



case study

# Facilitating Consensus Building

*Global NGO activities in Southeast Asia*

**International  
Relations  
Manager**

We've had **no communication** with our country office for months...

Local member organizations (about 20!) seem **angry** with our country representative

- They haven't been talking to each other
- Have been circulating accusations over the media
- And wrote asking our direct intervention

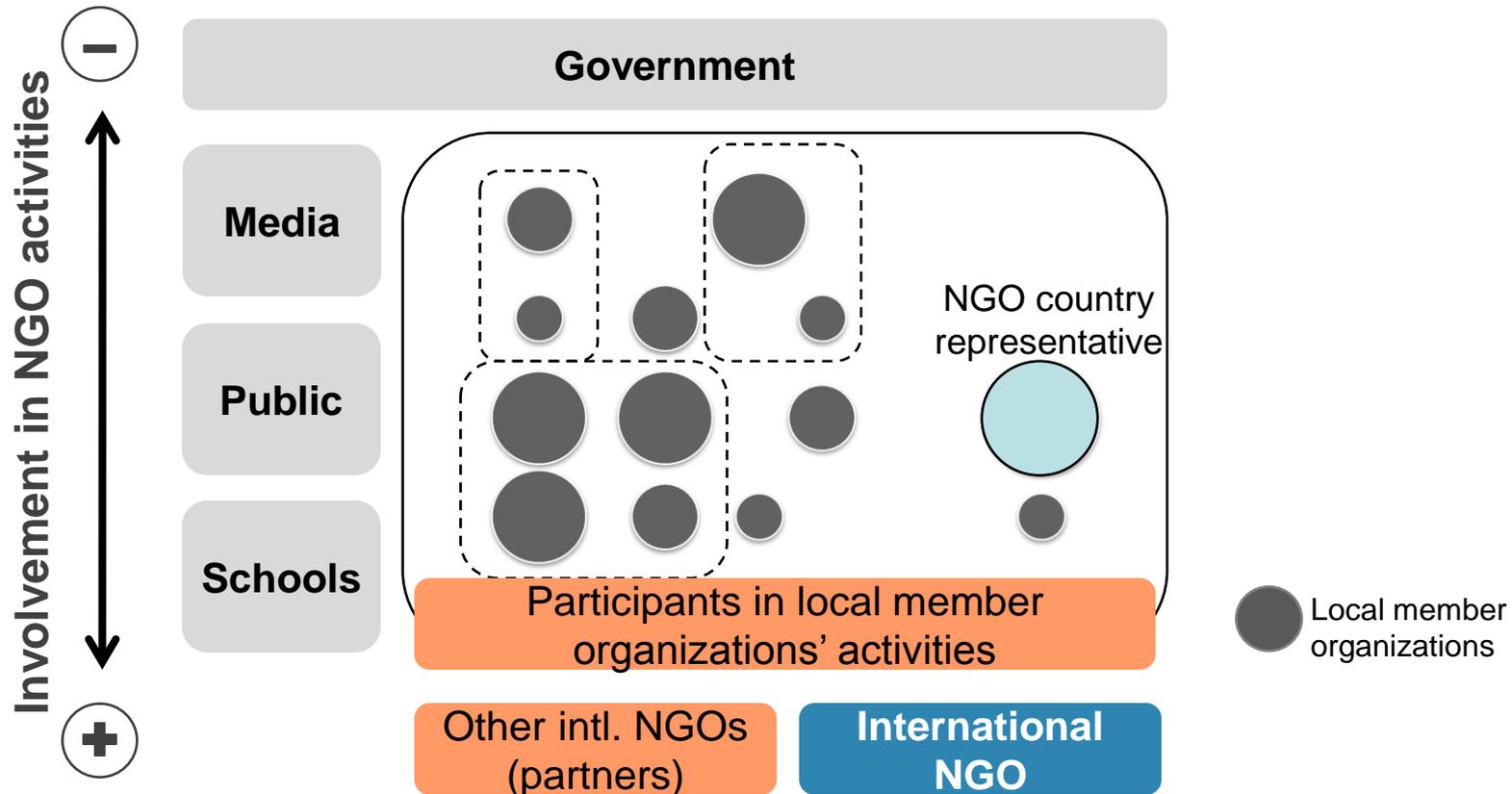
We need your help to

- Parachute into the field and meet with all parties
- Analyze the situation and see how we can all **work together to pursue our mission** there





