Chief Strategy Officer
Collaborative[SM]

How To Gain Alignment & Consensus: Facilitation Techniques

Today's hosts:

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Principal Strategist

OnStrategy

Today's expert on Leading Executive Teams

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Sawyer Educational Consulting

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A lifelong Learner and Teacher, invested in helping other professionals reach their full and satisfying potential. Experienced Owner with a demonstrated history of working in educational and private sector leadership.

Strong entrepreneurship professional providing professional development in Presenting/Facilitation skills, Cognitive Coaching, Adaptive Schools, Learning Focused Supervision, Data-Driven Dialogue, as well as leading Strategic Planning for school and private organizations.

Workshop a Topic

3rd Thursday

Gaining Alignment & Consensus Among Leadership Team

Real-world application using facilitation techniques.

What to Expect: We're all members of a leadership team. We need to make a yes/no decision on a very strategic opportunity.

How We're Going To Do It…

1. *Decision-needed*: **Do we expand into an adjacent market?**

2. *Apply The Technique*: We're going to explore **three different ways** for helping gain agreement

3. *Key Learning*: We're going to **debrief** on what we learned and how/when to apply each technique

Futures Wheel

🧐 **What**
A strategy to make predictions about outcomes that result from a decision

🤔 **Why**
To avoid negative consequences that may result in unnecessary time, money, and energy

🚀 **How**
We'll do this next
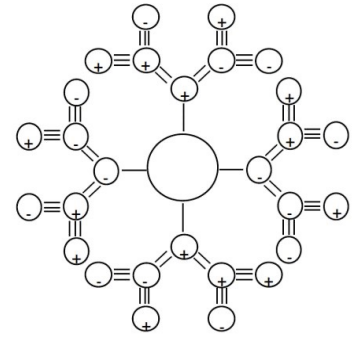
Futures Wheel

How to do it

Our Topic:
Do we expand existing products/services into an adjacent market?

01

For the first layer, identify:

+ 2 positives (what might work for us?)

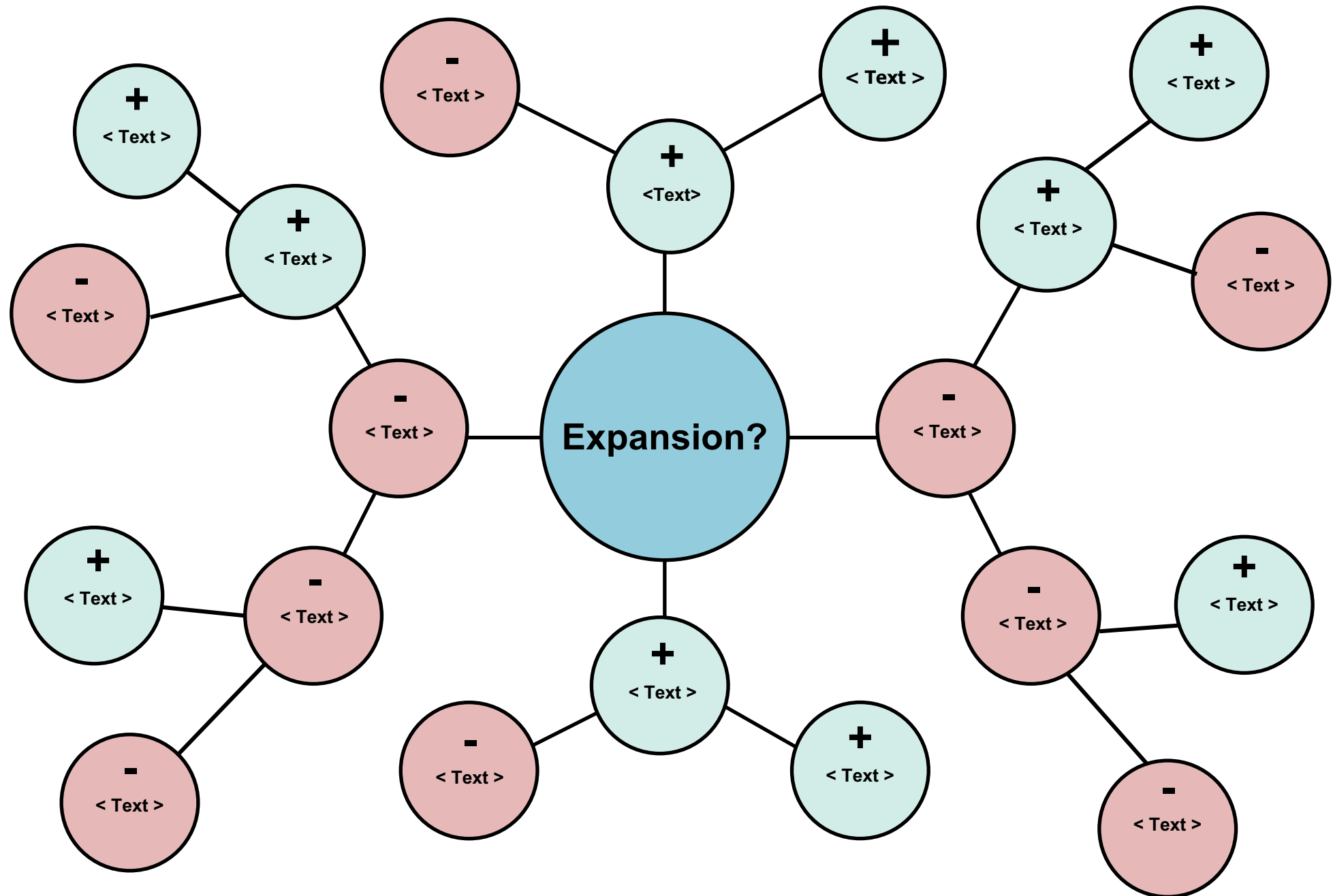**-** 2 negatives negative (what might work against us?)

