

INTRODUCTION TO THE FIRST EDITION

The benefits of group decision-making have been widely publicized: better thinking, better “buy-in,” better decisions all around. Yet the promise often fails to materialize. Many decisions made in groups are neither thoughtful nor inclusive; they are unimaginative, watered-down mediocrities.

Why is this so?

To a large degree, the answer is deeply rooted in prevailing cultural values that make it difficult for people to actually think in groups. Without even realizing it, many people make value judgments that inhibit spontaneity and deter others from saying what is really on their minds. For example, ideas that are expressed in clumsy ways, or in tentative terms, are often treated as if they were decidedly inferior to ideas that are presented with eloquent rhetorical flourish. Efforts to explore complexities are discouraged, in favor of pithy judgments and firm-sounding conclusions. Making action plans – no matter how unrealistic they might be – is called “getting something done,” while analyzing the underlying causes of a problem is called “going off on a tangent.” Mixed messages abound: speak your mind but don’t ask too many questions; be passionate but don’t show your feelings; be productive but hurry up – and get it right the first time. All said, conventional values do not promote effective thinking in groups.

Yet, when it’s done well, group decision-making remains the best hope for solving difficult problems. There is no substitute for the wisdom that results from a successful integration of divergent points of view. Successful group decision-making requires a group to take advantage of the full range of experience and skills that reside in its membership. This means encouraging people to speak up. It means *inviting* difference, not fearing it. It means struggling to understand one another, especially in the face of the pressures and contradictions that typically drive group members to shut down. In short, it means operating from *participatory* values.

PARTICIPATORY GROUPS

Everyone participates, not just the vocal few.

People give each other room to think and get their thoughts all the way out.

Opposing viewpoints are allowed to co-exist in the room.

People draw each other out with supportive questions. “Is *this* what you mean?”

Each member makes the effort to pay attention to the person speaking.

People are able to listen to each other’s ideas because they know *their own ideas will also be heard*.

Each member speaks up on matters of controversy. Everyone knows where everyone stands.

Members can accurately represent each other’s points of view – even when they don’t agree with them.

People refrain from talking behind each other’s backs.

Even in the face of opposition from the person-in-charge, people are encouraged to stand up for their beliefs.

A problem is not considered solved until everyone who will be affected by the solution understands the reasoning.

When people make an agreement, it is assumed that the decision still reflects a wide range of perspectives.

CONVENTIONAL GROUPS

The fastest thinkers and most articulate speakers get more airtime.

People interrupt each other on a regular basis.

Differences of opinion are treated as *conflict* that must either be stifled or “solved.”

Questions are often perceived as challenges, as if the person being questioned has done something wrong.

Unless the speaker *captivates* their attention, people space out, doodle or check the clock.

People have difficulty listening to each other’s ideas because they’re busy rehearsing what *they* want to say.

Some members remain quiet on controversial matters. No one really knows where everyone stands.

People rarely give accurate representations of the opinions and reasoning of those whose opinions are at odds with their own.

Because they don’t feel permission to be direct *during* the meeting, people talk behind each other’s backs outside the meeting.

People with discordant, minority perspectives are commonly discouraged from speaking out.

A problem is considered solved as soon as the fastest thinkers have reached an answer. Everyone else is then expected to “get on board” regardless of whether s/he understands the logic of the decision.

When people make an agreement, it is assumed that they are all thinking the exact same thing.

Participatory and conventional approaches to group decision-making yield entirely different group norms.

Some of the differences are presented in the table on the page to the left. As the table implies, a shift from conventional values to participatory values is not a simple matter of saying, “Let’s become a thinking team.” It requires a change of mindset – a committed effort from a group to swim against the tide of prevailing values and assumptions.

When a group undertakes this challenge, its participants often benefit from the services a competent facilitator can provide for them. Left to their own devices, many groups would slip back into conventional habits. A facilitator, however, has the skills to help a group outgrow their old familiar patterns. Specifically, the facilitator encourages full participation, s/he promotes mutual understanding, s/he fosters inclusive solutions and s/he cultivates shared responsibility. These four functions (discussed in depth in chapter 3) are derived from the core values of participatory decision-making.

Putting Participatory Values Into Practice

The facilitator is the keeper of the flame, the carrier of the vision of what Michael Doyle described, in his foreword, as “a fair, inclusive and open process.” This is why many facilitators help their groups to understand the dynamics and values of group decision-making. They recognize that it is empowering for participants to acquire common language and shared points of reference about their decision-making processes.

When a facilitator helps group members acquire process skills, s/he is acting in congruence with one of the core values of participatory decision-making: shared responsibility. This value played a prominent role in the design of *The Facilitator’s Guide to Participatory Decision-Making*. It was written as a series of stand-alone pages that facilitators can photocopy and distribute to the members of their groups.

For example, newly forming groups often benefit from reading and discussing chapters 1 and 2. These pages take less than fifteen minutes to read; they are entertaining; and they provide the basis for meaningful conversations about the dynamics and values of participatory decision-making. Within the guidelines of the policy statement on photocopying (see page 373), feel free to reproduce any part of this book that will strengthen your group's capacity for reaching sustainable agreements.

Facilitating Sustainable Agreements

The process of building a sustainable agreement has four stages: gathering diverse points of view; building a shared framework of understanding; developing inclusive solutions; and reaching closure. A competent facilitator knows how to move a group from start to finish through those stages. To do so, s/he needs a conceptual understanding of the dynamics and values of participatory decision-making (as provided in Part I of this book). S/he also needs a standard set of process management skills (as provided in Part II). And s/he needs a repertoire of sophisticated thinking tools, to propose and conduct stage-specific interventions (as provided in Part III and Part IV).

Fulfilling The Promise of Group Decision-Making

Those who practice participatory methods often come to see that facilitating a meeting is more than merely an occasion for solving a problem or creating a plan. It is also an opportunity to support profound personal learning, and it is an opportunity to strengthen the capacity and effectiveness of the group as a whole. These opportunities are only realizable – the promise of group decision-making can only be fulfilled – through the struggle and the satisfaction of putting participatory values into practice.

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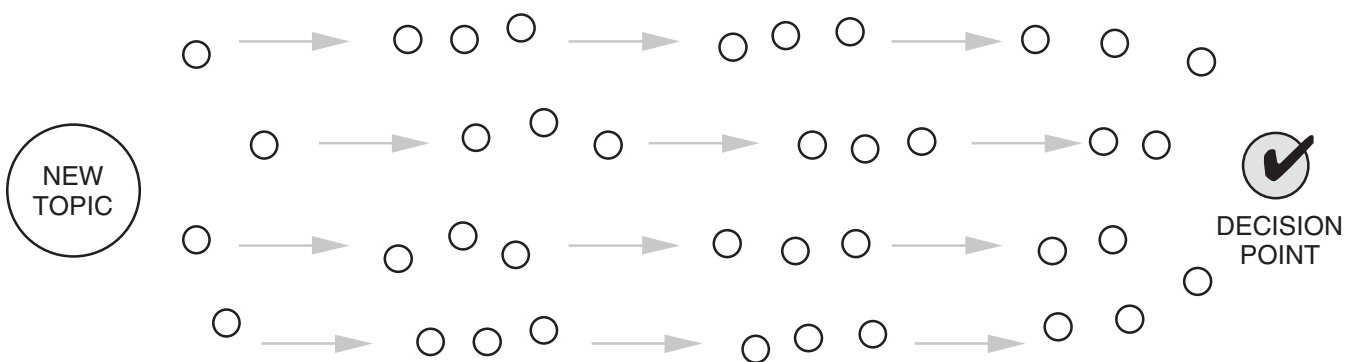
THE DYNAMICS OF GROUP DECISION-MAKING

IDEALIZED AND REALISTIC MODELS OF
COLLABORATION IN GROUPS

- ▶ **Misunderstandings About the
Process of Group Decision-Making**
- ▶ **The Struggle to Integrate Diverse
Perspectives**
- ▶ **The Diamond of Participatory
Decision-Making**

DYNAMICS OF GROUP DECISION-MAKING

INTRODUCTION



This picture portrays a hypothetical problem-solving discussion.

Each circle – ○ – represents one idea. Each line of circles-and-arrows represents one person's line of thought as it develops during the discussion.

