

# **Facilitating Agreements**

## *Transforming Positions in2: Positive Action*



*In2:InThinking Network 2007 Forum*  
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*“We’re being ruined by our  
own best efforts.”*

- W. E. Deming



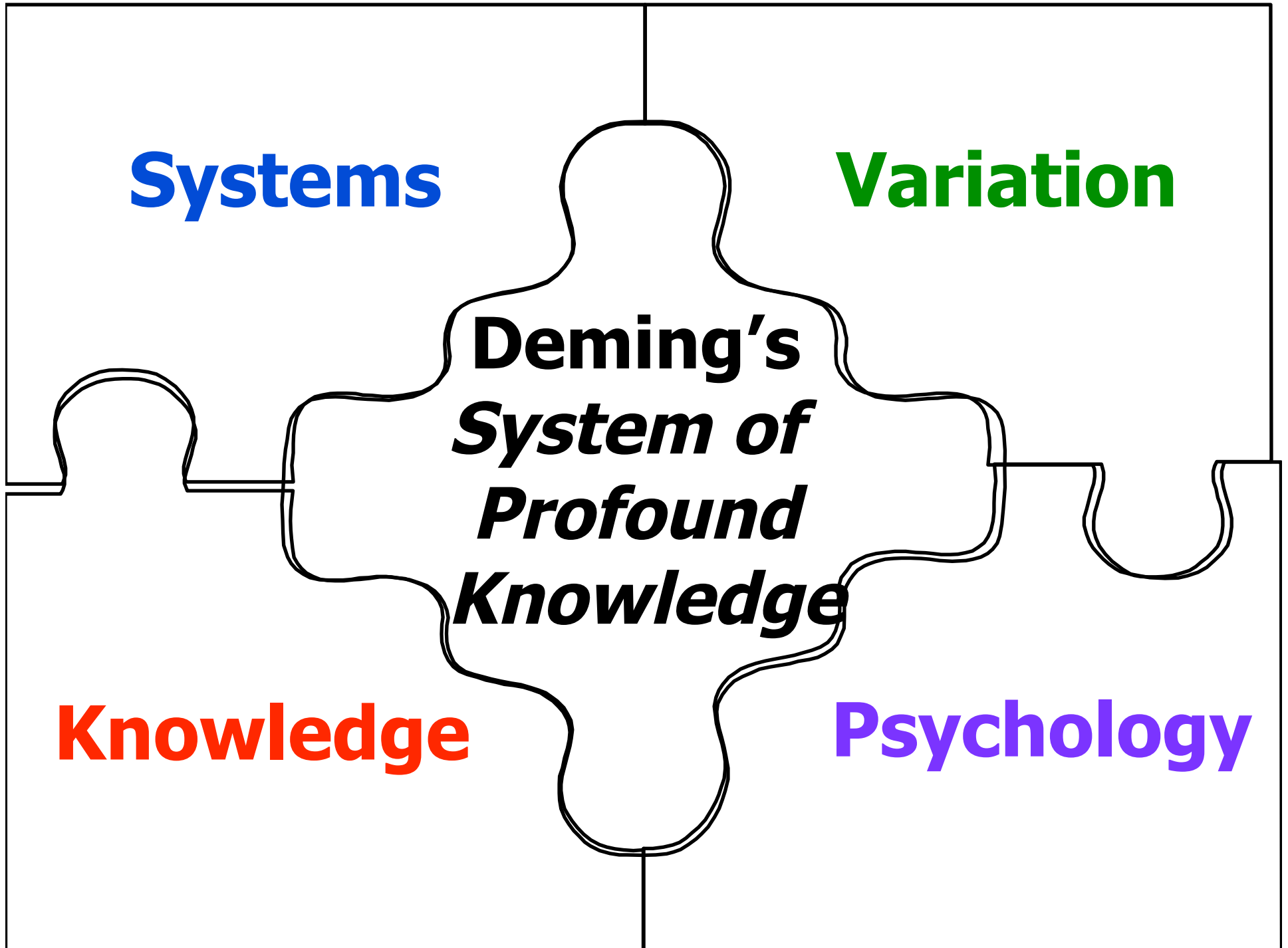
**Systems**

**Variation**

**Deming's  
*System of  
Profound  
Knowledge***

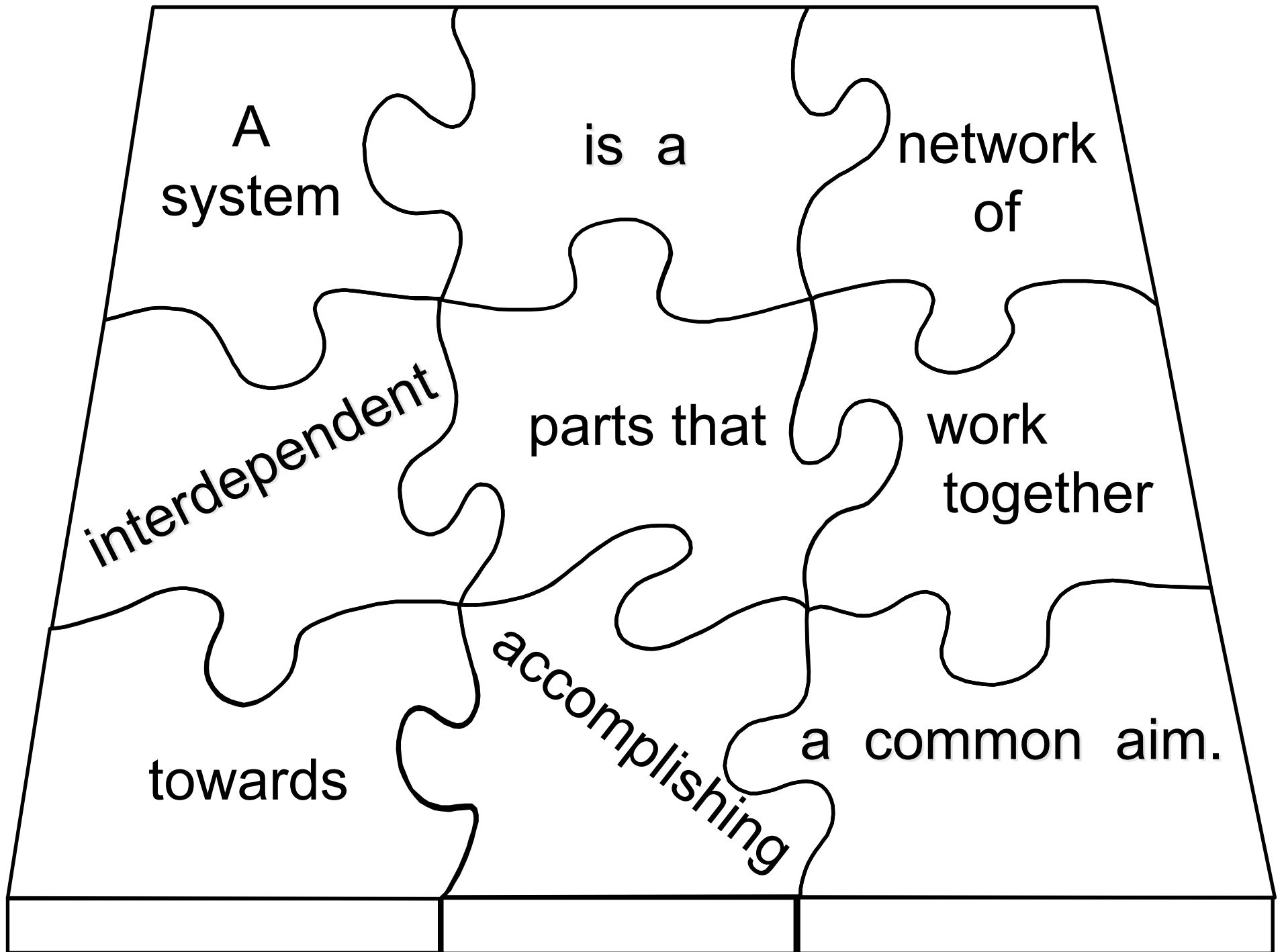
**Knowledge**

**Psychology**



# Systems





A  
system

is a

network  
of

interdependent

parts that

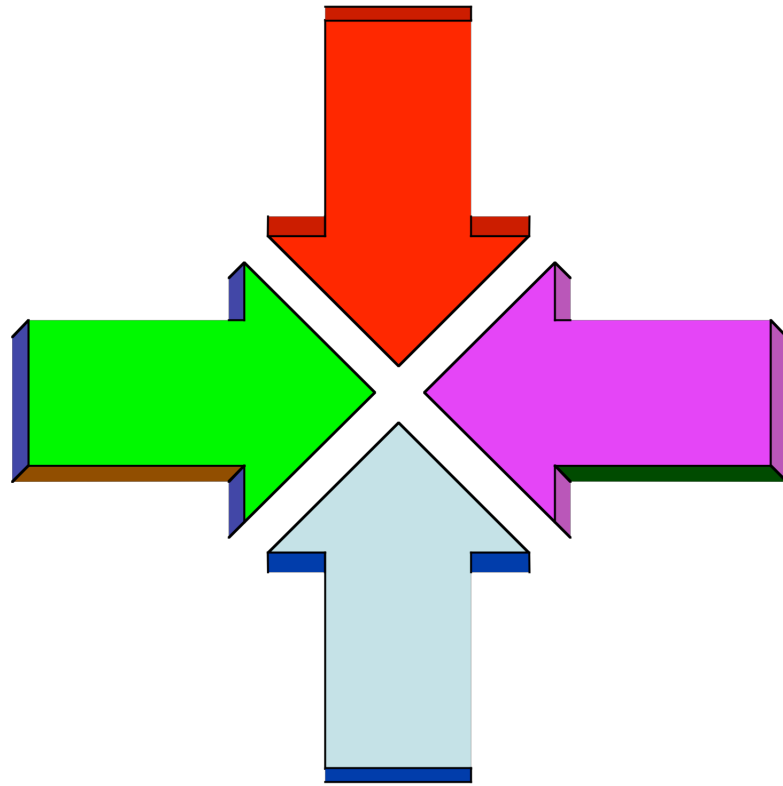
work  
together

towards

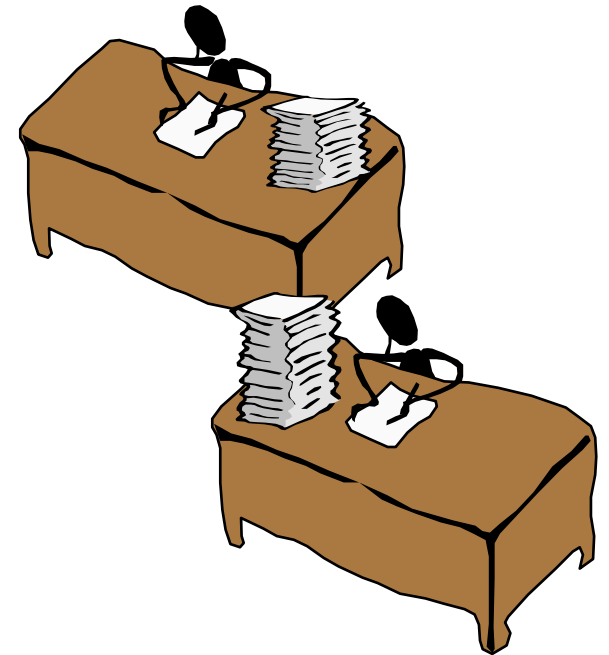
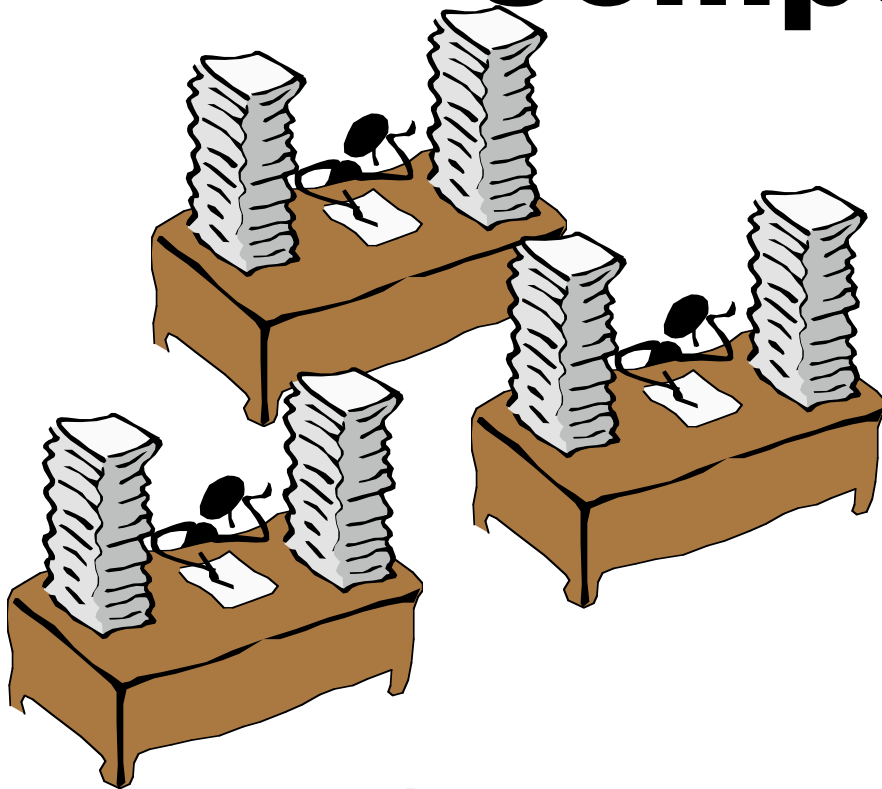
accomplishing

a common aim.

“... that work together toward accomplishing a common aim.”