02

For the second layer, add:

+ 1 positive effect for each outcome from first layer

- 1 negative effect for each outcome from first layer

If needed, add layers and repeat.

Key Takeaways

Futures Wheel Review

01 Teams are **ambiguous** about a decision

02 Underlying feelings **are not being expressed**

03 You **need a structure** for surfacing different perspectives

What does it mean for you? (drop into chat…)

Assumptions Wall

Our Topic: Do we expand existing products/services into an adjacent market?

🧐

What

A facilitation strategy to explore beliefs about potentially difficult topics

🤔

Why

- Promotes dialogue as norm
- Surface underlying assumptions
- Uses 3rd point communications
- Structures full participation

🚀

How

Authors: Ask ourselves, "What assumptions do I have related to expanding into an adjacent market?"

Inquirers: "Help me understand your assumption…"

What are some of your assumptions relating to expansion into an adjacent market?

1. Our brand isn't known within the market 2. X 3. X	1. We' adequately confirmed there is un-met market demand 2. X 3. X	1. Acquiring necessary certifications is prohibitive and time consuming 2. X 3. X

Assumptions Wall

Part 2: Inquiry Examples

01 "What specifically do you mean by _____."

02 "What might be some of the experiences that lead you to that assumption?"

03 "What are your hunches about the importance of _____?

04 "What might be some of the perspectives you hold about this?"

05 "What might be some examples that occur to you about how this plays out in _____?"

Key Takeaways

Assumptions Wall Review

01 How have we become **clearer** about our assumptions?

02 How has this process **supported** that clarity?

Consensogram

🧐

What

A strategy to create a visual display showing how group members are thinking about issues before a final decision is made. Members "weigh in" anonymously, ensures psychological safety.
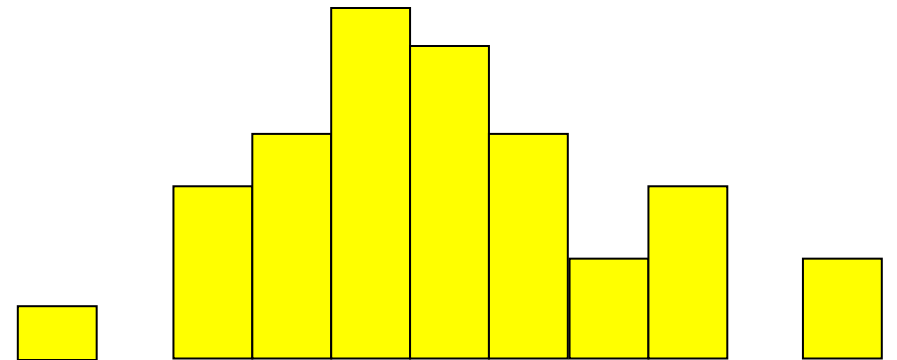
🤔

Why

Leaders sometimes withhold their opinions if they feel it will be disruptive or significantly different than the group's prevailing opinion

🚀

How

We're about to do it now..