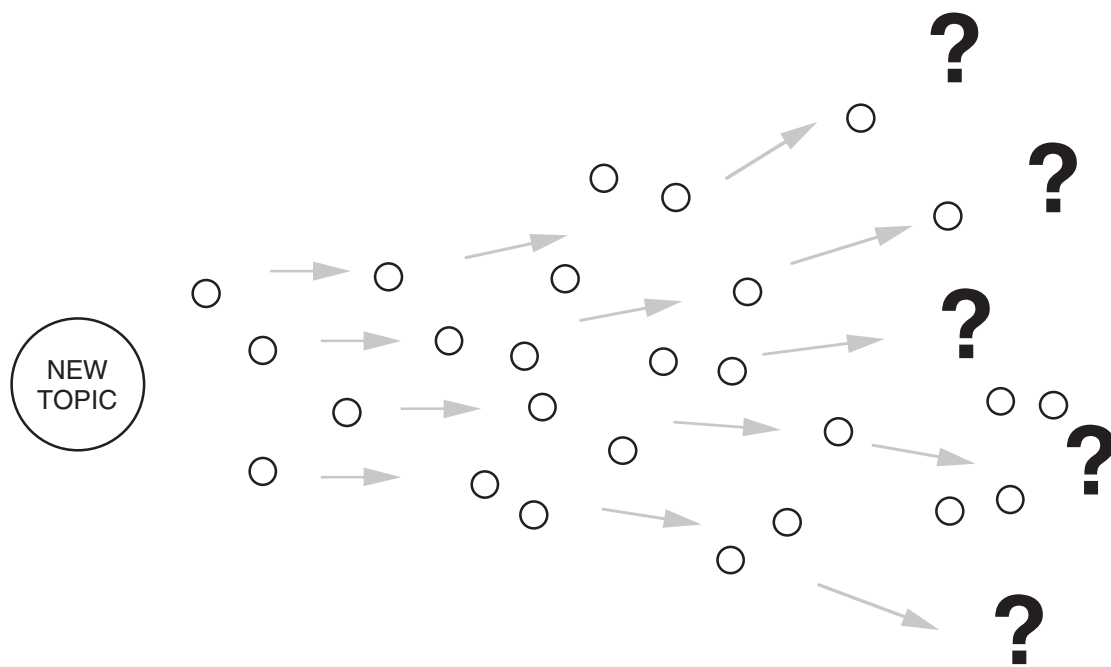
As diagrammed, everyone appears to be tracking each other's ideas, everyone goes at the same pace, and everyone stays on board every step of the way.

A depressingly large percentage of people who work in groups believe this stuff. They think this picture realistically portrays a healthy, flowing decision-making process. And when their actual experience doesn't match up with this model, *they think it's because their own group is defective.*

If people actually behaved as the diagram suggests, group decision-making would be much less frustrating. Unfortunately, real-life groups don't operate this way.

DYNAMICS OF GROUP DECISION-MAKING

SAD BUT TRUE



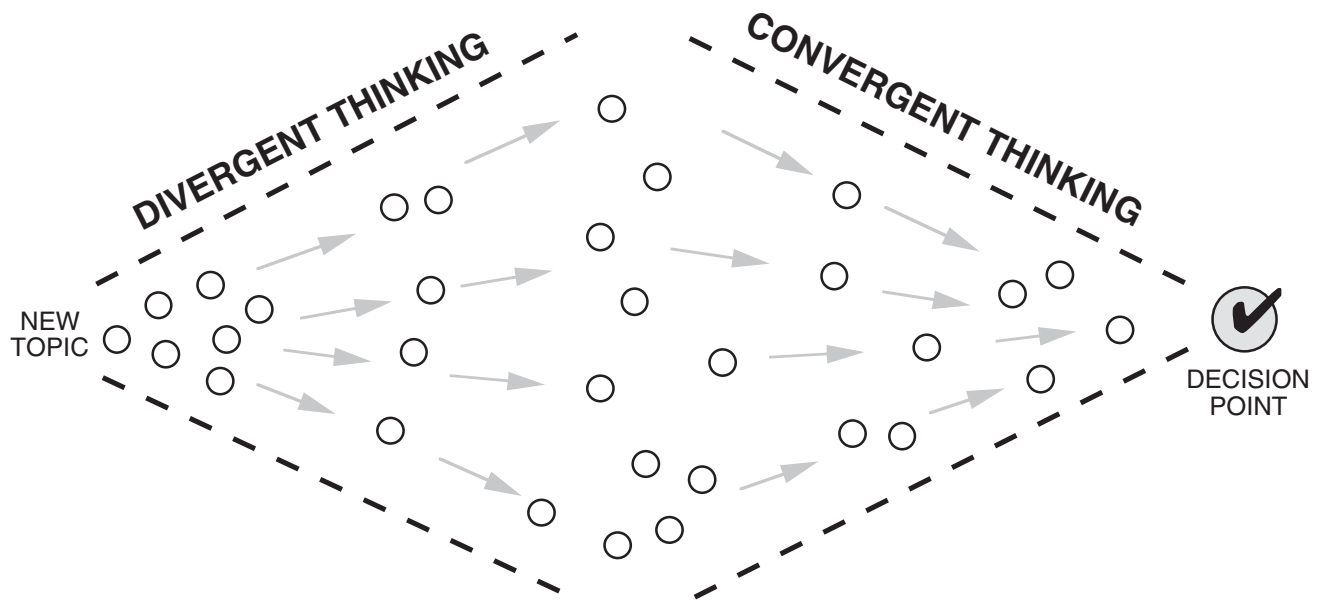
Group members are humans. We *do* go on tangents. We *do* lose track of the central themes of a discussion. We *do* get attached to our ideas. Even when we're all making our best effort to "keep focused" and "stay on track," we *can't change the fact that we are individuals with diverging points of view.*

When a discussion loses focus or becomes confusing, it can appear to many people that the process is heading out of control. Yet this is not necessarily what's really going on. Sometimes what appears to be chaos is actually a prelude to creativity.

But how can we tell which is which? How do we recognize the difference between a degenerative, spinning-our-wheels version of group confusion and the dynamic, diversity-stretches-our-imagination version of group confusion?

DYNAMICS OF GROUP DECISION-MAKING

CLOSER TO REALITY



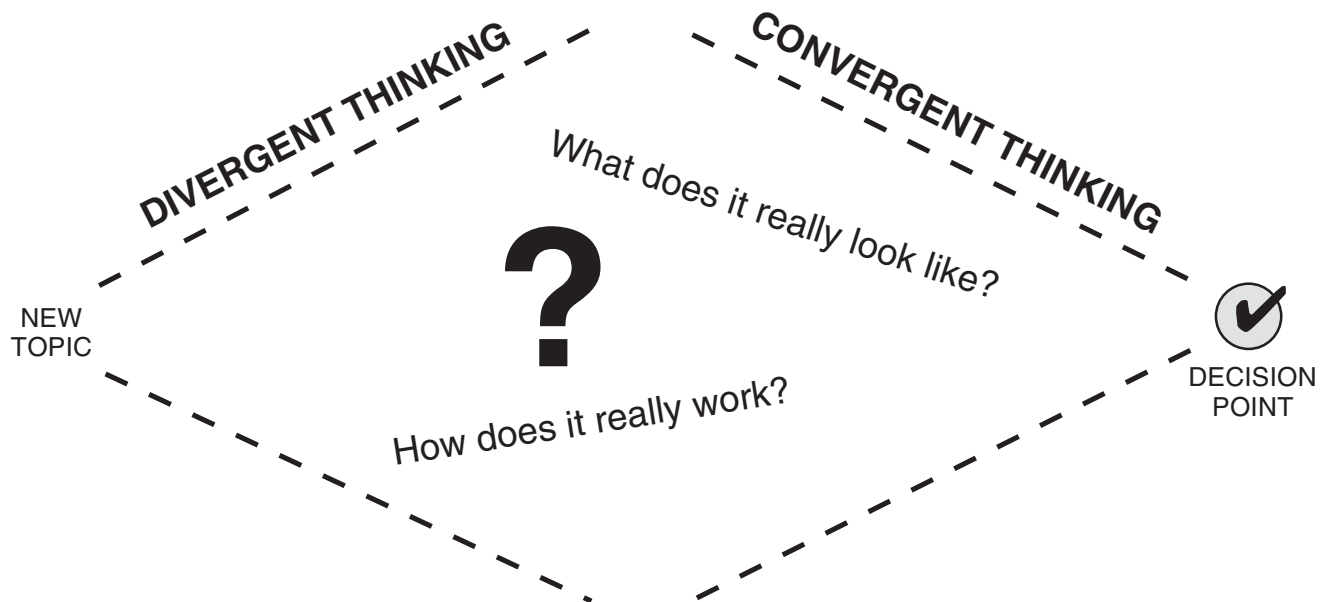
At times the individual members of a group need to express their own points of view. At other times, the same people want to narrow their differences and aim the discussion toward closure. Throughout this book, these two types of “thinking processes” are referred to as *divergent thinking* and *convergent thinking*.

Here are four examples:

DIVERGENT THINKING	vs.	CONVERGENT THINKING
Generating alternatives	vs.	Evaluating alternatives
Free-flowing open discussion	vs.	Summarizing key points
Gathering diverse points of view	vs.	Sorting ideas into categories
Suspending judgment	vs.	Exercising judgment

DYNAMICS OF GROUP DECISION-MAKING

UNANSWERED
QUESTIONS



Some years ago, a large, well-known computer manufacturer developed a problem-solving model that was based on the principles of divergent thinking and convergent thinking.

