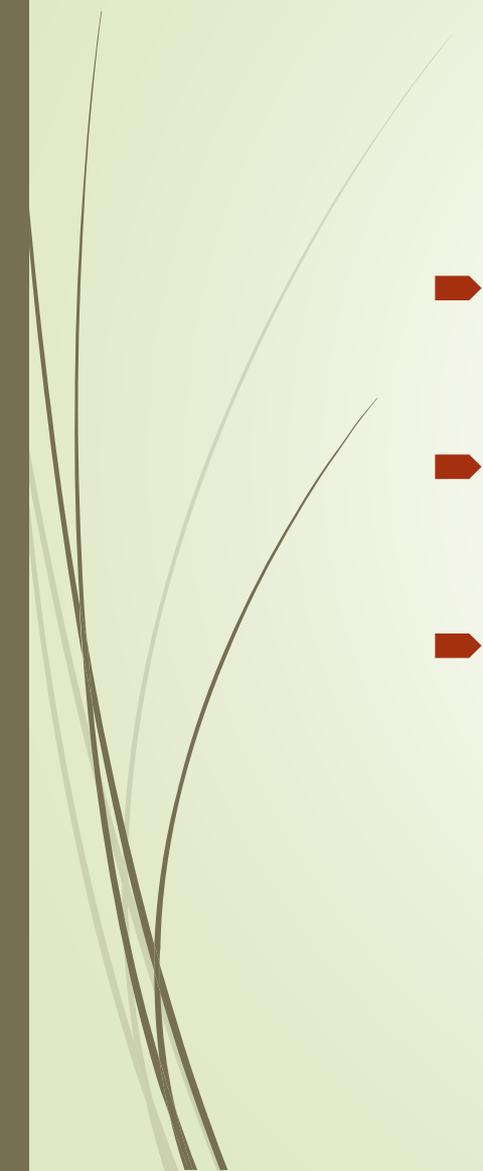
# Glaser and Associates

- ▶ Susan and Peter Glaser
- ▶ 30 years of consulting and research on
  - ▶ Building trust through conflict
  - ▶ Increasing cooperation
- ▶ Resources
  - ▶ <http://www.theglaser.com/>
  - ▶ Be Quiet, Be Heard - the paradox of persuasion





# Leadership Communication

- Communication refresher
  - Finding group consensus
  - Agreement as a value
- 



*Your failure to communicate disturbs me!*



# DON'T RETREAT.....COMMUNICATE

*"When communication goes awry,  
the result is often retreat.*

*But communication abhors a vacuum  
and avoidance  
is filled  
with negative assumptions  
and ill will."*



# Be Quiet, Be Heard

- **Communication has a hidden dimension.**  
The impact of a message is often different from its intent.
- **Perceptions require reality checks.** We assume we know what others are trying to say, but often we're wrong.

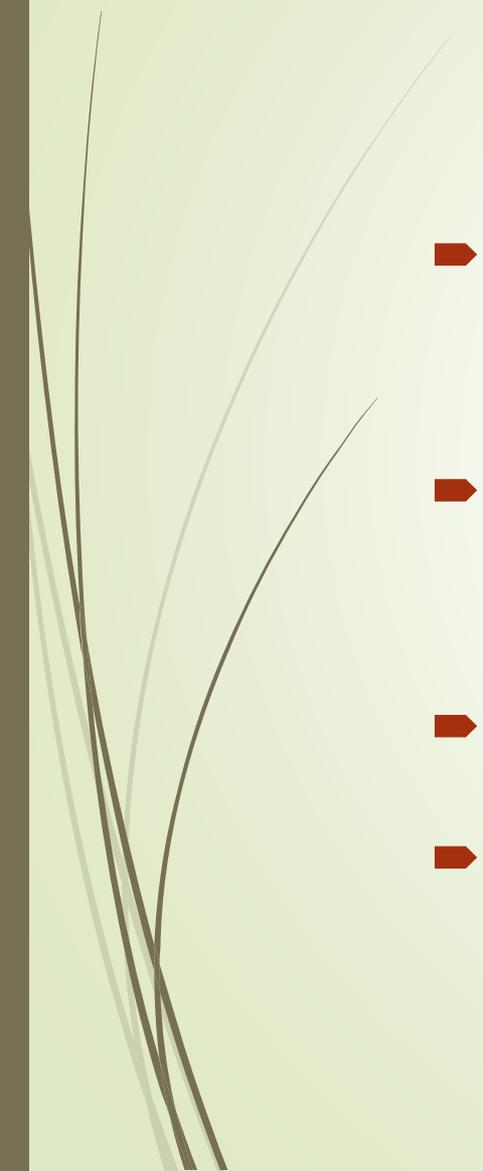


# Be Quiet, Be Heard

- **Conflict and criticism generate real breakthroughs.** There are seeds of agreement in every disagreement.
- **Gratitude must be gracefully extended – and accepted.** Praise leads other to repeat the good they've done; specific praise motivates them to generate more creative and consistent achievement.