Set up for an in-person Consensogram

How it Works

01 **Determine 3-4 key issues** that you want group members to think about.

02 **Write each statement on chart paper,** using the stem *"The degree/extent to which… …you believe the proposed plan will produce the desired results..."*

03 **Include a statement to reveal individual team members' commitment to the initiative.** Ex: "The degree to which I am personally committed to making it work…"

04 **Distribute sticky notes to each member,** one per statement, all the same color.

05 **Reveal one chart at a time.** Each person writes the number on a sticky note to indicate their opinion. Everyone hands the notes to one person (the runner), who places them on the appropriate chart.

Completing an in-person Consensogram [Individually]

Our Topic: Do we expand existing products/services into an adjacent market?

01 For each question, **respond to each statement using a scale from 0 to 100** in increments of 10.

02 **Record your response to** each statement on a sticky note or color dot.

03 **Hand your note to the "runner."**

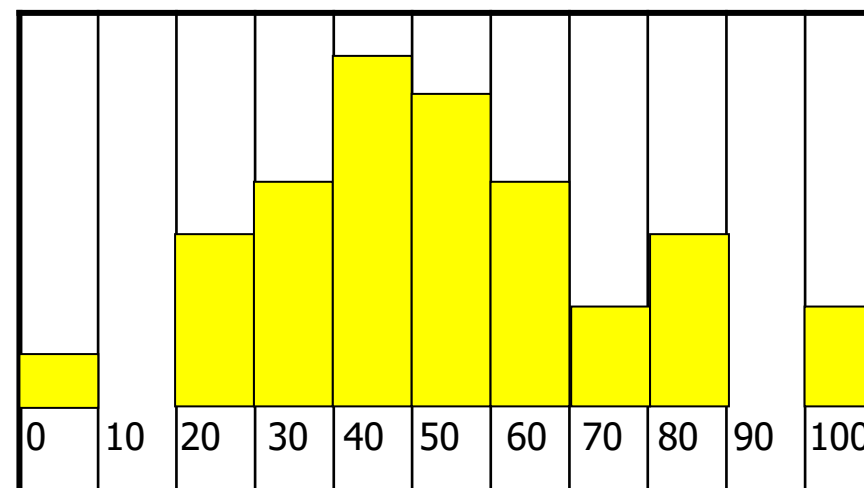**04** To the whole group, **share some predictions you are making about the results.**

05 **Then, the runner places the notes on the chart.**

The runner will collect the sticky note or color dot and place on the chart corresponding to the specific question and percentage point.

Sample Statement:

The degree to which you believe the proposed direction is the right decision and will result in the desired outcomes.

Consensogram Example

Please respond on a scale from 0 to 100 in increments of 10.