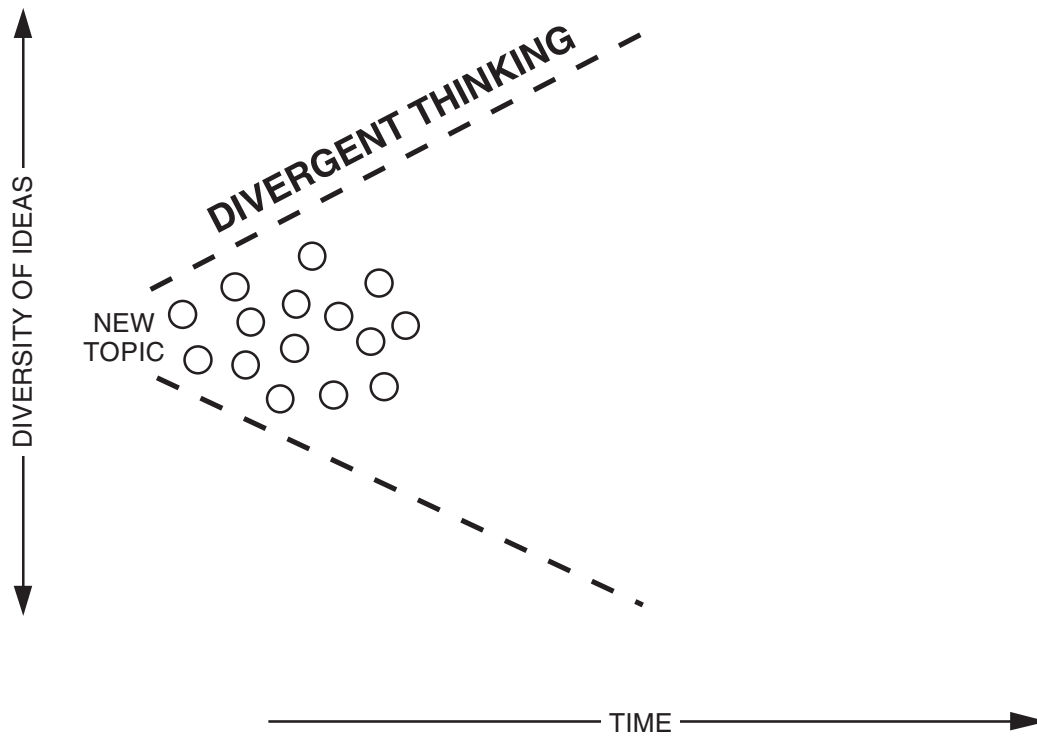
This model was used by managers throughout the company. But it didn't always work so well. One project manager told us that it took their group *two years* to revise the reimbursement procedure for travel expenses.

Why would that happen? How does group decision-making *really* work?

To explore these questions in greater depth, the following pages present a series of stop-action snapshots of the process of group decision-making.

DYNAMICS OF GROUP DECISION-MAKING

DISCUSSION
BEGINS

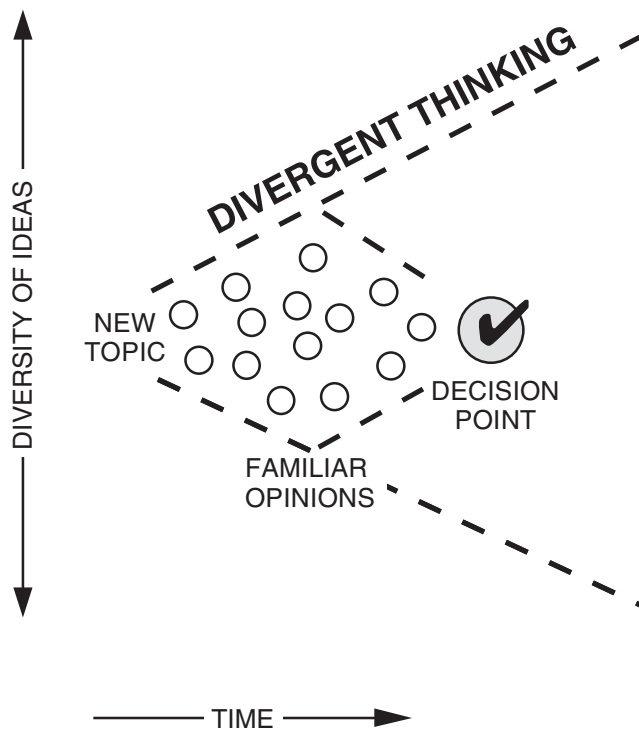


The early rounds of a discussion cover safe, familiar territory. People take positions that reflect conventional wisdom. They rehash well-worn disagreements, and they make proposals for obvious solutions.

This is the normal (and human) way for any problem-solving discussion to begin. *The first ideas we express are the ones that are easiest to think about.*

DYNAMICS OF GROUP DECISION-MAKING

QUICK
DECISIONS

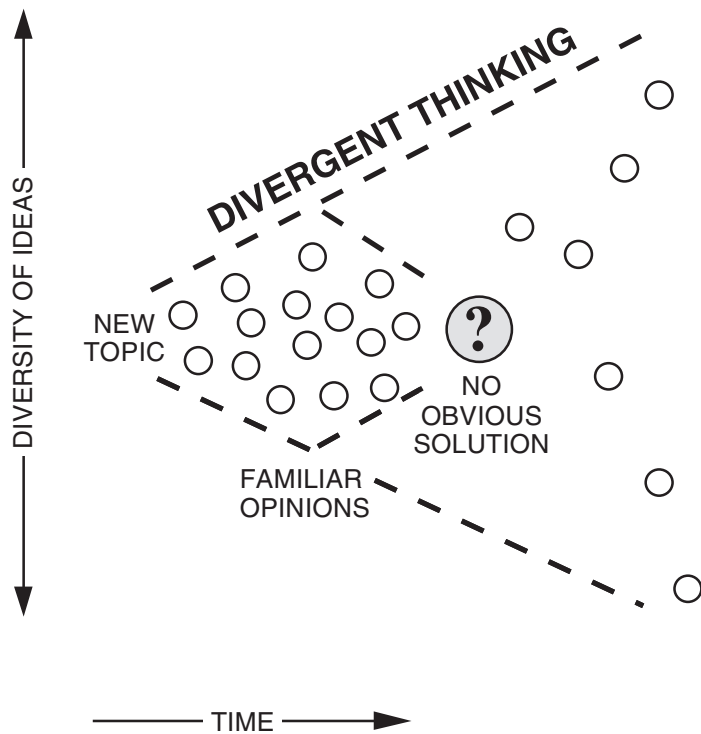


When a problem has an obvious solution, it makes sense to close the discussion quickly. Why waste time?

There's only one problem: most groups try to bring *every* discussion to closure this quickly.

DYNAMICS OF GROUP DECISION-MAKING

NO OBVIOUS SOLUTION

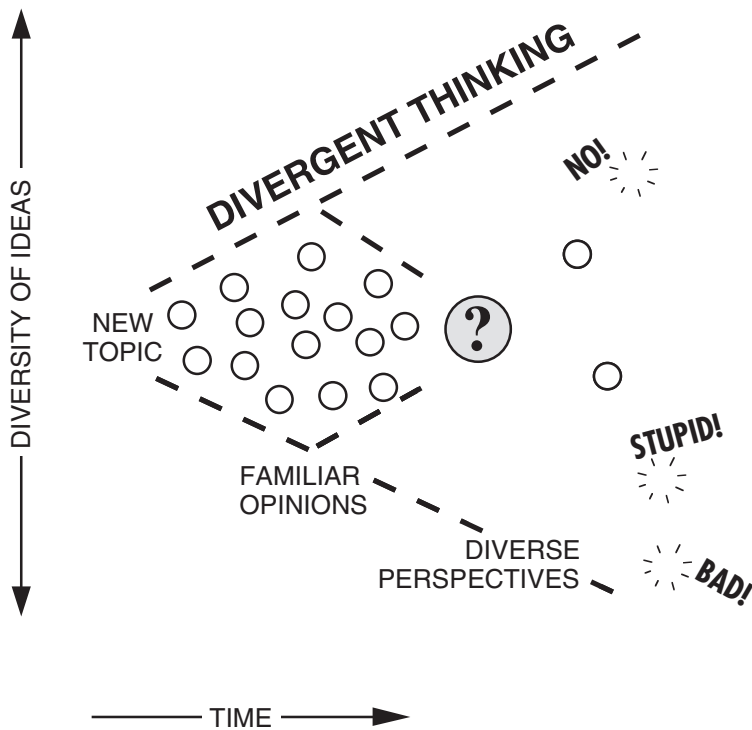


Some problems have *no* easy solutions. For example, how does an inner-city public school prevent campus violence? What steps should a business take to address the needs of an increasingly diverse workforce? Cases like these require a lot of thought; the issues are too complex to be solved with familiar opinions and conventional wisdom.

When a group of decision-makers has to wrestle with a difficult problem, they will not succeed in solving it until they *break out of the narrow band of familiar opinions* and explore a wider range of possibilities.