# Working Together: Cooperation over Competition



*If* Dept. A increases costs by \$50 *then* Dept. B can reduce costs by \$100

# **Recommended Aim of a System**

**For *everyone*...**

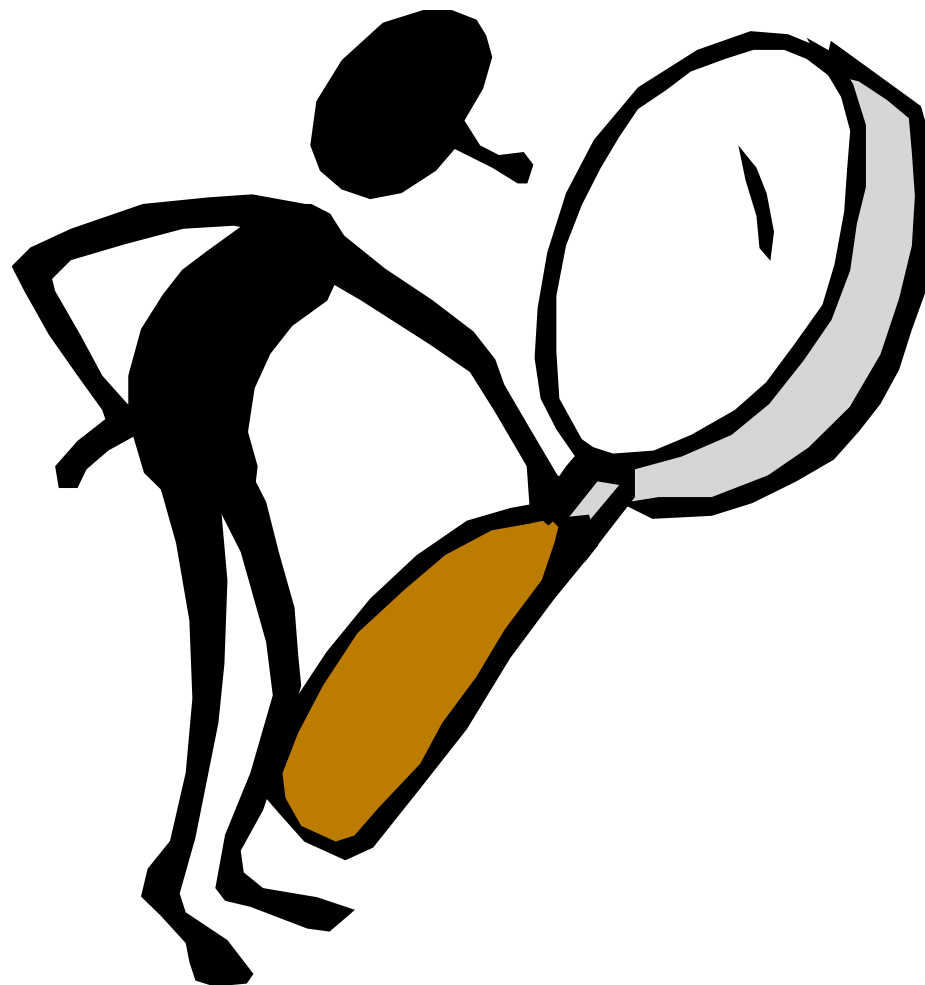


employees  
customers  
suppliers  
stakeholders  
community  
environment

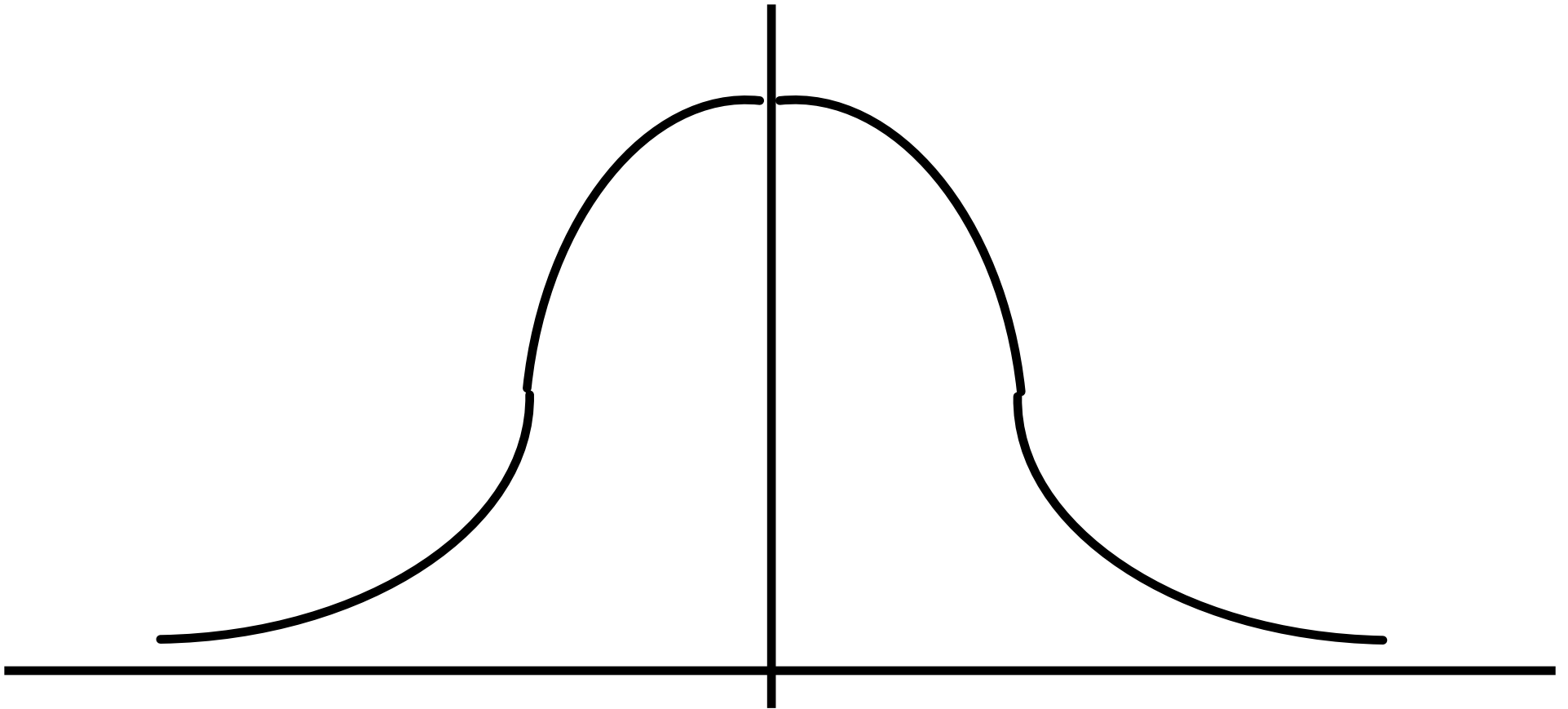