1. The degree to which you believe the proposed direction is the right decision and will result in the desired outcomes.
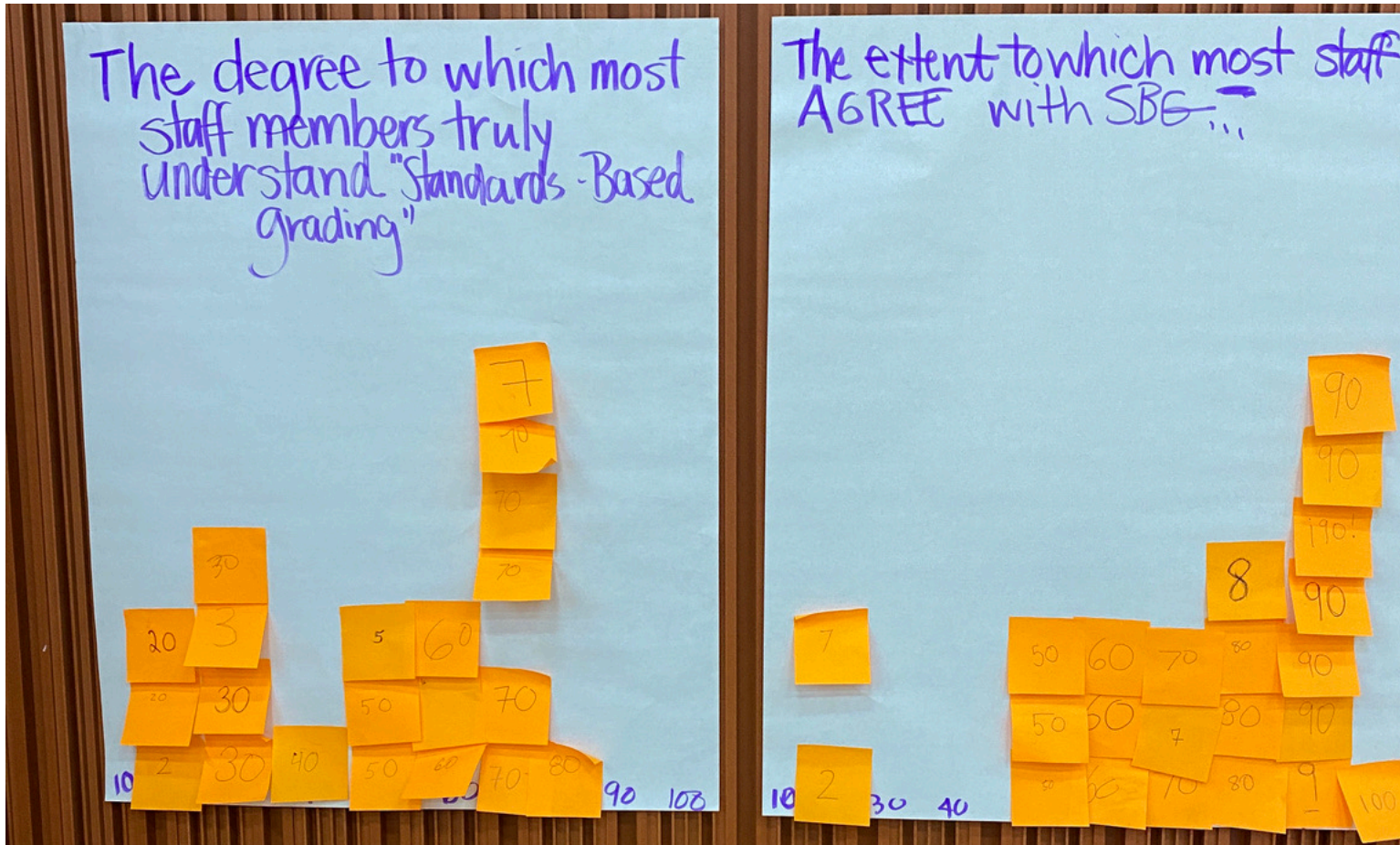
    0   10   20   30   40   50   60   70   80   90   100

2. The degree to which you believe that we are prepared to execute against it now.

    0   10   20   30   40   50   60   70   80   90   100

3. The degree to which you are personally committed to making this work.

    0   10   20   30   40   50   60   70   80   90   100

CONSENSOGRAMS

Key Takeaways

Consensogram:
In Review

01 Strategy that **supports psychological safety**

02 **Reveals the disbursement** across the range of opinions

03 **Provides instant data** quickly

Calendar of Events

Always Thursdays

Upcoming Pro Sessions

May 11 @ 10 a.m. PT - **"Ask Us Anything" Workshop** *[Pro only]*

May 18 @ 8 a.m. PT - **"Ask Us Anything" Workshop** *[Pro only]*

May 25 @ 10 a.m. PT - **Deep Dive / How To: Define, Align and Prioritize the Best Strategic Moves** *[Pro only]*

Upcoming General Sessions

May 4 @ 8:00 a.m. PT – Define, Align and Prioritize the Best Strategic Moves

June 1 @ 8:00 a.m. PT – Currently Under Review!