DYNAMICS OF GROUP DECISION-MAKING

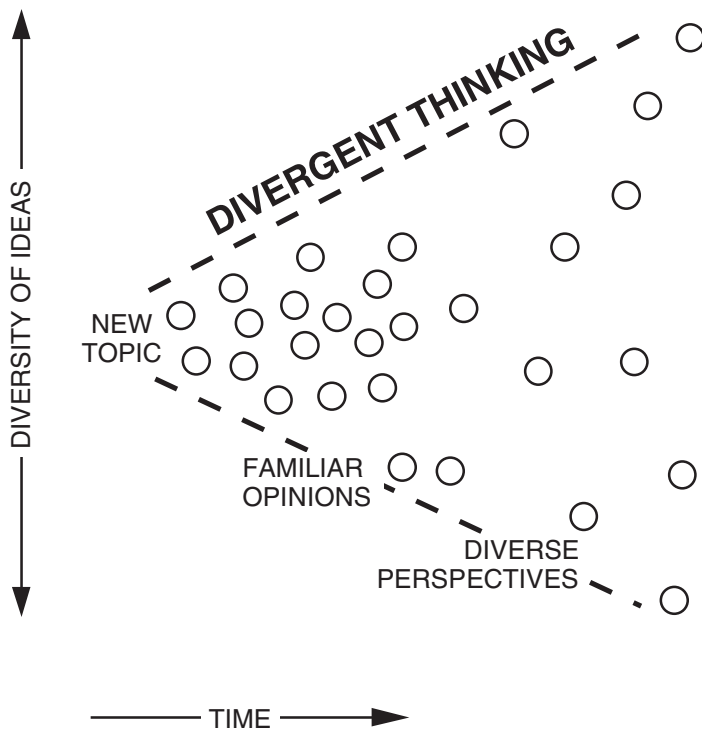
THE CLASSIC DEAD END



Unfortunately, most groups aren't very good at cultivating unfamiliar or unpopular opinions.

DYNAMICS OF GROUP DECISION-MAKING

EXPLORING
POSSIBILITIES

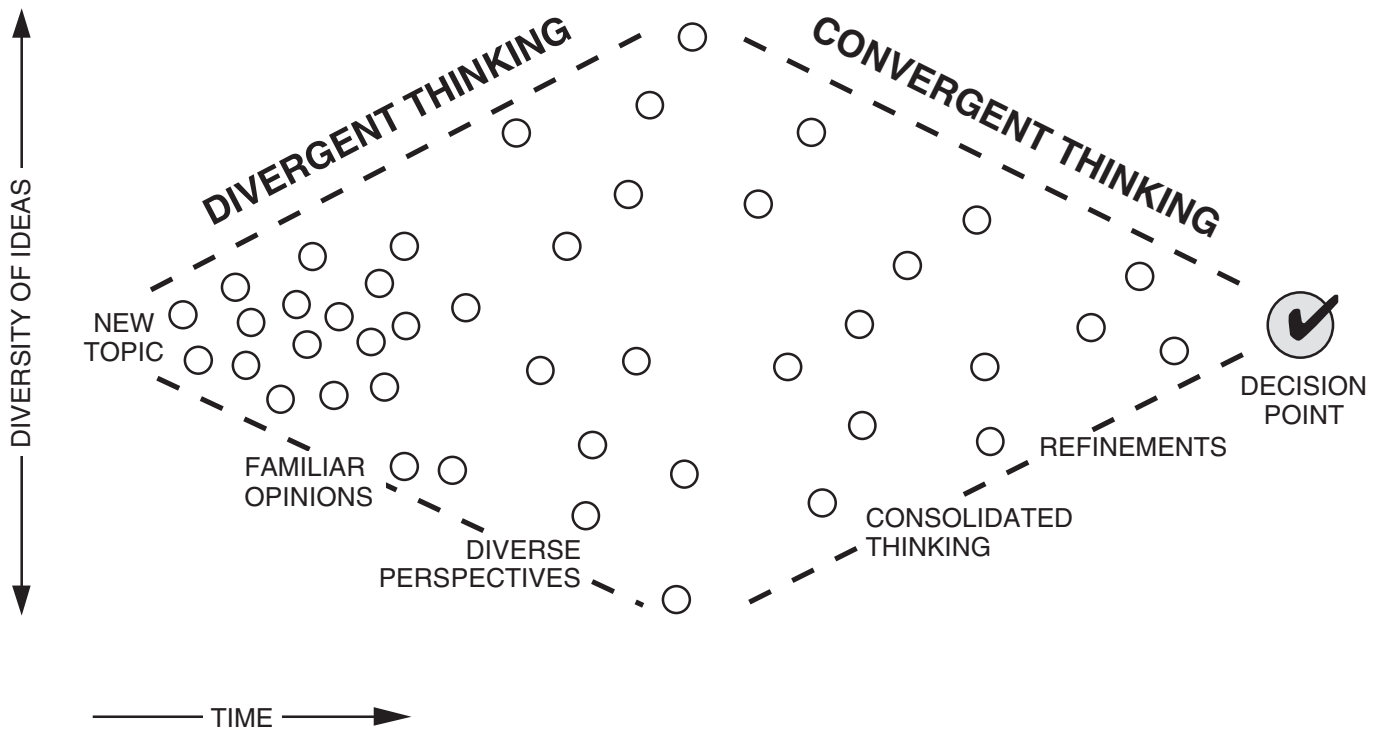


Now and then, when the stakes are sufficiently high and the stars are in proper alignment, a group can manage to overcome the tendency to criticize and inhibit its members. On such occasions, people tentatively begin to consider new perspectives. Some participants might take a risk and express controversial opinions. Others might offer ideas that aren't fully developed.

Since the goal is to find a new way of thinking about the problem, variety is obviously desirable . . . but the spread of opinions can become cumbersome and difficult to manage. Then what?

DYNAMICS OF GROUP DECISION-MAKING

IDEALIZED
PROCESS

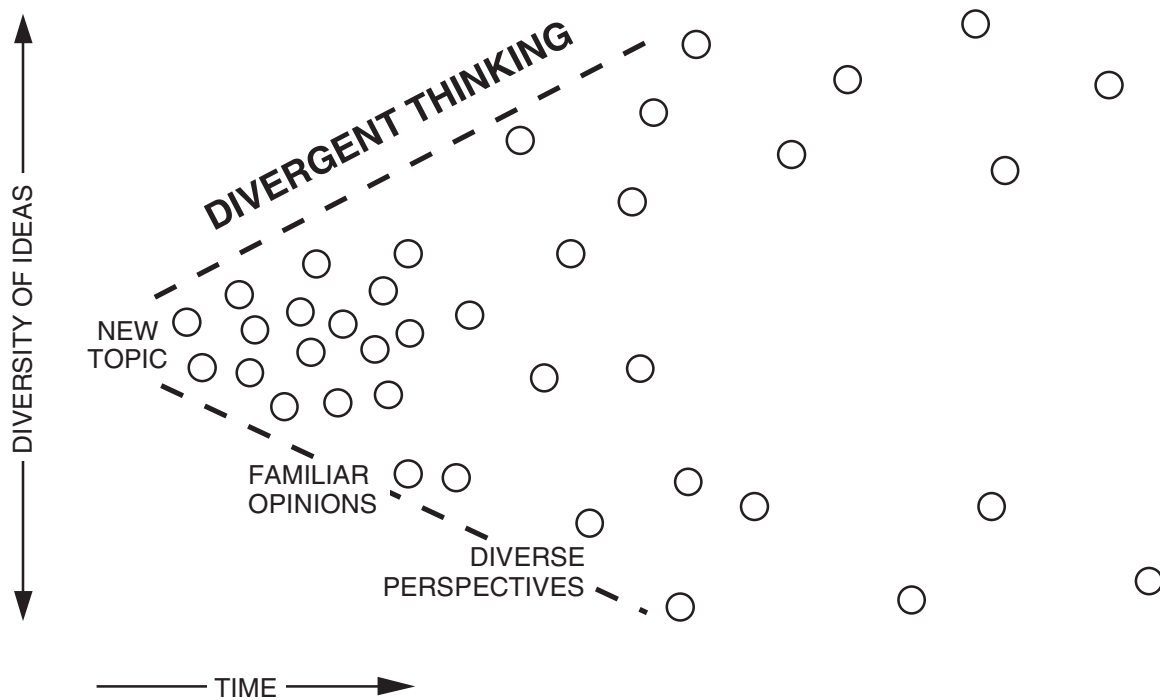


In theory, a group that has committed itself to thinking through a difficult problem would move forward in orderly, thoughtful steps. First, the group would generate and explore a diverse set of ideas. Next, they would consolidate the best thinking into a proposal. Then, they'd refine the proposal until they arrived at a final decision that nicely incorporated the breadth of their thinking.

Ah yes . . . if only *real life* worked that way.