First, we **mapped all relevant parties** and assessed key relationships and coalitions





We then implemented a **three-step process** to reestablish communication and facilitate consensus

**1st**



**One-on-one meetings** with all parties

**2nd**



**Group meetings** with local members

**3rd**



**General meeting** bringing together the local NGO representative and all member organizations

1st



**One-on-one meetings** with all parties  
(mainly local member organizations)



Identified each party's **interests** in a private setting  
Helped parties realize **other parties'** interests



Brainstormed different **options** to pursue key interests  
**Reality tested** proposed options

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Clarified **alternatives** and tested their attractiveness



Helped establish a **process** for each organization to develop

2nd



**Group meetings** with local members (including some shuttle diplomacy)



Facilitated group discussion of **shared and different interests**



Brainstormed and reality tested **potential solutions** for disagreement with the NGO's country representative



Validated options against applicable **rules & regulations**

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Helped define a **plan B**, in case of no agreement



Discussed requirements to reach an agreement (decision makers, process, etc.) and how to ensure a **sustainable commitment**

3rd



**General meeting** bringing together the local NGO representative and all member organizations



Focused debate on key **shared interests**



Facilitated discussing **mutually agreeable solutions**, identified in previous smaller meetings or generated on the spot



Validated that final agreement was in accordance with international NGO's and other interested parties' **rules**

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In critical moments, when parties tended for no agreement, helped discuss **drawbacks of alternatives** and motivate for further investment in discussing joint solutions



Closed the agreement in the form of an approved **Constitution** and **elected members** to manage the NGO's country office



**Stopped the “fighting”**/antagonistic attitudes  
Improved parties’ **ability to work together** towards shared interests



Got all parties together **around the same table**  
Reestablished basic levels of **communication**  
Increased local capacity to **replicate consensus-building process** in the future



Significant increase in the **financial, material and human resources** made available for the development of the NGO’s projects in the country  
**Increased activity** by local members (key NGO goal)



We are a consulting firm specialized in **negotiation, influencing and change management**. Our mission is to craft **win-win solutions** that maximize value and relationships (even when others deem it impossible).

## Client needs

We work with clients globally creating an **impact on business and society**.

We help you **challenge assumptions**, develop **value-creating solutions**, and make it happen through solid **influencing & change management**, while maintaining exemplary **ethics and social responsibility**.

### Practice areas

- Change Management
- Negotiation & Influencing
- Sales
- Procurement
- Mergers & Acquisitions
- Auctions & Game Theory
- Labor Negotiations
- Dispute Resolution
- Social Impact

## Our approach

### Strengthen the Team

We **develop the skills** of individuals & teams, through training and coaching.

Our **Immersion Program** engages participants in a series of experiential activities to effectively instill new habits and ensure real life impact.

### Facilitate the Process

We assist teams involved in **critical negotiations and change processes** to maximize value. We help map key stakeholders and relationships and strategize ways to influence decisions.

### Transform the Organization

We ensure the negotiation, influencing and communication standards are aligned with the **strategic objectives, culture & values** of the organization.

## Client results

### Increased value

- US\$10bn higher value vs. initial bid for large industrial takeover target
- US\$21 million gains in five contracts with a key financial services client
- 10% savings in mining supplier contracts worth 100s of US\$ million
- Fast growth and 5% higher EBIT with better retail supplier relations
- Profitable oil business acquired in a complex multi-round public auction

### Effective communication

- Smoother communication enabling 20+ parties in a global NGO to align interests and work together

### Enriched relationships

- Transactional supplier relationships transformed into solid partnerships, with a renewed negotiation culture