July 6 @ 8:00 a.m. PT – Currently Under Review!
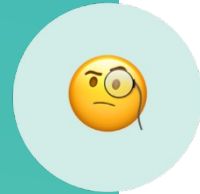
Final thoughts

📩 **Expect all of today's materials and agendas in your inbox.**

We'll email by tomorrow with links to resources we talked about, plus what's coming up this month!

🚀 **Invite - Share**

If you found value in today's session then share it with a friend or colleague who could benefit as well.

🧐 **Suggestion for topics? Feedback?**

Drop us a line anytime – let us know what you think and what you'd like to tackle as a group.
collaborative@onstrategyhq.com

Follow us on Twitter, Facebook, and Instagram: @onstrategyhq

Fist ✊
to Five 🖐️

Consensus: everyone gets some of what they want.

➢ In a team, sufficient consensus = 80% Agree

| Your Vote	What it Means
Fist	**No Support & I'll block this Mission from going forward** *Need to discuss more about it and it requires changes before we can adopt it*
1 finger (NOT the middle finger)	**No support, but I won't block** *Strong reservations… want to discuss a few things… will not block the proposed Mission if majority approves…*
2 fingers	**Minimal support** *Moderately comfortable…would like to discuss a few minor issues*
3 fingers	**Neutral** *Not in total agreement, but comfortable to let the group decide / move forward*
4 fingers	**Solid support** *I think it's good and I will openly support it*
5 fingers	**Committed** *It's great, I will promote and advocate for it.*

Futures Wheel

How to do it

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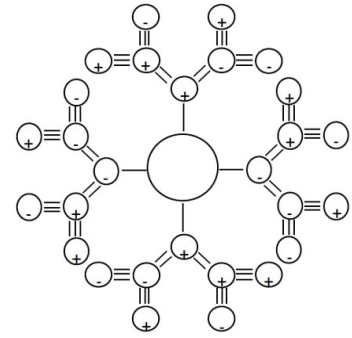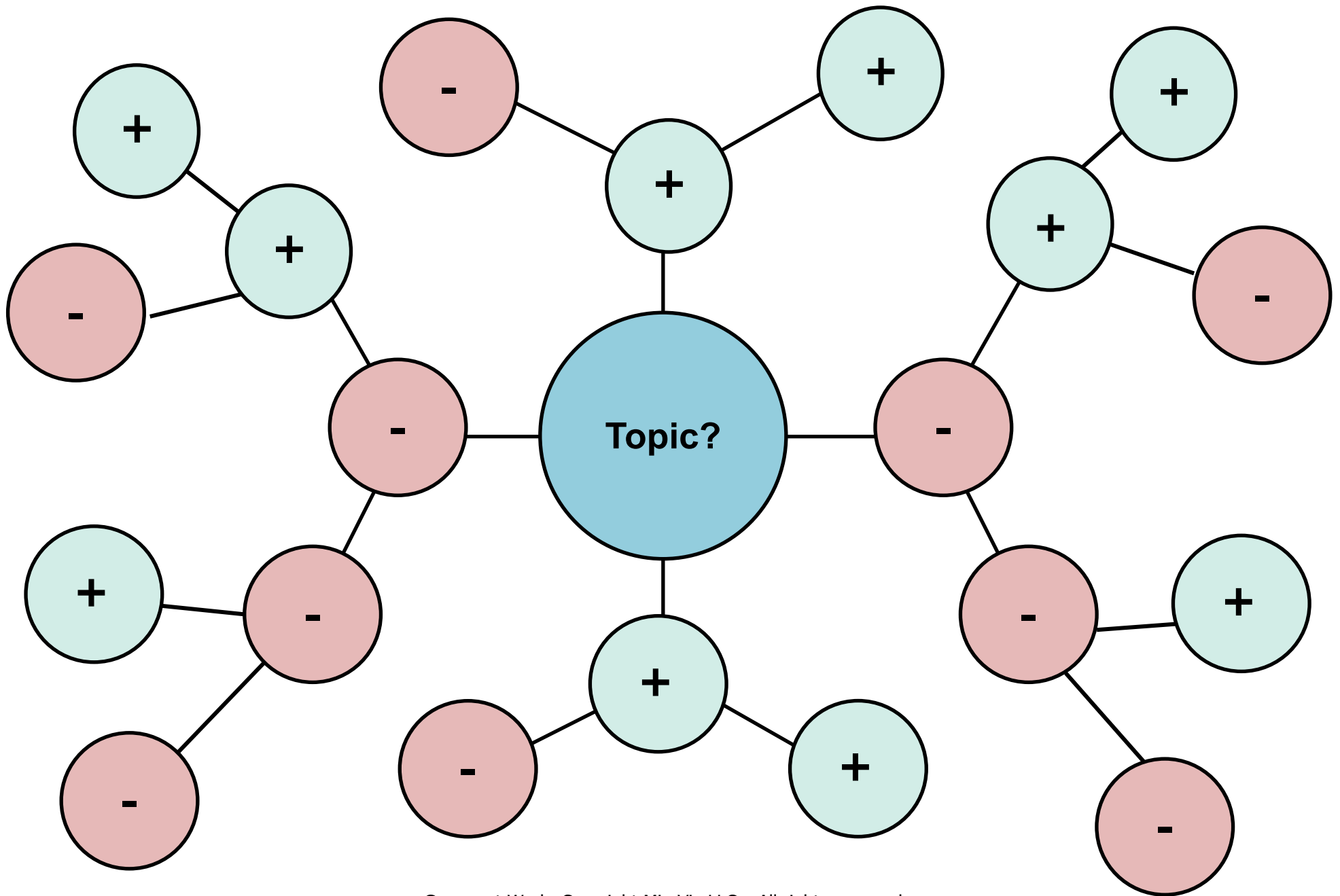
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Inquirers: "Help me understand your assumption…"