DYNAMICS OF GROUP DECISION-MAKING

TYPICAL
PROCESS



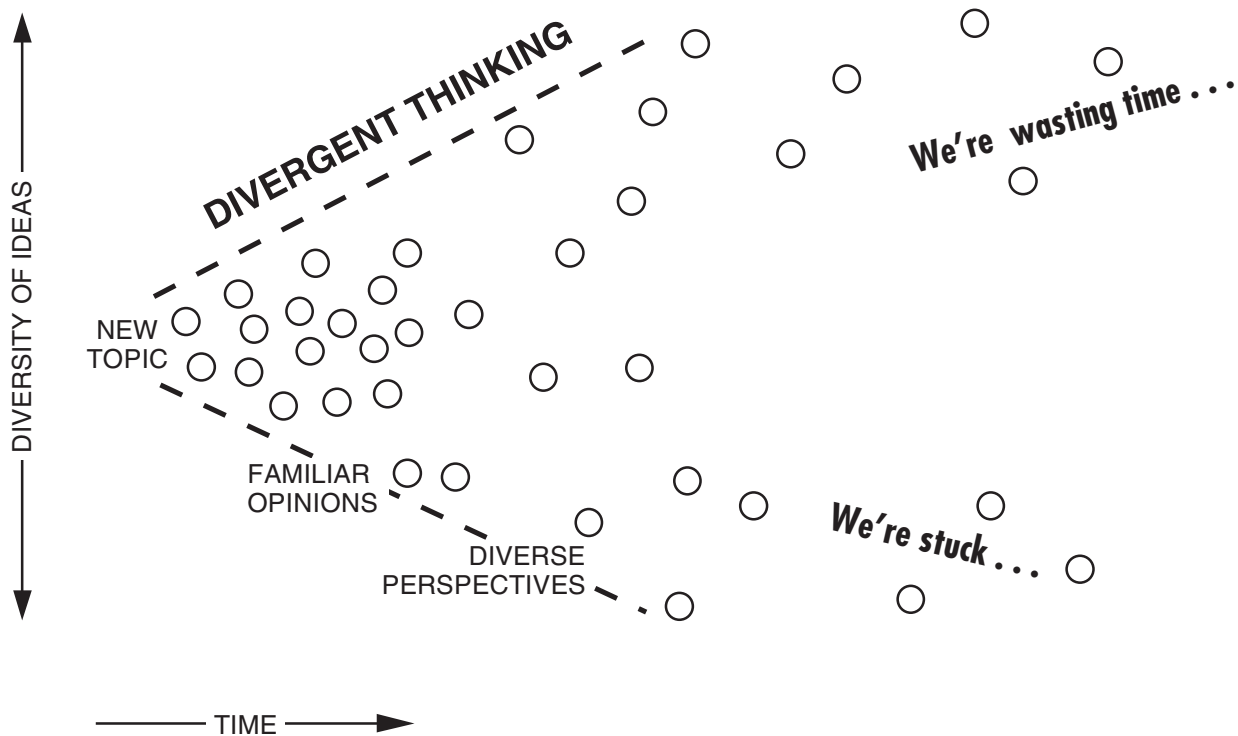
In practice, it can be hard for some people to stop expressing their own opinions and shift to listening to, and understanding the opinions of others.

And it can be particularly challenging to do so when a wide diversity of perspectives are in play. In such cases people can get overloaded, disoriented, annoyed, impatient – or all of the above. Some people feel misunderstood and keep repeating themselves. Other people push for closure . . .

Thus, even the most sincere attempts to solve difficult problems can – and often do – dissipate into confusion.

DYNAMICS OF GROUP DECISION-MAKING

ATTEMPTED
STEP-BACKS

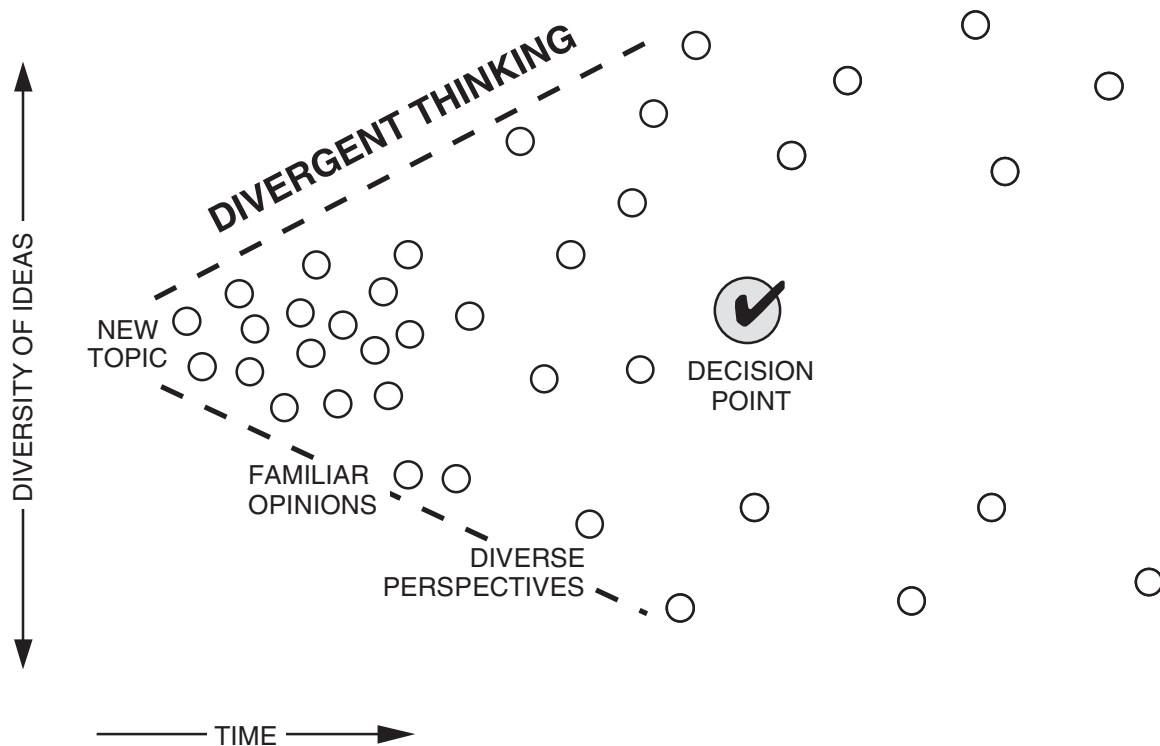


Sometimes one or more participants will attempt to step back from the content of the discussion and talk about the process. They might say things like, "I thought we all agreed to stick to the topic," or "Does anyone understand what's going on here?"

Groups rarely respond intelligently to such comments, especially ones that sound like cranky rhetorical questions. More commonly, a process comment becomes merely one more voice in the cacophony: yet another poorly understood perspective to be absorbed into the general confusion.

DYNAMICS OF GROUP DECISION-MAKING

POOR TIMING



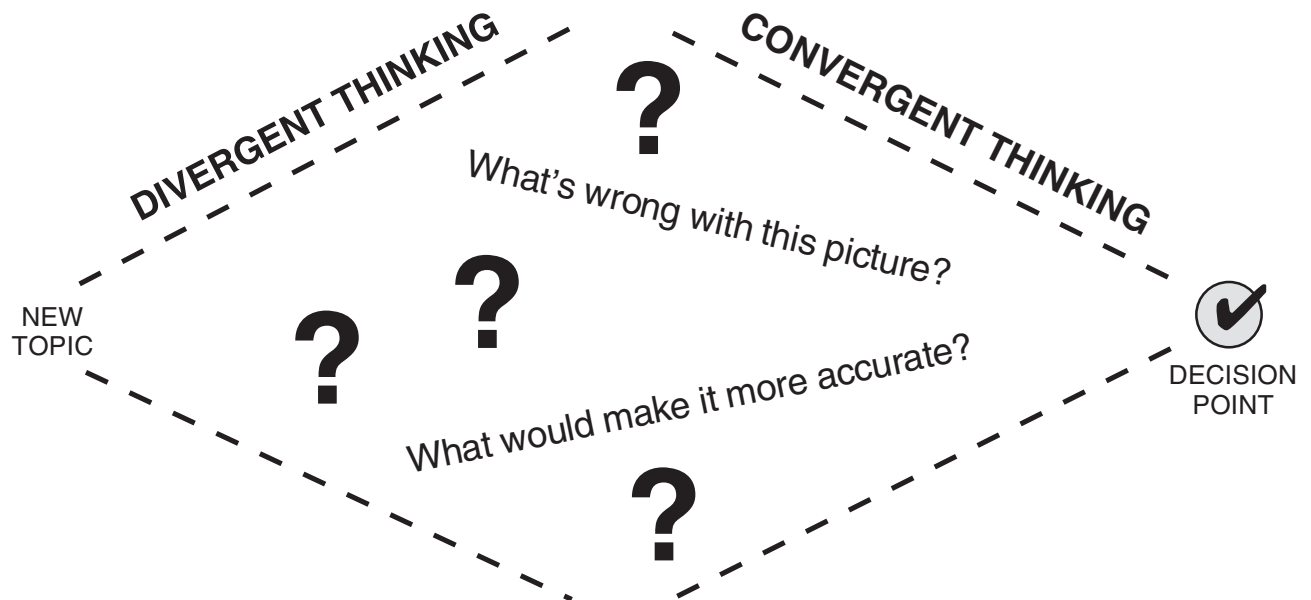
At this point in a process, the person in charge of a meeting can make the problem worse, if he or she attempts to alleviate frustration by announcing that s/he has made a decision. This is a common mistake.