**...to gain over the *long term***



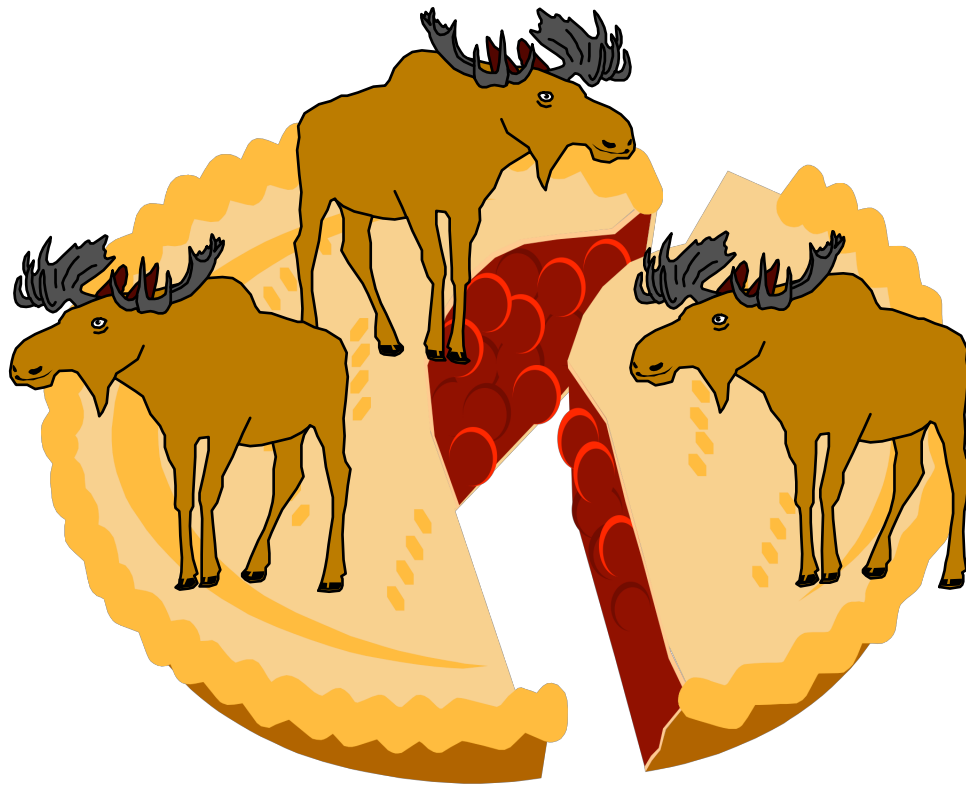
# Variation



# Variation within a System



# Some Sources of Variation



Materials

Methods

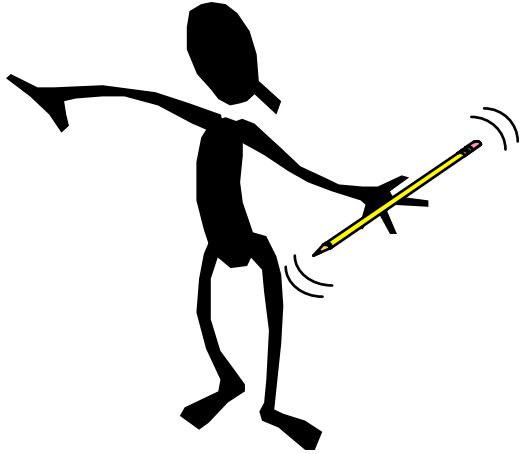
Measurements

People

Information

Environment

# Types of Variation



## Common Cause

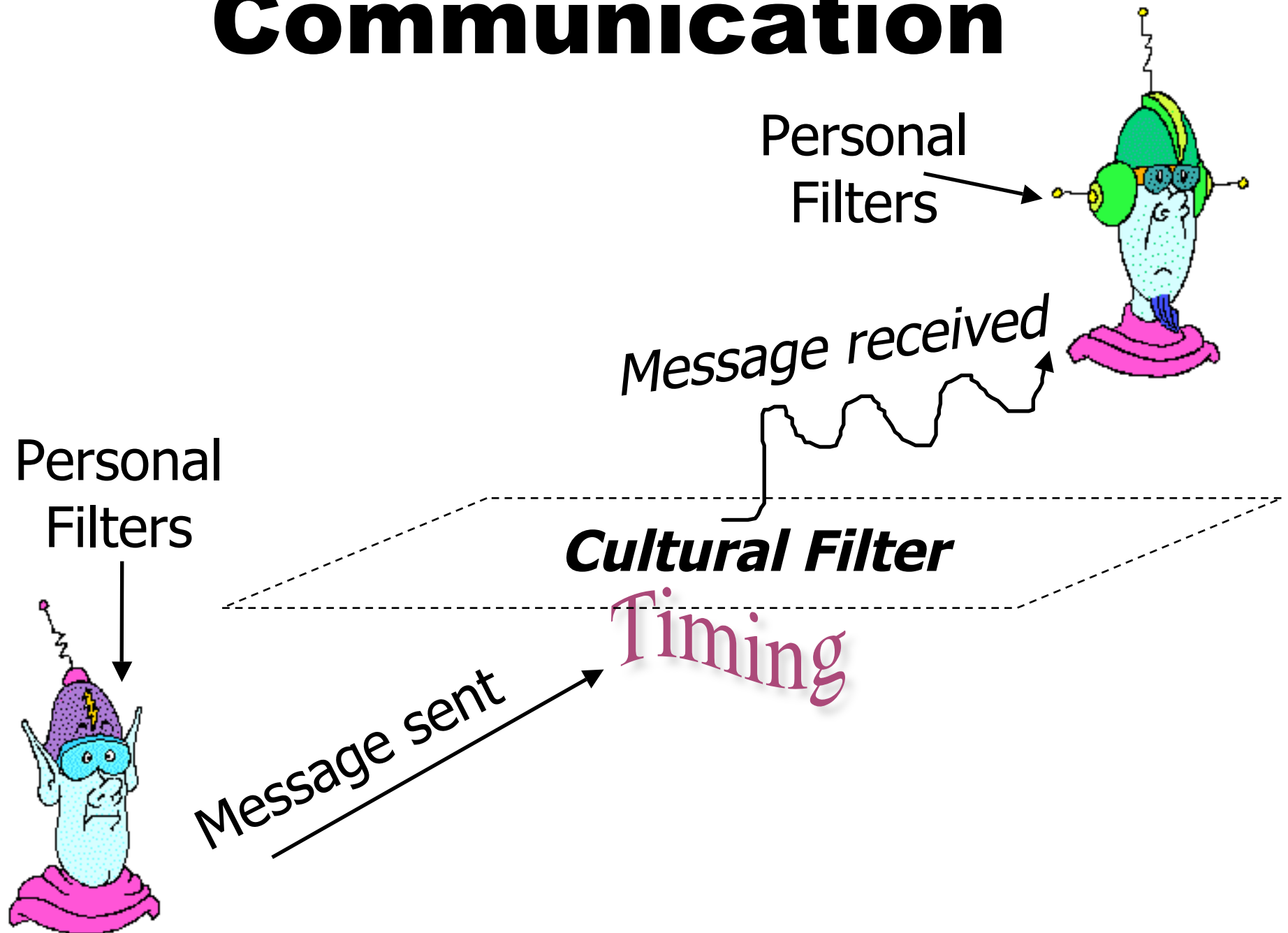
- stable,
- predictable,
- inside the system

