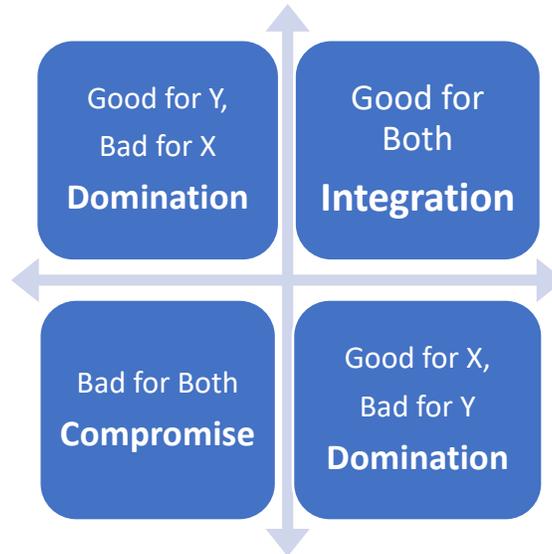


Introduction to Convergent Facilitation:
A Path to Efficient, Collaborative Decision Making by Miki Kashtan
Focus on Facilitation, April 18, 2019
Facilitated by Mary Hoddy, mary.hoddy@wisc.edu

Today's Objectives:

1. Experience a sample 3-phase Convergent Facilitation process
2. Discover possible applications for using this model in my facilitation
3. Consider learning more about a framework that is both simple and complex

Why Compromise Doesn't Work in the Long-Run



There are three ways of dealing with difference: domination, compromise, and integration. By domination only one side gets what it wants; by compromise neither side gets what it wants; by integration we find a way by which both sides may get what they wish.

Mary Parker Follett (1868-1933)

The Essential Mary Parker Follett: Ideas We Need Today, 2nd Edition,
Published and written by François Héon, Albie Davis, Jennifer Jones-Patulli, Sébastien Damart, 2017.

“The fundamental principle of Convergent Facilitation is that people can collaborate on solutions that work for all of them when they commit to something that they co-create based on principles that they all agree to.”

Miki Kashtan

YouTube, Convergent Facilitation: Miki Kashtan, 6:25 min, <https://www.youtube.com/watch?v=l12WUUD96Es&t=44s>

Four Insights that Guide Convergent Facilitation

1. We are closer when we are at the level of principle than position.
2. When people know that their needs matter, they are more likely to shift into willingness rather than compromise.
3. People have a wider range of things that they are willing to do, than what they prefer.
4. When you branch out of either/or into a solution that works for everyone, it's easier for people to come together.

3 Phase Decision Making Framework



In the large group, we will plan where we will have dinner tonight at our 1st annual Focus on Facilitation Celebration. Everyone CAN attend, including out-of-town facilitators who have magically been given free air plane tickets in time to attend. We only need to decide WHAT is IMPORTANT to us for the location of our dinner.

- Onsite and Online participants will take turns identifying important criteria for our venue
- Onsite participants will go first, then Online participants will offer a criterion
- Online participants will type criteria from flipchart into Chat

Meeting Introduction by Facilitator	
Purpose	"The purpose of this meeting is to make a decision on _____ that everyone is willing to do.
Facilitator Role	My role is to guide you through a 3-step decision-making process.
Process	First we will make a list of everything that is important to you when making this decision, so it will have the support of everyone in this group. Then we'll craft a proposal that we'll use to craft a solution that incorporates as much of what's important as possible.
Tension/Power	Change like this can be stressful. I'm confident that the process we're using coupled with our expertise will result in a workable solution.
Constraints/Authority	If we can't make a decision in _____, then _____ will decide." Convergent Facilitation, A Workshop with Miki Kashtan

Phase 1 - Criteria Gathering: Identify the noncontroversial needs = essence

As people state their opinions, the facilitator finds a way to

- **express it in the positive** (what you want, not what you don't want)
- in noncontroversial language, **so that everyone can take ownership of each criteria.** "Is this something you all want, or can all agree to? How could you word this so that everyone can accept this need/ or principle?"

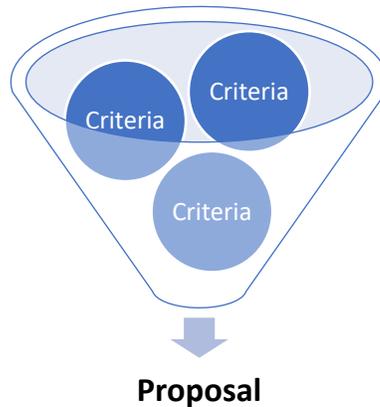


How to get to the Essence

1. As a facilitator, ask yourself "What's really important to this person? What do they need? Why does this matter? If this person had this, what would it give them?"
2. Does it have these characteristics?
 - Is relevant to the topic
 - Is noncontroversial; something everyone agrees to
 - Can be evaluated (at least subjectively)
 - Uses positive language -what is wanted rather than what is not wanted
 - Is operational – in principle can be made to happen
 - Applies to everyone – language moves from what someone wants for themselves to what all would want; a need that everyone can recognize
 - Doesn't have a specific outcome (if noncontroversial, least important)

Phase 2 – Proposal Creation: Divide into small groups. Strive to get people with different perspectives and expertise. Each group drafts a proposal.