The person-in-charge may believe that s/he has found a perfectly logical answer to the problem at hand, but this doesn't mean that everyone else will telepathically grasp the reasoning behind the decision. Some people may still be thinking along entirely different lines.

This is the exact case in which the person-in-charge *appears* to have made a decision before the meeting began. "Why did s/he tell me I'd have a say in this matter, when s/he had already made the decision?" Thus a good faith effort to streamline a rambling conversation can lead to distrust, and even cynicism.

DYNAMICS OF GROUP DECISION-MAKING

WHAT'S
MISSING?

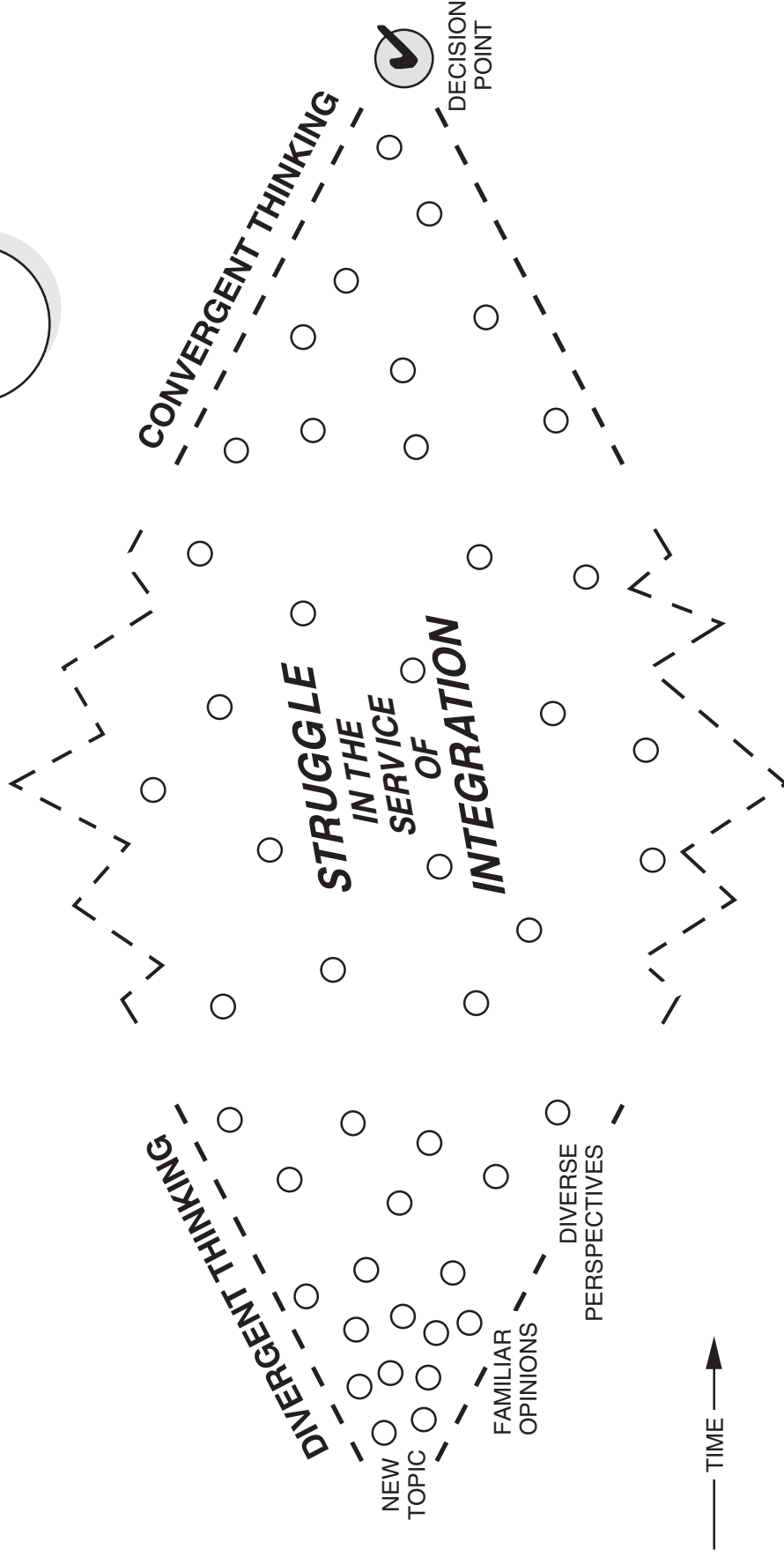


Obviously, there's something wrong with the idealized model. In real life, groups do not automatically shift into convergent thinking. Even after spending substantial time in divergent thinking activities, most groups who make it that far will run into obstacles like those noted on previous pages. In other words, they can easily get "stuck" in their divergence.

None of this is modeled in the diagram shown above. What's missing?

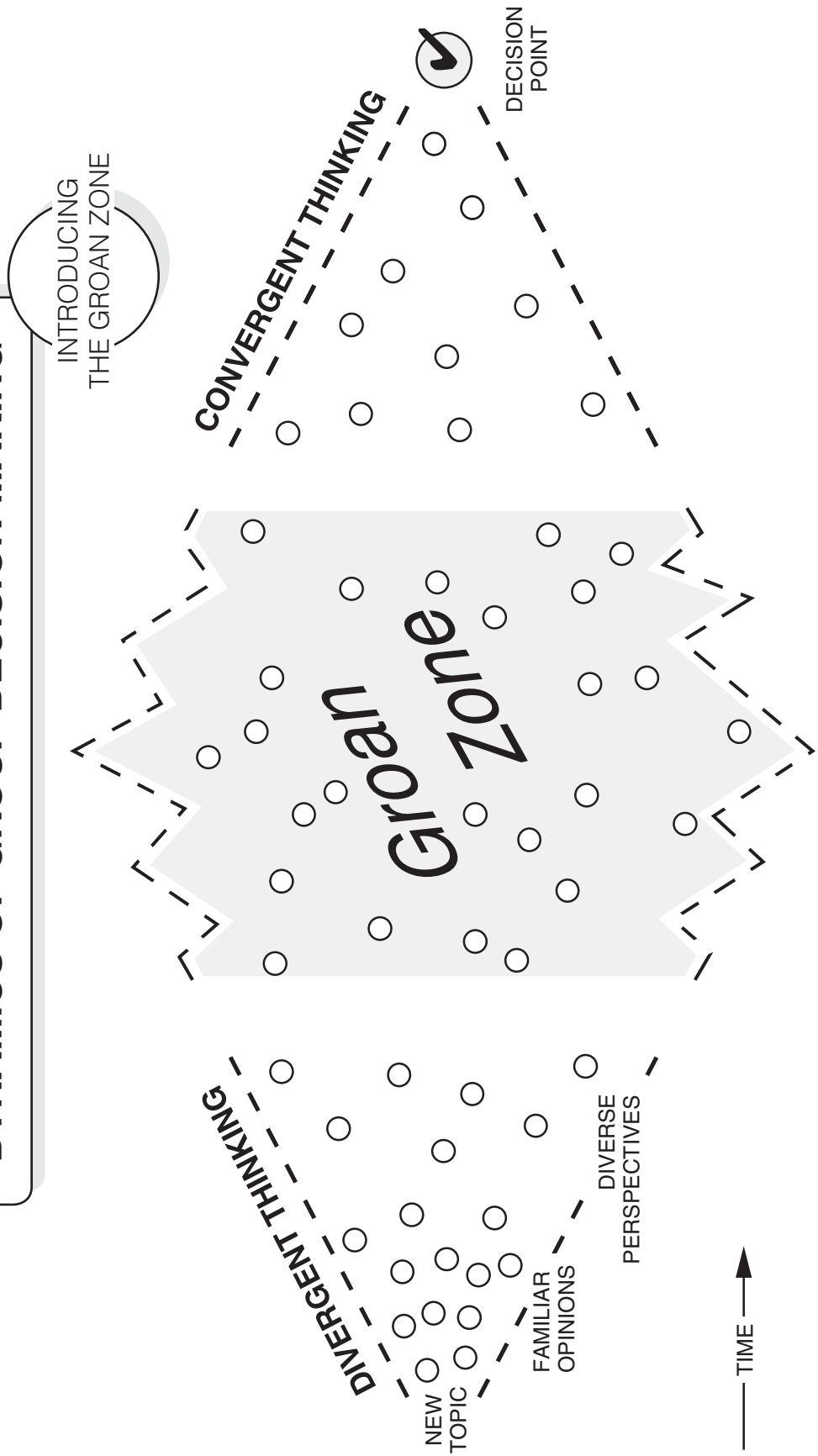
DYNAMICS OF GROUP DECISION-MAKING

A REALISTIC MODEL



A period of confusion and frustration is a natural part of group decision-making. Once a group crosses the line from airing familiar opinions to exploring diverse perspectives, *group members have to struggle in order to integrate new and different ways of thinking with their own.*