## Special Cause

- unstable,
- unpredictable
- outside the system



# Communication



# ***I-Speak*® Communication Styles**

**Approach to Problems      Orientation**

<b>Intuitior</b>	Why? What is it? Possibilities	<b>Ideas</b>
<b>Thinker</b>	Which? Alternatives? How come?	<b>Facts</b>
<b>Feeler</b>	How do I feel about it? How do others feel?	<b>People</b>
<b>Senser</b>	When? How fast? How much?	<b>Results</b>

# Intuitiv



## Strengths

- Innovative
- Imaginative
- Original
- Idealistic
- Creative

## Cautions

- Unrealistic
- "Far out"
- Too idealistic
- Impractical

# Thinker



## Strengths

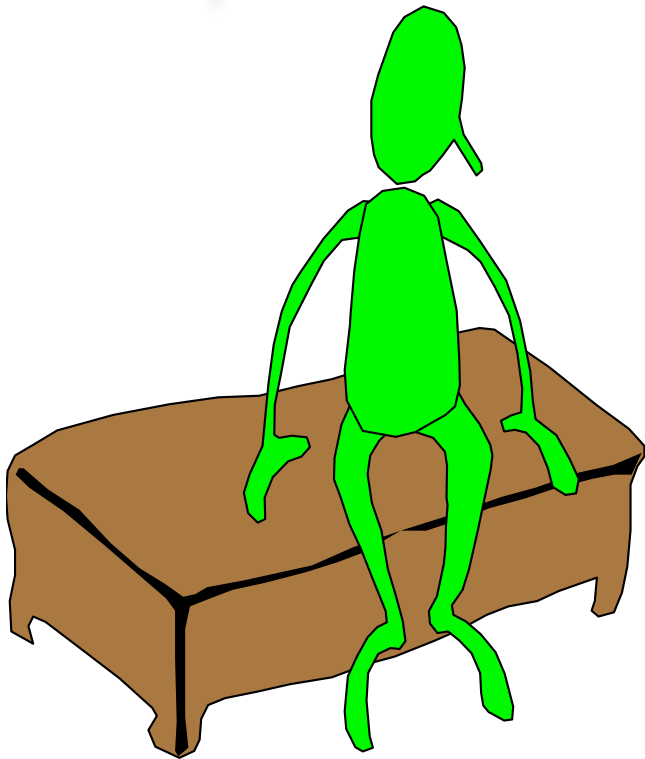
- Deliberative
- Objective
- Detailed
- Analytical
- Precise

## Cautions

- Overly cautious
- Rigid
- Indecisive
- Slow



# Feeler



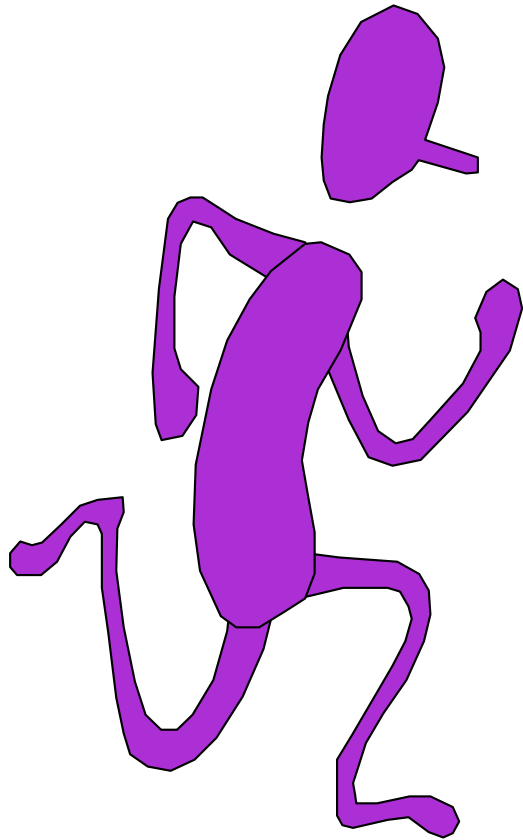
## **Strengths**

- Spontaneous
- Informal
- Empathetic
- Good judgment
- Persuasive

## **Cautions**

- Too casual
- Subjective
- Sentimental
- "Soft"

# *Senser*



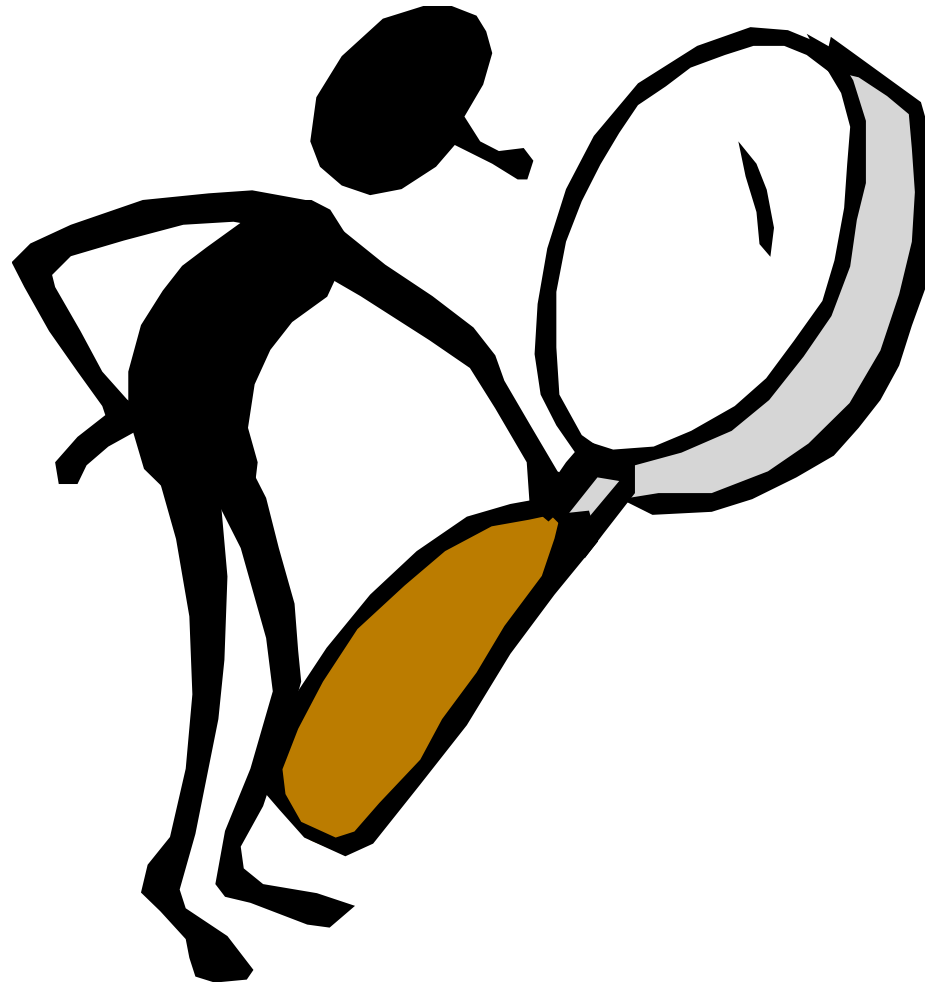
## **Strengths**

- Assertive
- Technically skilled
- Practical
- Functional
- Decisive

## **Cautions**

- Overpowering
- Impulsive
- Short sighted
- Narrow

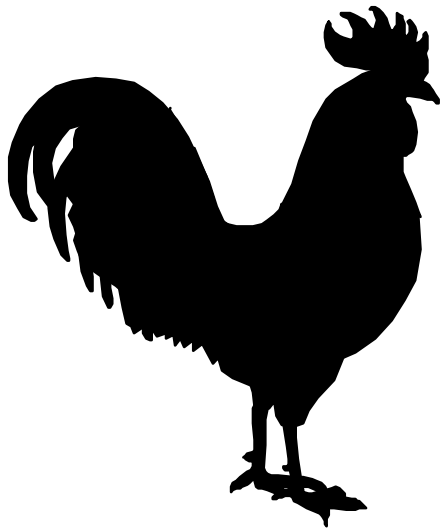
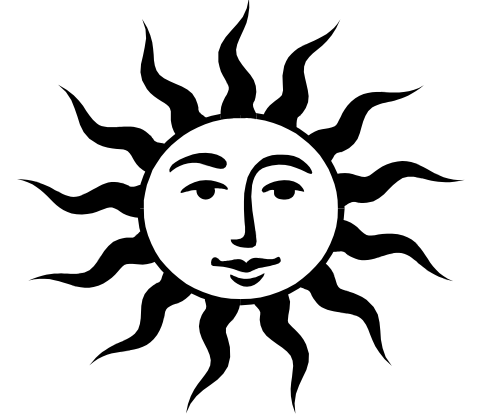
# Theory of Knowledge



How do we  
know  
what we  
know?



