

The Consensus Process: Moving Forward Together



Three of the many companies which Dr. Galsworth has trained, coached, and supported as they underwent a visual conversion are Harris Corp. in Quincy, Illinois, Denison Hydraulics in Marysville, Ohio, and Seton Name Plate in Branford, Connecticut.

Watch and listen as employees from the Cable Group at Harris Corp. in Quincy, Illinois, share their comments, stories, and insights about the Behind-The-Scenes tool called the

Consensus Process when it was used in their department.

BRIEF COMMENTS BY GWENDOLYN GALSWORTH

There's a lot of misunderstanding about consensus. Here's what consensus is *not*: *It is not* about getting your own way by getting other people to say *yes*. *It is not* about caving in and going along with others, against your better judgment. That's not consensus. That's just politics as usual.

True consensus requires two things. First, it requires *an active search for disagreement*. That means, we make a special effort to find out what other people are thinking and exactly what their objections are. We dig out the differences and surface the opposition in detail.

Second, when the details of the opposition are known, understood, *and* appreciated, consensus requires that we look for areas where we CAN agree until there is enough agreement for everyone to move forward together. We look for *common ground*.

In a sentence, true consensus is this: *The active search for disagreement until enough agreement is reached for us to move forward together.*

True consensus takes time, carefulness, and commitment. And it deserves a worthy focus. For example, it would be overkill (to say the least) to use the consensus process to get your family to agree on the type of pizza to order. At least it would be in most families. But it may be just the ticket as you develop smart placement.

FOR MORE ON THE USE AND USEFULNESS OF THIS IMPORTANT DEPLOYMENT TOOL:

- Read Dr. Galsworth's Shingo award- winning books, *Visual Workplace/Visual Thinking* and *Work That Makes Sense* (available from our website)
- Search "consensus" in the Articles and Radio pages on our website: www.visualworkplace.com
- Visit our website and learn about our visual workplace products and services, including seminars and training that we deliver online and onsite.
- Find on our Articles Page over 100 one-page articles by Dr. Galsworth.
- Find on our Radio Page over 60 of more than 200 podcasts that Dr. Galsworth has made.
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Let the workplace speak.