TIPS & TOOLS

Kaiser Permanente and the Coalition of Kaiser Permanente Unions

Consensus Decision-Making

**DO**
- Share information
- Listen
- Be open to new ideas
- Offer alternatives

**DON’T**
- Agree too quickly
- Trade or bargain
- Vote
- Penalize standouts

Testing for Consensus

- Has everyone been heard?
- Can everyone live with the decision?
- Will everyone actively support the decision? (Can you identify behaviors that support the decision?)
Interest-Based Problem Solving

**STEP 1 Define the Problem**
- Develop question
  - Contain issue
  - "How might we?"
- No "Yes/No" answers
- No solutions
- No accusations

**STEP 2 Determine Interests**
- Separate interests, needs, concerns
- Identify common interests

**STEP 3 Develop Options**
- Brainstorming
- Best practice
- Expert panel
- Straw design

**STEP 4 Select a Solution**
- Screen options
- Shorten list
- Develop standards
- Test options to standards
- Decide on solutions