Experience alone teaches  
nothing.



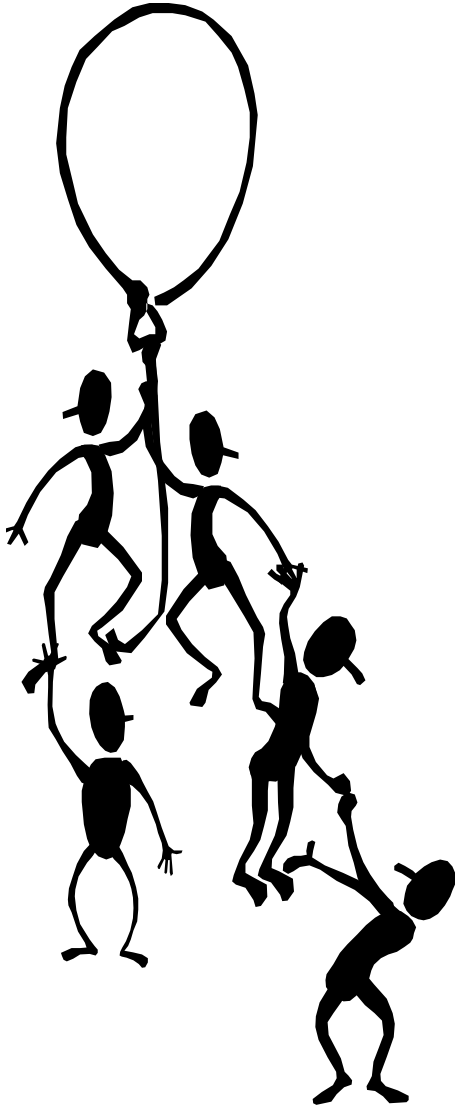
We must start with a  
*theory*  
based on  
experience.

# Theory

A system of assumptions used to predict what's going to happen.

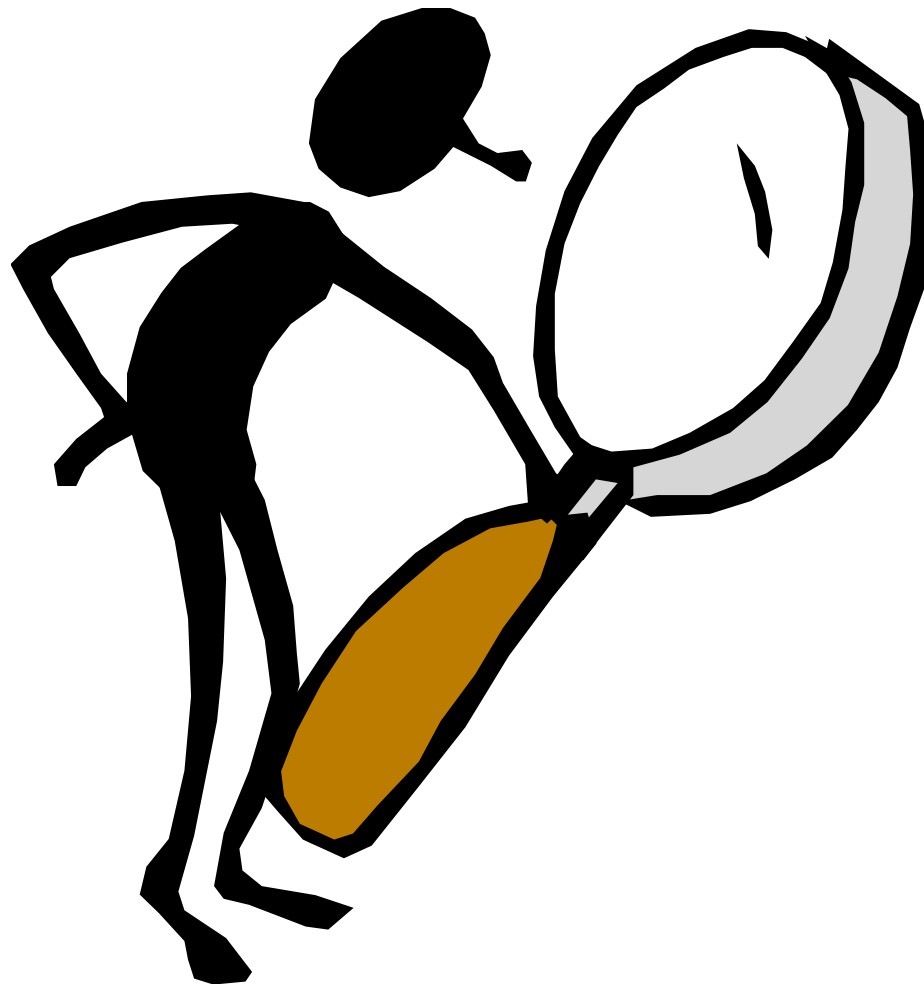
- A thousand examples will not *prove* a theory.
- A single example is enough to *disprove* a theory.

# Successful Teams



- Diverse members
- Clear mission and roles
- Well-defined norms
- Management support
- Balanced participation
- Problem solving methodology
- Awareness of group process