# Communication Refresher

- ▶ Clear communication can help avoid negative assumptions and ill will
  - ▶ Check your perception to find the speaker's intent
  - ▶ Conflict can be the key to finding agreement
  - ▶ "Thank you" is more than just good manners
- 



# Making decisions that last

- ▶ Decision making models
  - ▶ Command – Leader calls it
  - ▶ Consultive – Leader makes the decision with input, ideas and insight from the group
  - ▶ Consensus – Leader's voice is no stronger than anyone else's.
- ▶ NWCG is a consensus based organization
  - ▶ Powerful and challenging

# Consensus Decision Making

- USA Today Survey
  - 54% of U.S. workers would rather mow the lawn than go to a meeting
  - 25% would rather visit the dentist
  - 23% would rather read the phone book



## **IT MEETINGS**

*Stressing the importance of getting stuff done,  
instead of actually getting it done.*



# How do we get it done better?

- ▶ Task Skills

- ▶ Economy of action

- ▶ Working smart

- ▶ Relationship Skills

- ▶ Ensure commitment to the group decision

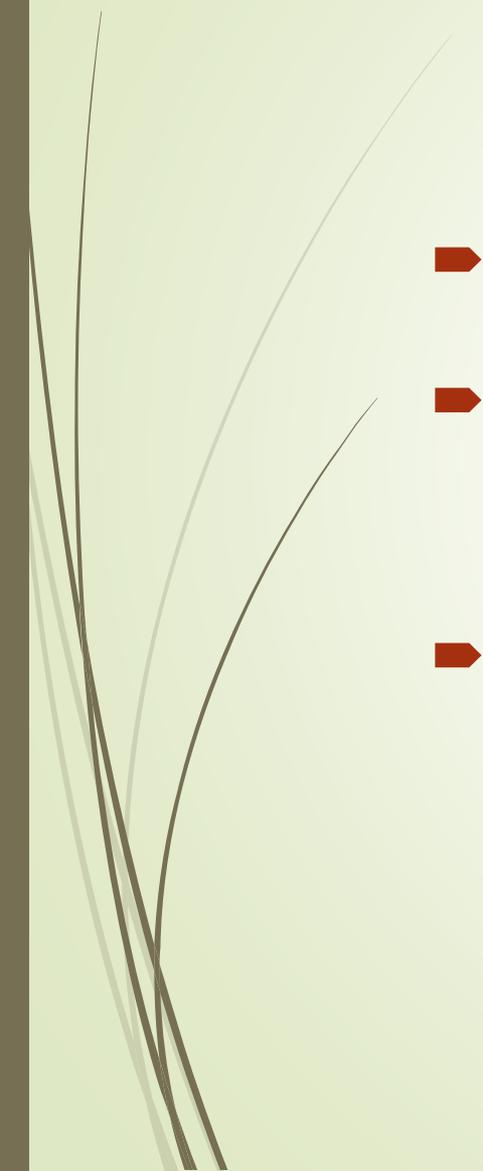


# Task Skills

- P.R.E.S. – Point, Reason, Example, Summary
- Asking questions
- Polling
- Summarizing
- Using the 80/20 principle



# P.R.E.S. Rules of Engagement

- 2 minutes to form your P.R.E.S.
  - Each person gets 45 seconds to state their P.R.E.S.
  - No one speaks until everyone is done
- 



# P.R.E.S. Examples

- "I believe we should resist taking this company public for the time being. Taking it public would make us too focused on quarter-by-quarter profits order to please investors. Many in our industry rushed to go public during the dot.com craze and lost sight of their long-term goals. I think the matter should be put on hold until a later date."
- "I think going public now would benefit us as an organization. The influx of capital would let us make great headway with research and development."