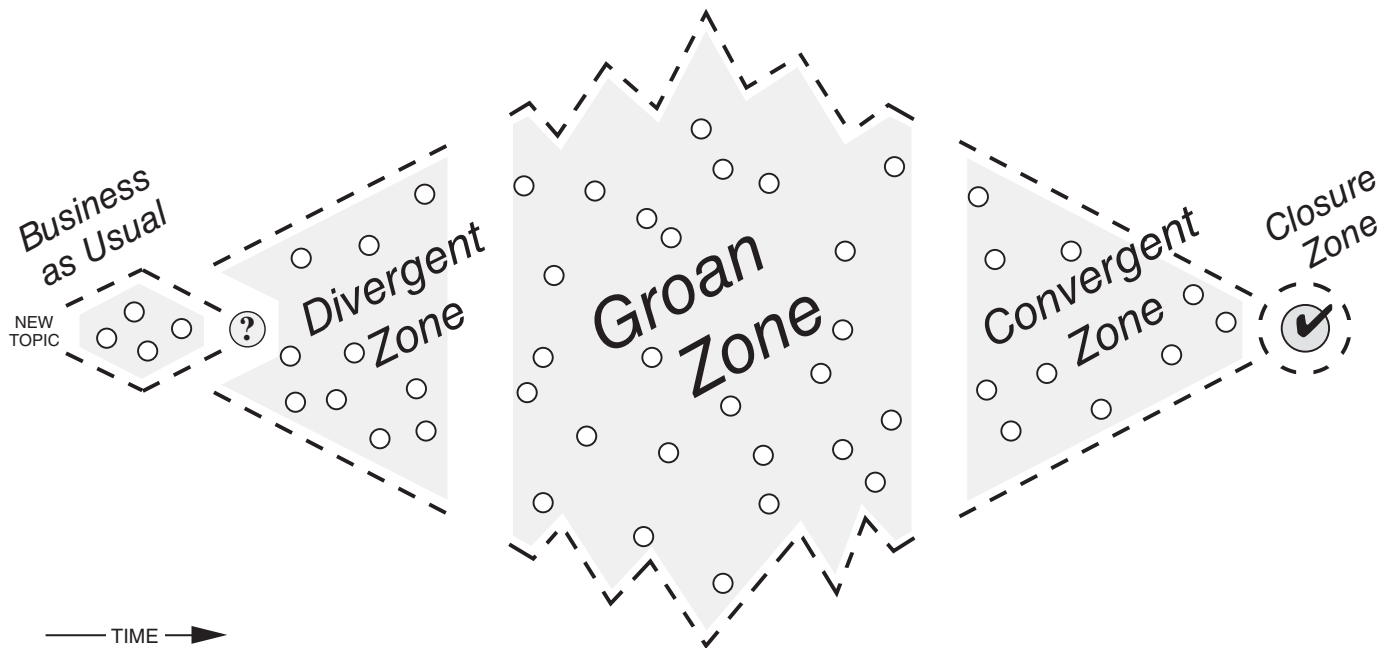
DYNAMICS OF GROUP DECISION-MAKING



Struggling to understand a wide range of foreign or opposing ideas is not a pleasant experience. Group members can be repetitious, insensitive, defensive, short-tempered – and more! At such times most people don't have the slightest notion of what's happening. Sometimes the mere act of acknowledging the existence of the *Groan Zone* can be a significant step for a group to take.

DYNAMICS OF GROUP DECISION-MAKING

THE DIAMOND OF PARTICIPATORY DECISION-MAKING



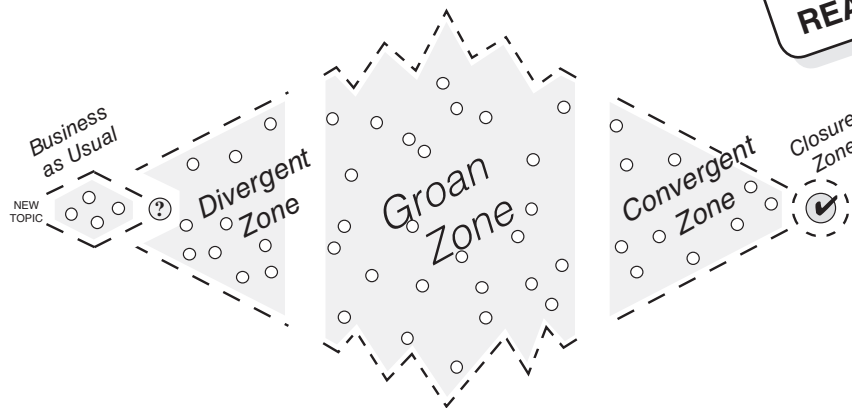
This is the *Diamond of Participatory Decision-Making*. It was developed by Sam Kaner with Lenny Lind, Catherine Toldi, Sarah Fisk and Duane Berger.

Facilitators can use “*The Diamond*” in many ways. It’s a lens through which a facilitator can observe and react to the communication dynamics that occur in meetings. It can also be useful as a roadmap for designing agendas – especially to anticipate and plan for challenging conversations. And it can be used as a teaching tool, to provide group members with shared language and shared points of reference that enable them to be more adept at self-managing their meeting processes.

Fundamentally, though, this model was created to validate and legitimize the hidden aspects of everyday life in groups. Expressing difference is natural and beneficial; getting confused is to be expected; feeling frustrated is par for the course. *Building shared understanding is a struggle, not a platitude.*

DYNAMICS OF GROUP DECISION-MAKING

THE POWER OF A
REALISTIC MODEL



Understanding group dynamics is an indispensable core competency for anyone – whether facilitator, leader, or group member – who wants to help their group tap the enormous potential of participatory decision-making.

When people experience discomfort in the midst of a group decision-making process, they often take it as evidence that their group is dysfunctional. As their impatience increases, so does their disillusion with the process.

Many projects are abandoned prematurely for exactly this reason. In such cases, it's not that the goals were ill conceived; it's that the *Groan Zone* was perceived as an insurmountable impediment rather than as a normal part of the process.

This is truly a shame. Too many high-minded and well-funded efforts to resolve the world's toughest problems have foundered on the shoals of group dynamics.

So let's be clear-headed about this: misunderstanding and miscommunication are normal, natural aspects of participatory decision-making. The *Groan Zone* is a direct, inevitable consequence of the diversity that exists in any group.

Not only that, but the act of working through these misunderstandings is what builds the foundation for sustainable agreements. Without shared understanding, meaningful collaboration is impossible.

It is supremely important for people who work in groups to recognize this. Groups that can tolerate the stress of the *Groan Zone* are far more likely to find their way to common ground. And discovering common ground, in turn, is the precondition for insightful, innovative collaboration.

PARTICIPATORY VALUES

HOW FULL PARTICIPATION STRENGTHENS
INDIVIDUALS, DEVELOPS GROUPS, AND
FOSTERS SUSTAINABLE AGREEMENTS

- ◆ **The Four Participatory Values**
- ◆ **How Participatory Values Affect
People and Their Work**
- ◆ **Full Participation**
- ◆ **Mutual Understanding**
- ◆ **Inclusive Solutions**
- ◆ **Shared Responsibility**
- ◆ **Benefits of Participatory Values**

PARTICIPATORY DECISION-MAKING CORE VALUES

FULL PARTICIPATION

In a participatory group, all members are encouraged to speak up and say what's on their minds. This strengthens a group in several ways. Members become more courageous in raising difficult issues. They learn how to share their "first-draft" ideas. And they become more adept at discovering and acknowledging the diversity of opinions and backgrounds inherent in any group.

MUTUAL UNDERSTANDING

For a group to reach a sustainable agreement, members have to understand and accept the legitimacy of one another's needs and goals. This basic recognition is what allows people to think from each other's point of view. And thinking from each other's point of view is the catalyst for innovative ideas that serve the interests of all parties.

INCLUSIVE SOLUTIONS

Inclusive solutions are wise solutions. Their wisdom emerges from the integration of everybody's perspectives and needs. These are solutions whose range and vision are expanded to take advantage of the truth held not only by the quick, the articulate, the influential, and the powerful, but also the truth held by those who are disenfranchised or shy or who think at a slower pace. As veteran facilitator Caroline Estes puts it, "Everyone has a piece of the truth." *

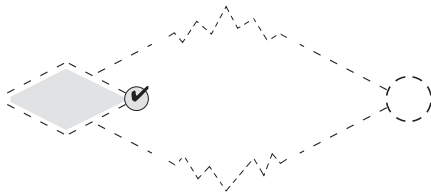
SHARED RESPONSIBILITY

In participatory groups, members recognize that they must be willing and able to implement the proposals they endorse, so they make every effort to give and receive input before final decisions are made. They also assume responsibility for designing and managing the thinking process that will result in a good decision. This contrasts sharply with the conventional assumption that everyone will be held accountable for the consequences of thinking done by a few key people.