# Psychology

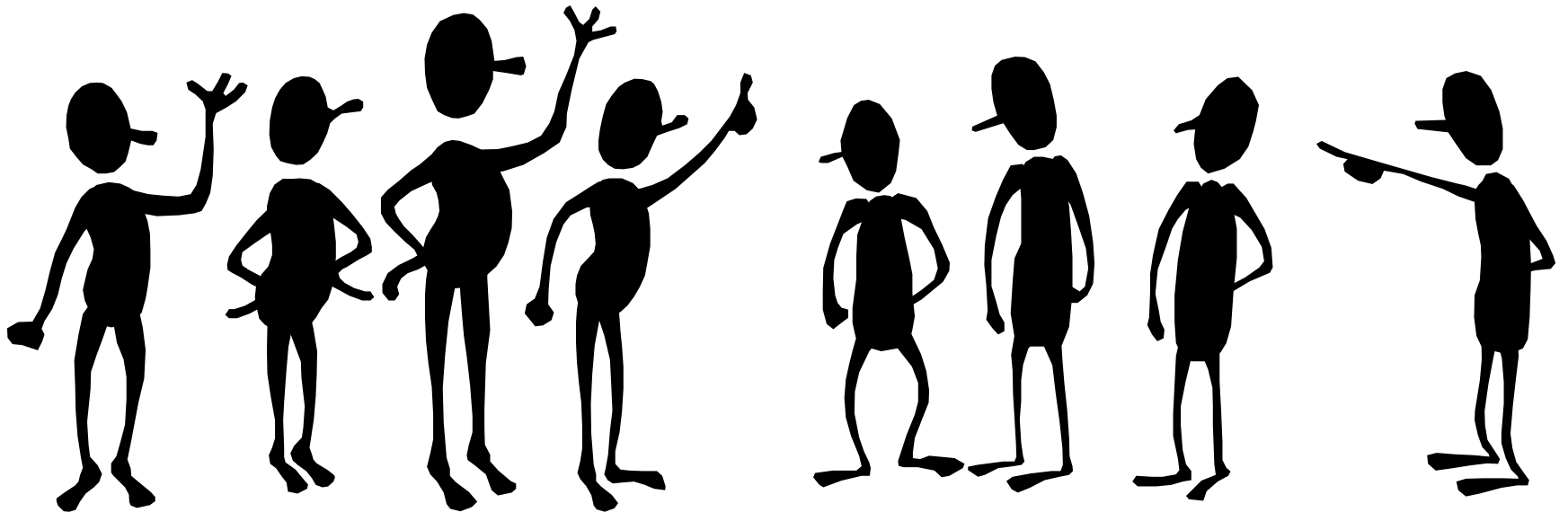


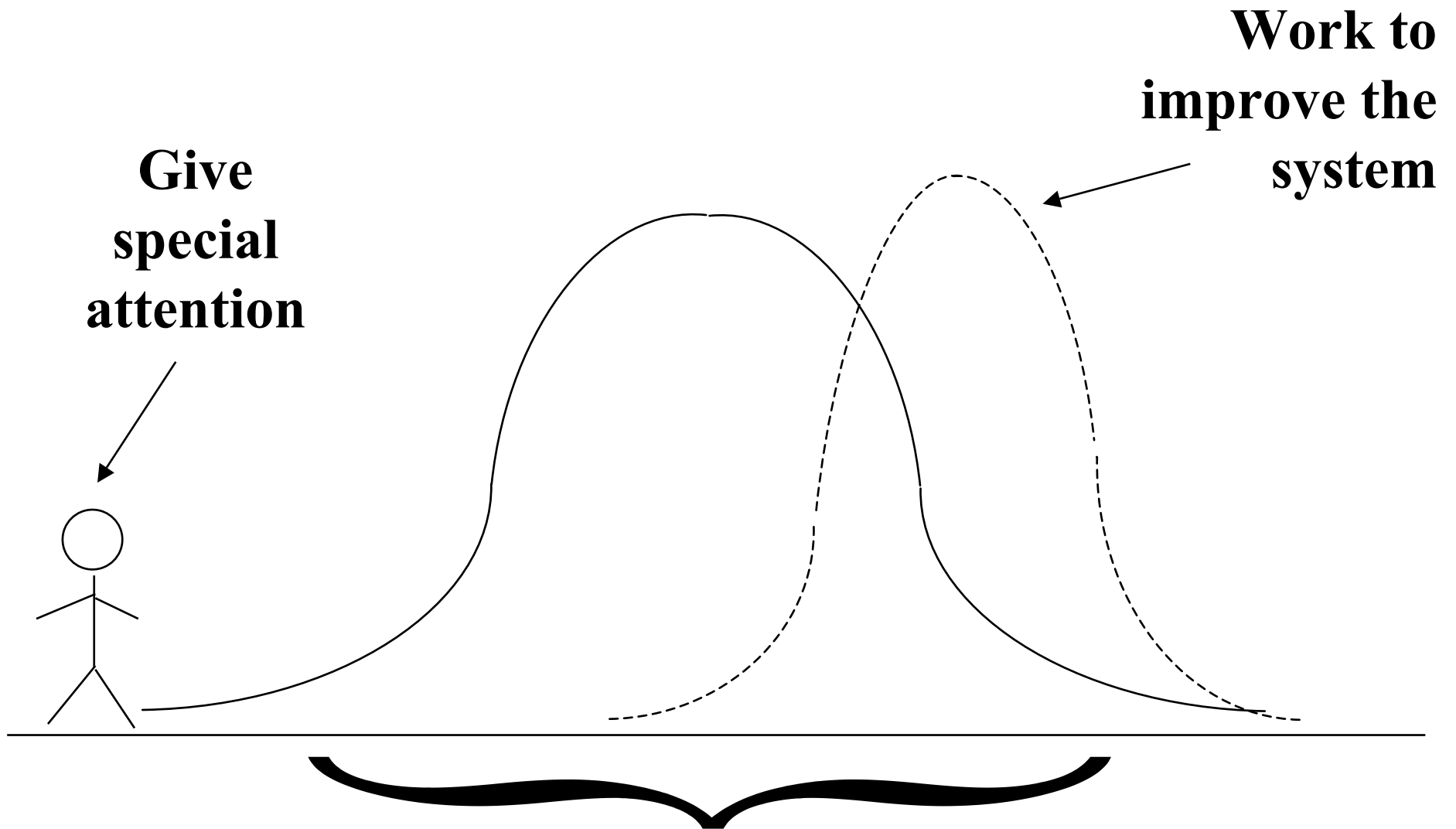


# **Variation is Normal**

We are all different from each other.

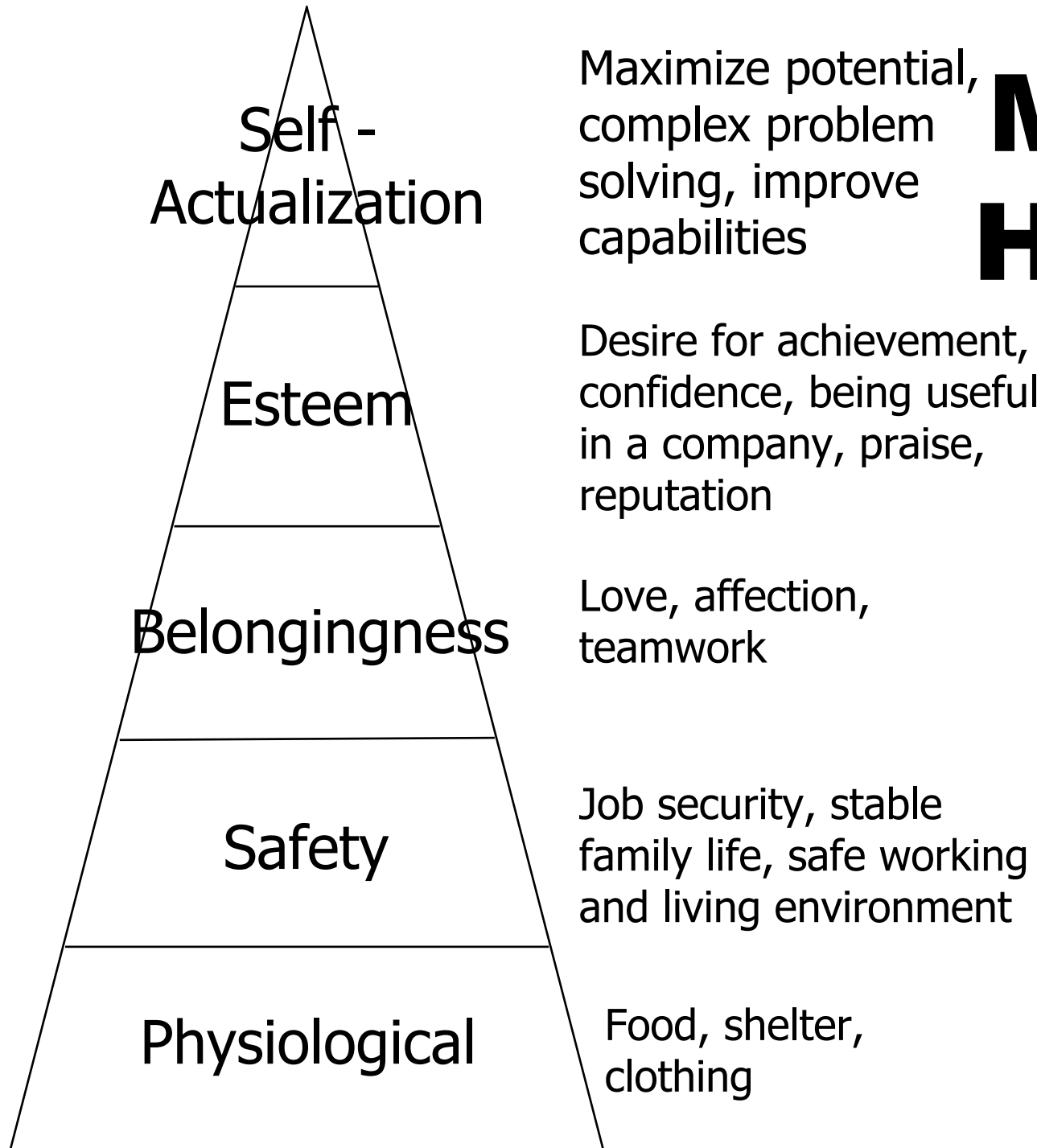
We learn in different ways  
and at different rates.





These people form a system  
and *must not be ranked*.

# Maslow's Hierarchy



# Two Types of Motivation

## Intrinsic

Learning

Sense of Achievement

Joy in Work



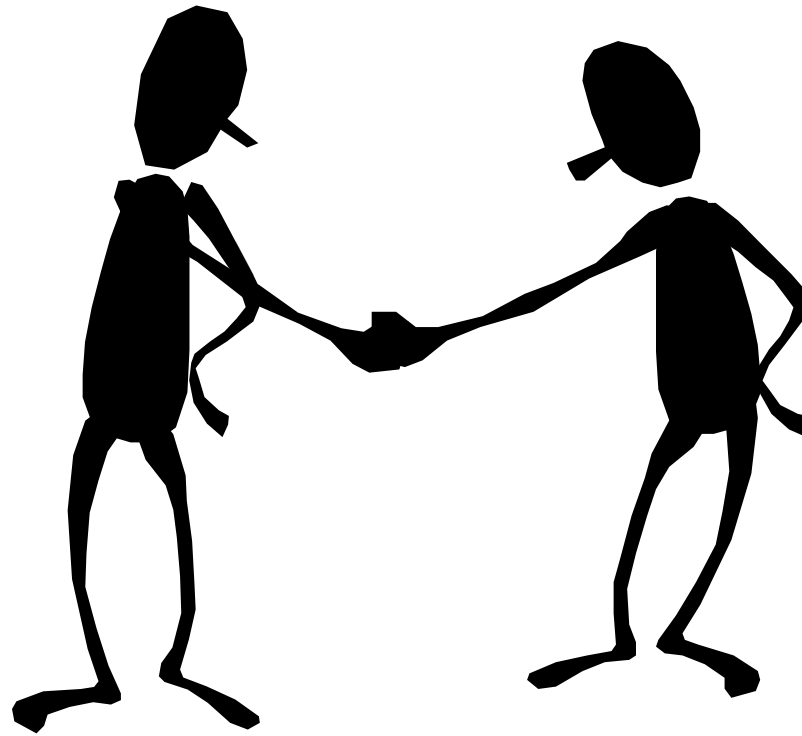
## Extrinsic

Title

Monetary Reward

Recognition

# **The Power of Interest-Based Agreements**



# Uncovering Interests

- Identify deeply held
  - Needs/Fears/Hopes
- Get past positions
- Discover the commonalities you share with others