Our Topic?

What are some of your assumptions relating to expansion into an adjacent market?

Not worth the effort	Confirmed market demand	Other
- X - X - X	- X - X - X	- X - X - X

Assumptions Wall

Part 2: Inquiry Examples

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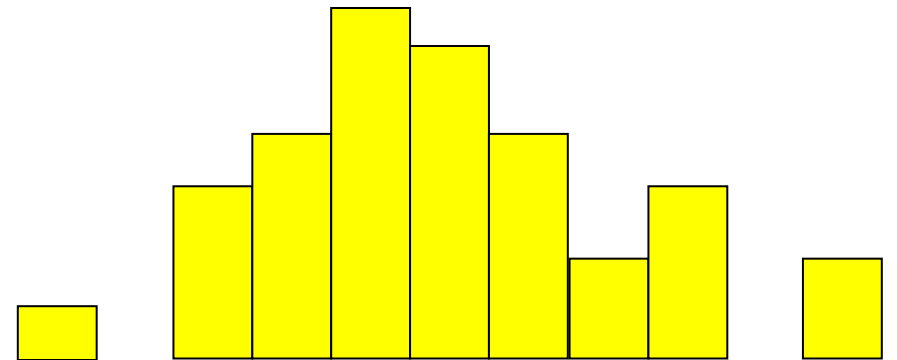
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1. The degree to which you believe the proposed direction is the right decision and will result in the desired outcomes.