* Caroline Estes, *Everyone Has a Piece of the Truth*.
U.S. Cohousing Association, <http://www.cohousing.org/cm/article/truth>

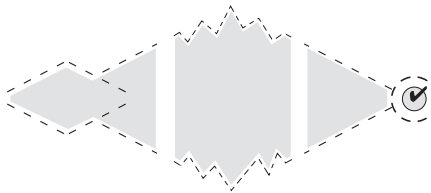
HOW PARTICIPATORY VALUES CAN AFFECT GROUP DECISION-MAKING

**FULL
PARTICIPATION**



QUANTITY AND QUALITY OF PARTICIPATION DURING A BUSINESS-AS-USUAL DISCUSSION

In a typical business-as-usual discussion, self-expression is highly constrained. People tend to keep risky opinions to themselves. The most highly regarded comments are those that seem the clearest, the smartest, the most well polished. In business-as-usual discussions, thinking out loud is treated with impatience; people get annoyed if the speaker's remarks are vague or poorly stated. This induces self-censorship, and reduces the quantity and quality of participation overall. A few people end up doing almost all the talking – and in many groups, those few people just keep repeating themselves and repeating themselves.

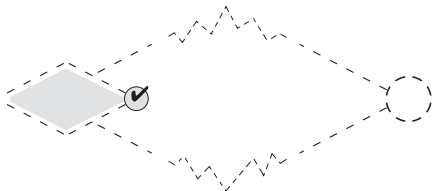


FULL PARTICIPATION DURING A PARTICIPATORY DECISION-MAKING PROCESS

Participatory decision-making groups go through a business-as-usual phase too. If familiar opinions lead to a workable solution, then the group can reach a decision quickly. But when a business-as-usual discussion does *not* produce a workable solution, a participatory group will open up the process and encourage more divergent thinking. What does this look like in action? It looks like people permitting themselves to state half-formed thoughts that express unconventional – but perhaps valuable – perspectives. It looks like people taking risks to surface controversial issues. It looks like people making suggestions “from left field” that stimulate their peers to think new thoughts. And it also looks like a roomful of people *encouraging each other* to do all these things.

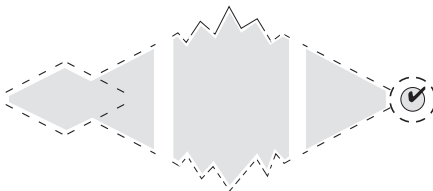
HOW PARTICIPATORY VALUES CAN AFFECT GROUP DECISION-MAKING

MUTUAL UNDERSTANDING



EXTENT OF MUTUAL UNDERSTANDING DURING A BUSINESS-AS-USUAL DISCUSSION

In a business-as-usual discussion, persuasion is much more common than dialogue. The views of “the other side” are dissected point by point for the purpose of refuting them. Little effort, if any, is put into discovering the deeper reasons people believe what they do. Even when it appears unlikely that persuasion will change anyone’s mind, participants continue to press home their points – making it appear as though the pleasures of rhetoric were the true purpose of continuing the discussion. Most participants tend to stop listening to each other, except to prepare for a rebuttal.

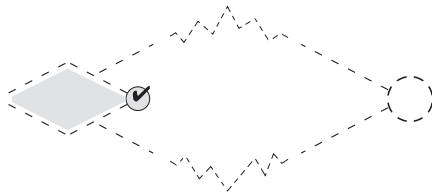


EXTENT OF MUTUAL UNDERSTANDING DURING A PARTICIPATORY DECISION-MAKING PROCESS

Building a shared framework of understanding means taking the time to understand everyone’s perspective in order to find the best idea. To build that framework, participants spend time and effort questioning each other, getting to know one another – learning from each other. *Participants put themselves in each other’s shoes.* The process is laced with intermittent discomfort: some periods are tense, some are stifling. But participants keep plugging away. Over time, many people gain insight into their own positions. They might discover that their own thinking is out-of-date or misinformed or driven by inaccurate stereotypes. And by struggling to acquire such insights, members might also discover something else about one another: that they all truly do care about achieving a mutual goal.

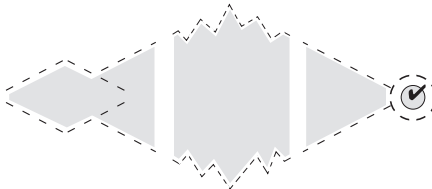
HOW PARTICIPATORY VALUES CAN AFFECT GROUP DECISION-MAKING

**INCLUSIVE
SOLUTIONS**



SOLUTIONS RESULTING FROM A BUSINESS-AS-USUAL DISCUSSION

Business-as-usual discussions seldom result in inclusive solutions. More commonly, people quickly form opinions and take sides. Everyone expects that one side will get what they want and the other side won't. Disputes, they assume, will be resolved by the person who has the most authority. Some groups settle their differences by majority vote, but the effect is the same. Expediency rather than innovation or sustainability is the driver of such solutions. When the implementation is easy, or when the stakes are low, expedient solutions are perfectly good – but not when the stakes are high, or creativity is required, or broad-based commitment is needed.

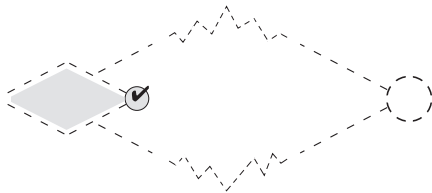


SOLUTIONS RESULTING FROM A PARTICIPATORY DECISION-MAKING PROCESS

Inclusive solutions are not compromises; they work for everyone who holds a stake in the outcome. Typically, an inclusive solution involves the discovery of an entirely new option. For instance, an unexpected partnership might be forged between former competitors. Or a group may invent a nontraditional alternative to a procedure that had previously “always been done that way.” Several real-life case examples of inclusive solutions are presented in Chapter 16. Inclusive solutions are usually not obvious – they *emerge* in the course of the group's persistence. As participants learn more about each other's perspectives, they become progressively more able to integrate their own goals and needs with those of the other participants. This leads to innovative, original thinking.

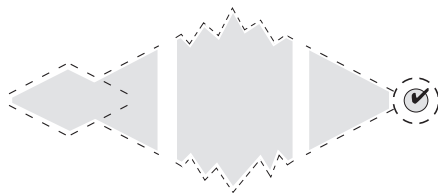
HOW PARTICIPATORY VALUES CAN AFFECT GROUP DECISION-MAKING

SHARED RESPONSIBILITY



THE ENACTMENT OF RESPONSIBILITY DURING A BUSINESS-AS-USUAL DISCUSSION

In business-as-usual discussions, groups rely on the authority of their leaders and their experts. The person-in-charge assumes responsibility for defining goals, setting priorities, defining problems, establishing success criteria, and arriving at conclusions. Participants with the most expertise are expected to distill relevant data, provide analysis, and make recommendations. Furthermore, the person-in-charge is expected to run the meeting, monitor the progress of each topic, enforce time boundaries, referee disputes, and generally take responsibility for all aspects of process management.



SHARED RESPONSIBILITY DURING A PARTICIPATORY DECISION-MAKING PROCESS

In order for an agreement to be sustainable, it needs everyone's support. Understanding this principle leads everyone to take personal responsibility for making sure they are satisfied with the proposed course of action. Thus, people raise whatever issues they consider to be important. And everyone is expected to voice concerns if they have them, even when doing so could delay the group from reaching a decision. Furthermore, *shared responsibility* applies to the process of a meeting, not just to the content. Group members are willing to discuss and co-create the procedures they will follow; they share in designing their meeting agendas; they are ready to take on roles – facilitator, recorder, time-keeper, mediator, data-keeper, and so on. Overall, in a participatory process everyone is an owner of the outcome; participants acknowledge this as a core value and they act accordingly.

THE BENEFITS OF PARTICIPATORY VALUES

Full Participation

Mutual Understanding

Inclusive Solutions

Shared Responsibility

The participatory values discussed in this chapter provide the members of a group with a set of grounding principles for conducting their meetings. Adherence to these values produces significant results: stronger individuals, stronger groups, and stronger agreements.

Stronger Individuals

- Improved leadership skills
- Stronger powers of reasoning
- More confidence
- More commitment
- Better communication skills
- Greater ability to assume broader and more difficult responsibilities

Stronger Groups

- Greater ability to utilize multiple talents
- Access to more types of information
- Development of a respectful, supportive atmosphere
- Clear procedures for handling group dynamics
- Increased capacity for tackling difficult problems

Stronger Agreements

- More ideas
- Higher-quality ideas
- Better integration of diverse goals
- Wiser decisions
- More reliable follow-through