# **Empathetic Role Play**

1. All parties role play “being” each other
2. Individual stakeholders form a team to impersonate the other
3. Each team presents until the other acknowledged that they are truly understood

# **Learnings from Role Play**

1. What do you see as the value of this exercise?
2. What are the risks?
3. How might you mitigate the risks?



# Listening Continuum

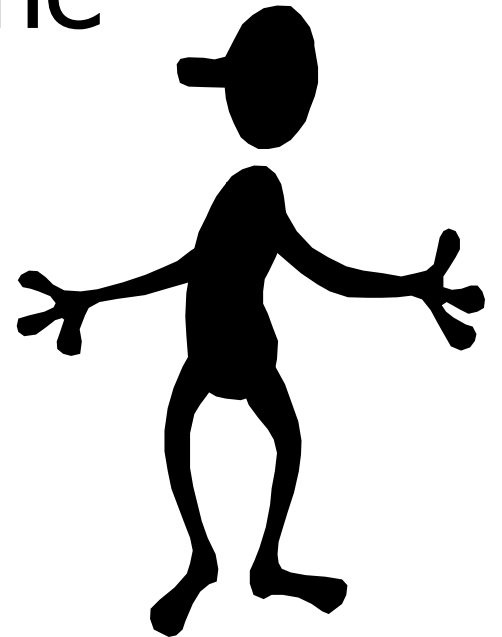


# **Overcoming Listening Challenges**

- Choose to listen
- Open your mind
- Prevent interruptions
- Listen for real meanings
- Watch your body language
- Respond appropriately

# Seeking Feedback

- Check your intention
- Honor (their) time and turf
- Share how you will use the information
- Ask specific questions
- Listen carefully



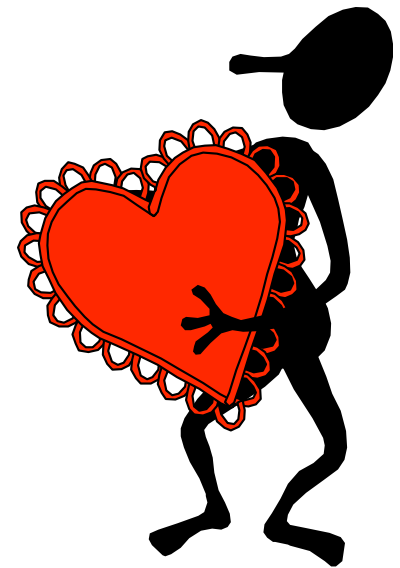
# Receiving Feedback

- Breathe
- Listen carefully
- Ask clarifying questions
- Acknowledge valid points
- Take time to sort out what you heard
- Don't be defensive



# Giving Feedback

- Check your true intention/assume a noble intention in others
- Honor communication style, time, turf
- Be specific – cite behaviors
- Use “I” statements
- Replace “but” with “and” & remember the “gift of it”



# Conflict

## Destructive

- Escalates and/or issues multiply
- Generalities replace specifics
- Leads to retaliation

Focus: *Who* is right

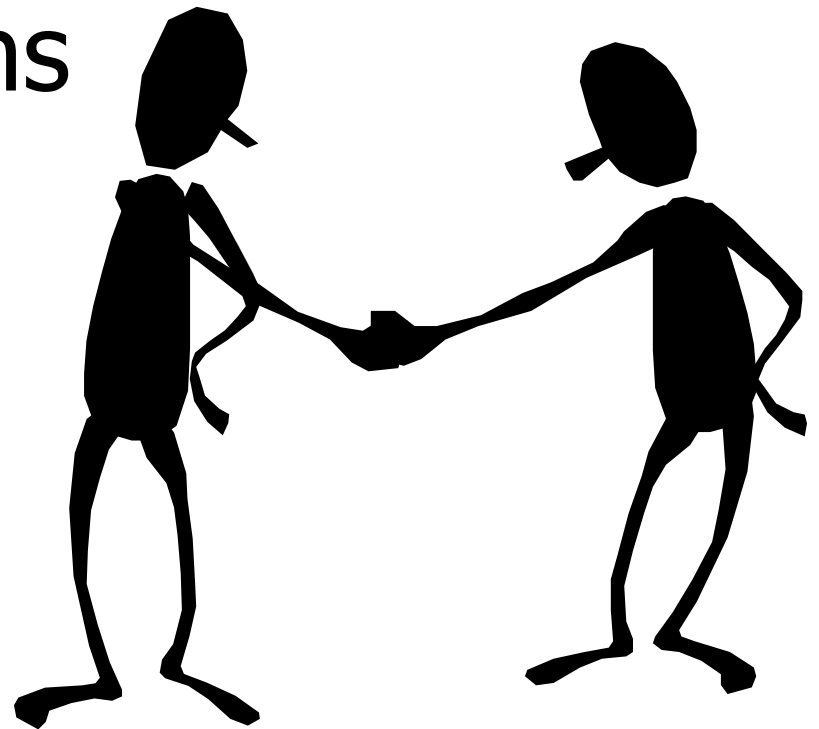
## Constructive

- Uncovers new ideas and innovations
- Fosters unity and understanding
- Leads to positive changes

Focus: *What* is right

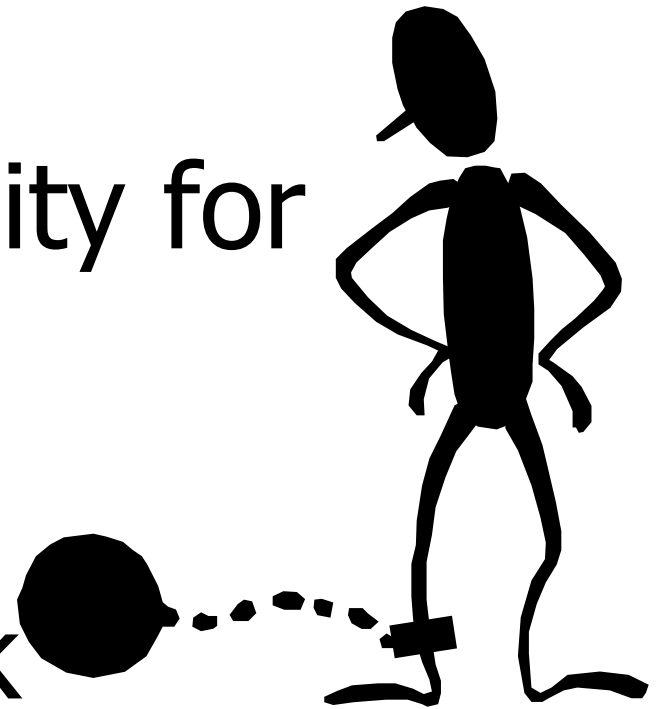
# Facilitating Conflict

- Listen empathetically
- Look for and acknowledge agreements
- Stick to the here and now
- Avoid generalizations
- Seek win/win
- Be open to learning



# Having to be Right

- Interferes with objectivity
- Undermines trust
- Diminishes your capacity for creativity, love, and full self expression
- Discourages teamwork



*Shuts off communication!*



# Language Tips

- Stick to behaviors vs. *attitude*
- Replace generalities (*always, never, etc.*) with specifics
- Replace *but* with *and*
- Replace *should, have to* with, *it's a good idea to, you might consider, etc.*



# Feedback in 60 Seconds

- Name the issue
- Select a specific example
- Describe your emotions
- Clarify what is “at stake”
- Identify your contribution
- Indicate your wish to “resolve” the issue
- Invite your partner to respond



# **Safeguard the Pool of Meaning**



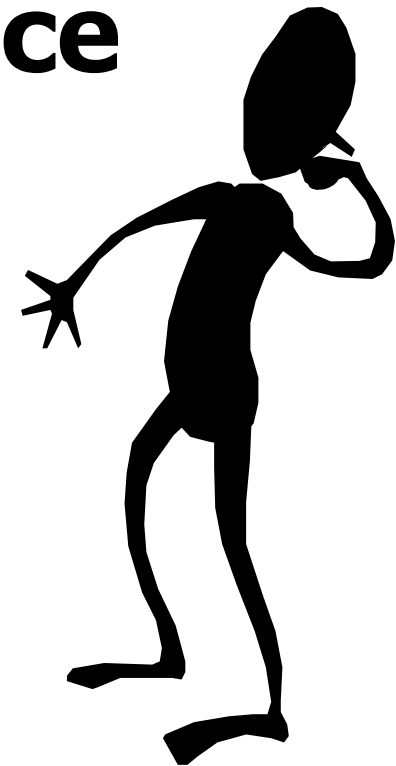
Patterson, Grenny, McMillan, Switzler, Crucial Conversations, 2002

