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.theglasers.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!
DO N’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 others to repeat the good they’ve done; specific praise motivates them to generate more creative and consistent achievement.
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
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
“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 they 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.
Leadership Communication

- Communication refresher
- Finding group consensus
- Agreement as a value
"Opportunities multiply as they are seized."

Sun Tzu

Questions or Comments?