# Task Skills Continued

- ▶ Asking questions
  - ▶ In groups, opinions are common, questions are rare
  - ▶ Seeking clarification and understanding
- ▶ Polling
  - ▶ Periodic checking for agreement
- ▶ Summarizing
  - ▶ The hallmark of persuasive communicators
- ▶ Using the 80/20 principle
  - ▶ 20% of the discussion produces 80% of the results



# Relationship Skills

- Speaking for yourself
- Listening actively
- Gatekeeping
- Complimenting and agreeing
- Process checking
- Building written consensus
- Final process checking



# Relationships are a group responsibility

- ▶ Speak for yourself
  - ▶ Proverbial "I" not "You" or "We"
- ▶ Listening Actively
  - ▶ Non-verbal curiosity
  - ▶ Paraphrasing to find the speakers intent
  - ▶ Guess
- ▶ Gatekeeping
  - ▶ Invite quiet people into the conversation



# Relationship skills

- ▶ Complimenting and agreeing
  - ▶ “Good idea, I hadn’t thought about that before.”
- ▶ Using humor
  - ▶ Laughing *with* me, not *at* me...
- ▶ Process checking
  - ▶ If the process isn’t working, take time to fix it



# Bringing it home

- Building a written consensus
  - Consensus doesn't just happen, it has to be constructed
  - Write down sound bytes of agreement as the evolve
  - When consensus is in writing, everyone knows what they are agreeing to
- Final process checking
  - Evaluate the meeting
  - 30 seconds to think, 20 seconds to speak
  - Closure and improvements in future meetings



# Consensus is powerful

- Task Skills

- Keep our meetings on task

- P.R.E.S provides a powerful way to get to the heart of matter

- Relationship Skills

- Create commitment to the group decision

- The entire group is responsible for both task and relationship skills



# Value added

- Communication refresher
  - Getting group consensus
  - Agreement nuts and bolts
- 

WHICH WAY?





# Agreement as a Value

- ▶ Value: things that you believe are important in the way you live and work
- ▶ Seek out agreement, wherever it exists
- ▶ Naming the places we agree
  - ▶ Provides a sense of accomplishment
  - ▶ Energizes the group to tackle the places we don't



# Ways to agree

- Agree with facts
  - Be explicit in your agreement
- Agree with the other person's perception
  - Acknowledge the perception is reasonable



# Use agreement to focus

- ▶ Call out agreements

- ▶ Clarify where there is not agreement yet

*"It sounds like we agree about the date and time for our meeting but we still need to agree on a location."*

- ▶ Ask for physical indication of agreement with the statement – thumbs or hands, not heads

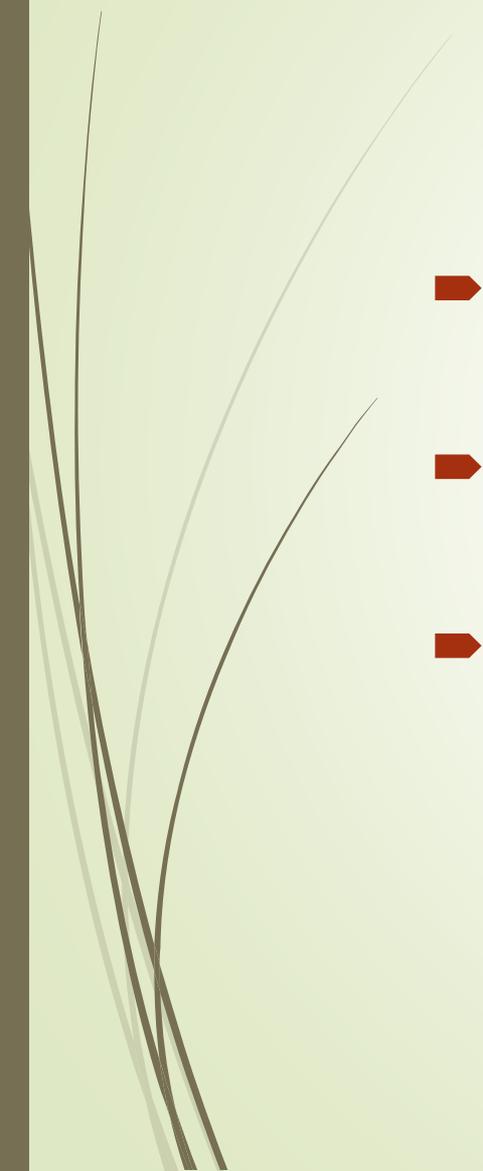


# Getting to agreement – faster!

- ▶ Calling out where there is agreement means we don't have to keep talking about it
- ▶ Use thumbs or hands, not heads to physically express agreement
- ▶ Write agreements where everyone can reference them
- ▶ Focusing on agreements proves we can be successful



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Questions or Comments?