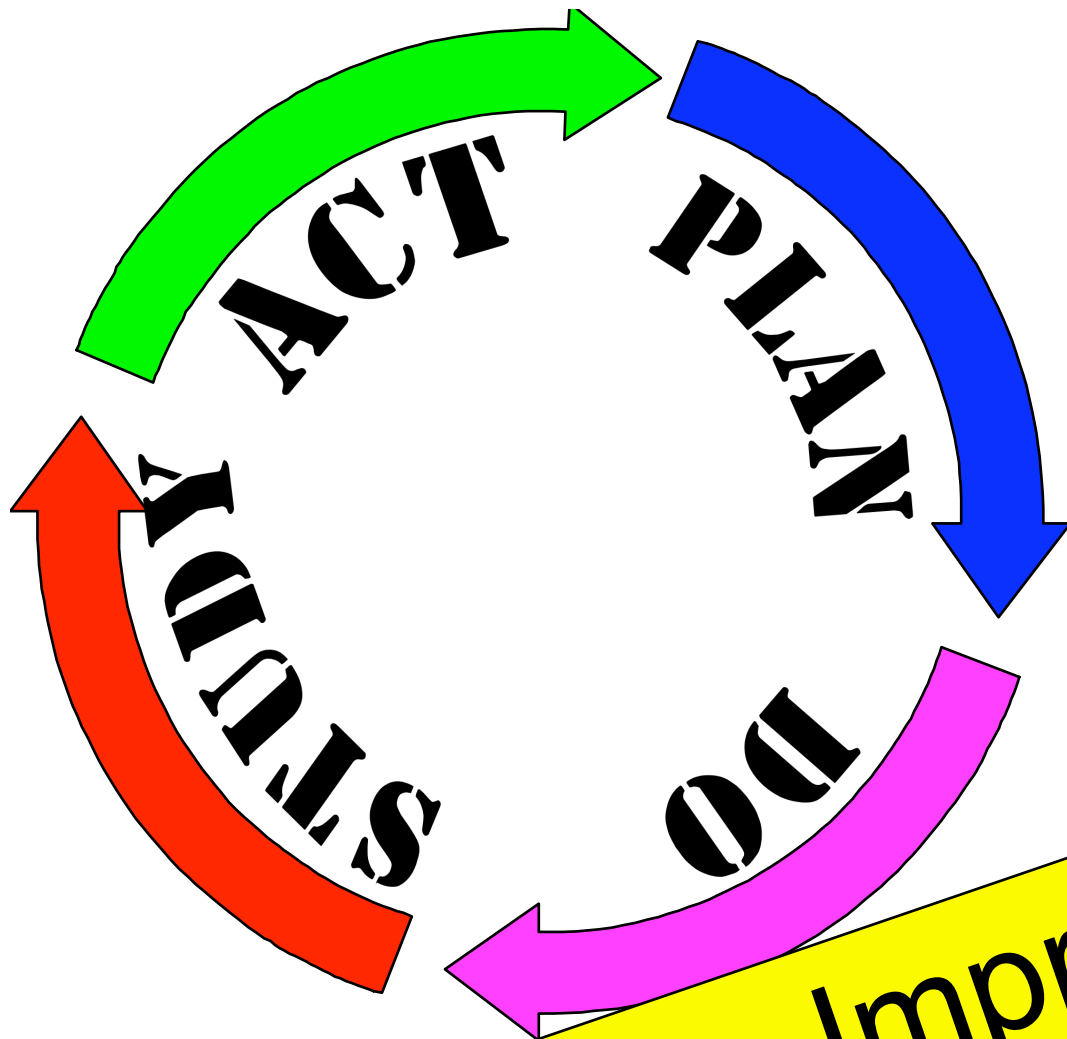
# **When it's Not Safe**



**Violence**

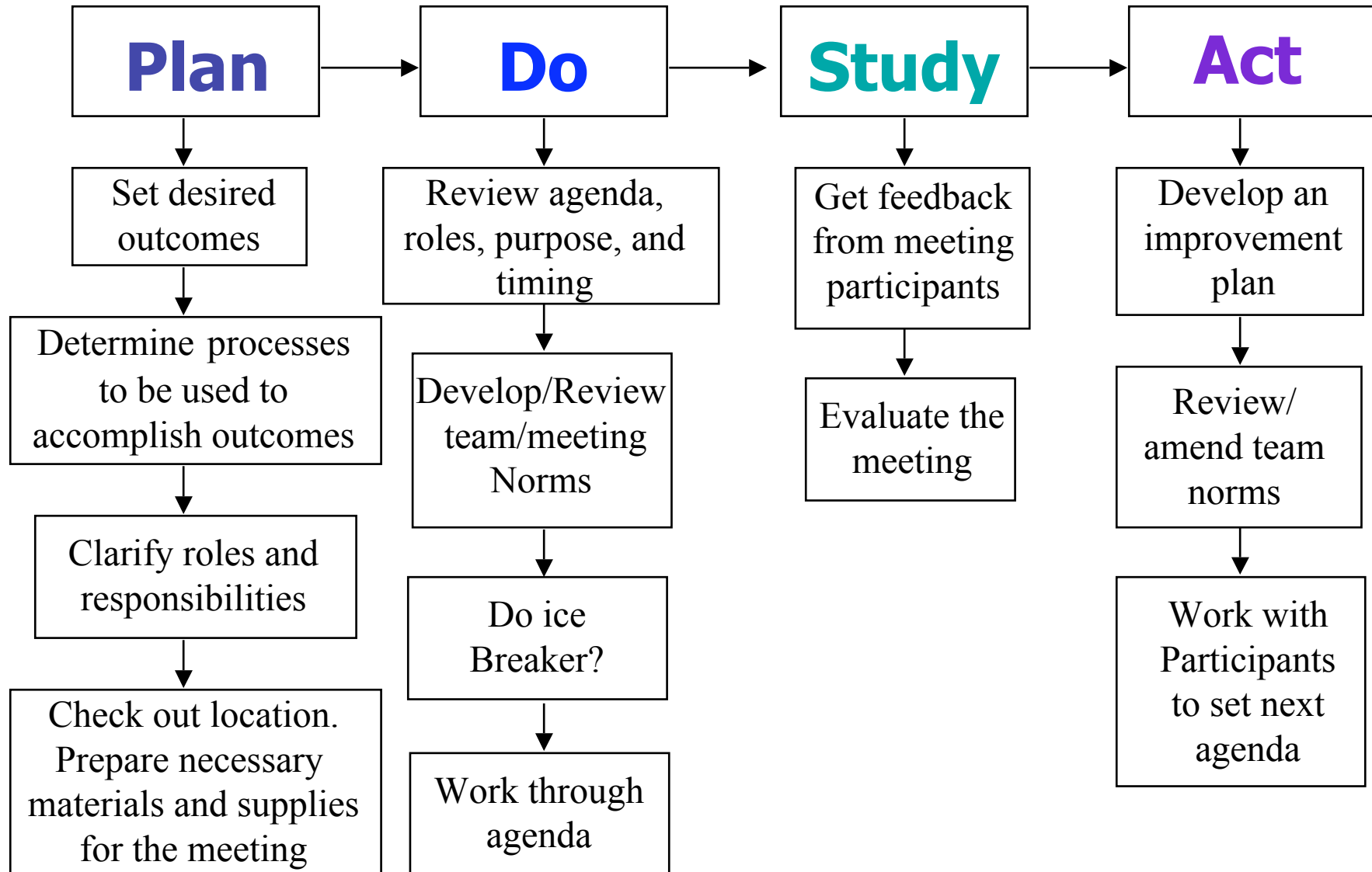
**Silence**





**Continuous Improvement**

# PDSA Meeting Management



# Reaching Consensus

Open

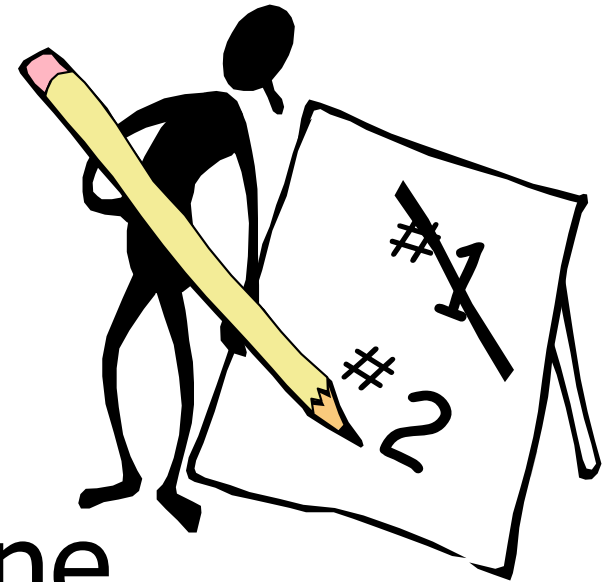
- Brainstorming

Narrow

- Clarify and Combine

Close

- Multi-Voting Techniques





# **Testing Consensus**

- 1.** I enthusiastically support the proposed decision. I feel it reflects our best effort.
- 2.** I'm not enthusiastic about the decision, and I can live it.
- 3.** I don't really like the decision and I won't stand in the way if the rest of the team supports it.

# **Testing Consensus**

- 4.** I don't agree with the proposed decision at all. I believe it does not reflect the interests of the team.
- 5.** I do not believe the team has come together at all behind any proposed decision. We need more discussion and work before any decision is adopted.

# Meeting Evaluation