Purpose	Create a proposal that attends to as many criteria and needs as possible
Process	Each small group selects a facilitator who tracks purpose, time, who has spoken, power differences, and open loops (requests or topics that have not been addressed)



We will now break into small groups. Each small group will have 10 minutes to come up with a proposal using your experience, YELP, or any other App you have available to suggest a location/venue for our FoF dinner that best addresses what’s important to us.

- The online participants will break-out into one small group
- The Onsite participants will break into groups of 4 – 8 people
- **Roles in the small groups:**
 - Content facilitator
 - Process facilitator
 - Recorder and person to report back proposal

<p>Proposal:</p>



Each small group reports their proposal to the large group. We will run ONE proposal through the Criteria to demonstrate how this step is done.

Phase 3 – Decision Making

Bring proposals to large group. Determine which proposals meet the criteria agreed on in Phase 1. Make decision as to what people are WILLING to do. Determine follow-up.

	Proposal 1		Proposal 2		Proposal 3	
	Meets	Doesn't meet	Meets	Doesn't Meet	Meets	Doesn't Meet
Criteria 1	X			X	X	
Criteria 2	X		X		X	
Criteria 3		X	X		X	

Individually, take a minute to reflect on today's process before sharing in the large group.

TAKE AWAYS

How do you think you might use this process?

What reflections do you have from today's brief introduction to Convergent Facilitation?

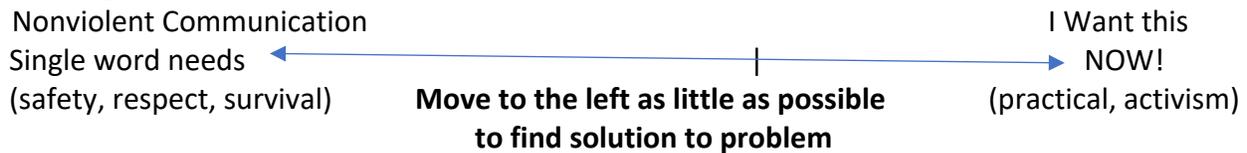
Four Principles of Convergent Facilitation

Summarized from Miki Kashtan by Brent Barker, me@brentwbarker.net, 11/28/2017

1. **From positions to principles:** even in the midst of significant disagreements on *positions*, it is surprisingly and reliably possible, to find agreements on *principles*.
2. **From compromise to integration:** instead of settling for compromise, where everyone gives up something, we can reach integration. When people trust that their needs and concerns matter and understand others' needs and concerns matter, they often experience an authentic shift into creative win-win options that feel expansive rather than narrowing.
3. **From preference to willingness:** while the range of solutions that fit within our *preference* can be quite narrow, we can almost always embrace a wider range of solutions on the basis of *willingness*.
4. **From either/or to solutions that work for everyone:** when people are invited to take seriously the needs and concerns of all as the basis of solutions that work for everyone, they become amazingly creative.

A Summary of Take Aways from Mary Hoddy and Melanie Crawford, Convergent Facilitation, A Workshop with Miki Kashtan, Chicago, IL, 11/11-13/2017

1. Convergent Facilitation Continuum



2. “My intension is to hear from all view points, and we make a decision that works for everyone.”

- Not interested in minority or majority. I’m interested in moving us to a decision
- Late in process: “Raise your hand if you have more trust now that your views will be heard than when you walked into the room.” Miki Kashtan

3. Everyone matters. Investigate what everyone wants, and thinks is important.

- We hear from the powerless as well as the powerful.

4. Miki is totally honest and totally respectful

- “behind every white person who ‘gets it’ is a person or many people of color who have taught them”
- “You have the privilege of being white. Use it.”

5. Convergent facilitation is not about finding the best solution. It’s about finding what works that people are willing to do.

- **Process is not about fair and just. It’s about what’s possible.**

6. When facilitating, Miki uses “I” language to direct participants and help them feel like you are able to lead them through this experience, in contrast to “we” language that we often use.

- “I’m going to put on the flipchart what’s important to you and is written in language that we can all agree on.
- “I want you to move into small groups.....”
- “I want to ensure that all ideas are heard. I do not need to hear from everyone.”

7. The process invites dissent. The Outlier’s Gifts

An outlier is someone who doesn’t agree with the majority of the group a majority of the time.

- Contribute ideas other people haven’t thought about
- Act as a lightning rod for testing the real support for proposals
- Say what other people feel uncomfortable saying
- Provide opportunity for group to modify solution to integrate what the outlier says

Resources for Future Learning:

- **Convergent Facilitation Online Class, Mondays, 11/4 – 12/2/2019 (5 sessions). NVC Academy, <https://nvctraining.com>**
- *Making Collaboration Real: Miki Kashtan: Maximizing Willingness for Collaboration Decision-Making*, YouTube
- *Thefearlessheart.org*, blog by Miki Kashtan
- mettacenter.wpengine.com/pmp3.php/wp-content/audio/0219PeaceParadigmRadio.mp3/
- Bay Area NVC at <https://baynvc.org>