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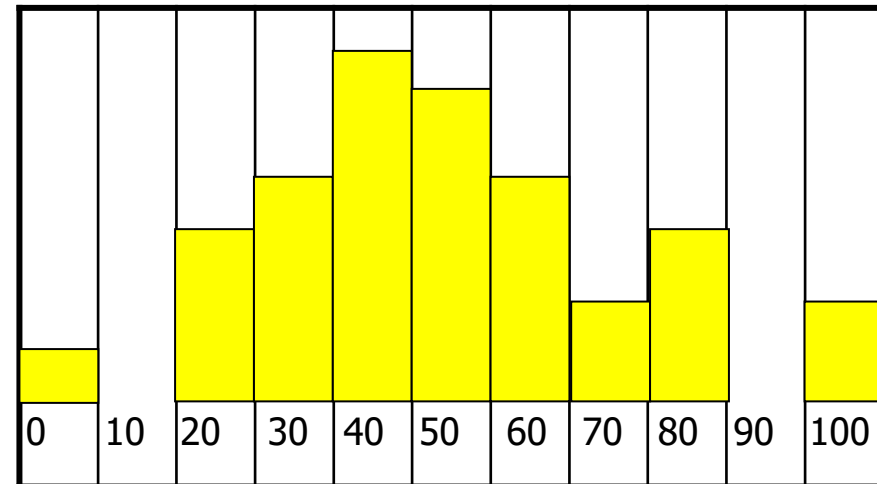
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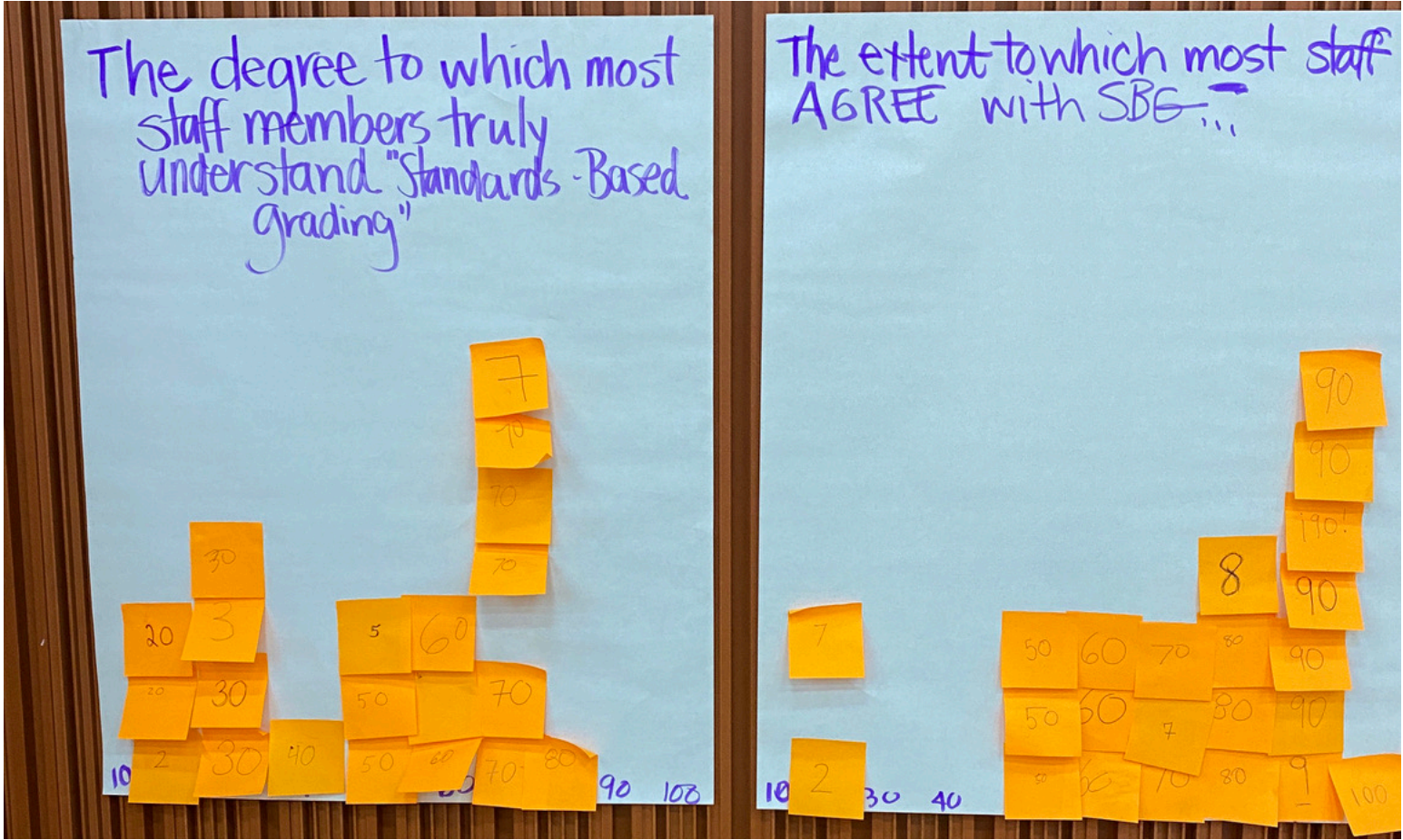
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