The consensus we seek in the Technology of Participation®...

is not so much majority rule—winners and losers, as it is *a convergence of the common sense of the total group.*

is not so much unanimity—everyone in complete agreement as it is *that which allows everyone to say yes and move forward.*

is not so much compromise—accepting a "lowest common denominator" result as it is *finding and creating arenas of shared understanding.*

is not so much deciding which ideas to accept and which to reject as it is *insuring that every idea is accepted and honored.*

a fixed, final and unchangeable conclusion as it is *a working conclusion at a particular point in time.*

is not so much a result of focusing on things that divide a group as it is *a result of focusing on things that unify a group.*

is not so much settling for partial solutions from limited alternatives as it is *designing effective solutions from expanded alternatives.*

is not so much giving in to the most vocal individuals in the group as it is *eliciting the best wisdom of the whole group.*

is not so much the imposition of the strongest will or wills upon a group as it is *the emergence of a collective will within the group.*

is not so much a legalistic contract which demands people's compliance as it is *a mutual covenant which elicits people's commitment.*

is not so much a logical deduction from the data as it is *an intuitive leap from the data.*

is not so much focused on old assumptions as it is *focused on new possibilities.*

is not so much all too familiar formulations ("Ho hum" — "Oh, that") as it is *fresh ways of seeing and naming ("Hmm!"—"Aha!").*

is not so much a result of persistent advocacy for a particular position as it is *a result of proposals made, then offered up to the group.*

is not so much getting everyone to "buy in" to a process or product as it is *insuring everyone's ownership of the process and product.*

is not so much challenging and criticizing others' ideas as it is *valuing and utilizing the insights in others' ideas.*

is not so much harmony dependent on people having similar views as it is *harmony created from the interchange of diverse views.*

is not so much conclusions that are popular with the group as it is *conclusions that the group comes to see as necessary.*

is not so much a technique for deciding something in a meeting as it is *an overall culture within which decisions get made.*

is not so much the result of managing the group process so as to arrive at anticipated outcomes as it is *the result of facilitating the group process so as to allow for unanticipated outcomes.*

is not so much a process that leaves people irritated and exhausted by the struggle to reach agreement as it is *a process that leaves people enlivened and motivated for action.*