

CONSENSUS BUILDING A TABLE GUIDE & TOOL KIT

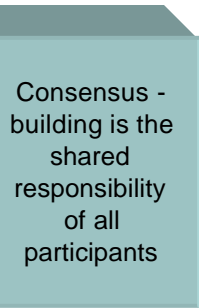
CCME utilizes a consensus decision-making process whereby jurisdictions work collaboratively to craft decisions that best satisfy their respective interests. This “Table Guide & Tool Kit” is designed to assist participants in that process.




/// ENCOURAGE

- ❖ Searching for the best solution that meets the interests of all jurisdictions
- ❖ Seeking a creative solution
- ❖ Moving from debating positions to creating solutions
- ❖ Team work

/// REINFORCING THE CONSENSUS PROCESS

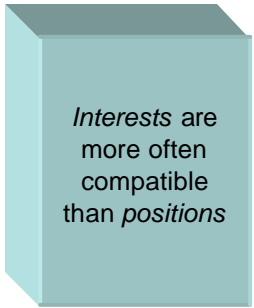
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- ❖ Focus on definable issues
 - ❖ Seek out interests (underlying needs) not positions (a party's perceived solution to meet their needs)
 - ❖ Involve all participants
 - ❖ Turn discussion from debating positions to creating solutions
 - ❖ Generate options for possible solutions
 - ❖ Look for creative solutions, not compromise
 - ❖ Advance creative solutions

/// USEFUL TOOLS

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- ❖ Clarifying; Asking questions to seek out interests
 - ❖ Short breaks, opportunity for caucus
 - ❖ Brainstorm; develop options
 - ❖ Humour
 - ❖ Defer topic until later in meeting, or another meeting
 - ❖ Strike sub-committee, or delegate to another group to do analysis or follow-up on specific questions

/// AVOID

- ❖ Seeking compromise
- ❖ Finding the lowest common denominator
- ❖ Opting for the will of the majority
- ❖ Accepting might as right
- ❖ Debating positions



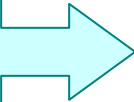
Interests are more often compatible than positions



The Problems

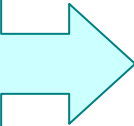
The Solutions

**Issue
appears too
complex**



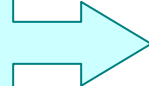
- ❖ Clarify the issue, or ask someone else to do so
- ❖ Break issue into logical parts and proceed
- ❖ Suggest a short break
- ❖ Assign issue (or parts) to a working group for analysis and recommendations

**Parties
tabling or
arguing
positions**



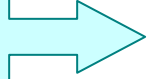
- ❖ Note that discussion should focus on *interests*
- ❖ Initiate process to identify *interests*, or re-state what you believe the *interests* to be
- ❖ Explore options to satisfy *interests*
- ❖ Discuss the evidence or facts supporting the *interests*
- ❖ Move from *positions* to *interests* by asking “Why is this *position* important to you?” or “What is the underlying *interest*?”

**Disagreement
on facts**



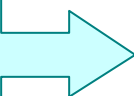
- ❖ Clarify the disagreement – What facts are in question?
- ❖ Call on member present or expertise to help clarify
- ❖ Defer discussion and assign responsibility to resolve factual disagreement

**No solutions
are emerging**



- ❖ Discuss components / elements / criteria for a solution
- ❖ Brainstorm suggestions
- ❖ Generate options or suggest a solution
- ❖ Suggest a short break
- ❖ Assign the issue or parts of it to a working group for further work and recommendations

**If consensus
is elusive**



- ❖ Identify where consensus has been reached on components of the issue
- ❖ Agree to as much as possible – principles / priorities / policies
- ❖ Agree that each jurisdiction will operate within the context of what has been agreed to
- ❖ Assign outstanding issues to a working group for further work and recommendations



**Build on Small Wins
Replicate the Process
Celebrate Successes**

