

Consensus / Coherence Reflection Tool

Groupthink

(High Consensus / Low Coherence)

Characteristics:

- Complacency in past success
- Too many interpretative layers between raw info (such as public input) and decision-making
- A fear culture in which dominant ideas cannot be challenged
- Over-planning, lack of good feedback loops
- Research and evidence are out of date and no longer reflect reality
- Reliance on what power brokers / influencers want
- More enthusiasm than evidence base



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Strategies: Break up or disrupt the group, ask uncomfortable questions, bring in new or conflicting community perspectives, test assumptions, build/refresh an evidence base

Your Strategies:

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Strategies: Decrease threat, compromise purity of position/theory, simplify language, create testing sandbox, find a politically-savvy sponsor, align to community goal

Your Strategies:

Heretical

(High Coherence / Low Consensus)

Characteristics:

- A small group of people are aware that something is correct, but idea goes against existing orthodoxy
- Lack of commitment by influencers or decision-makers
- Isolation of the team by those who don't want to believe they are wrong
- Evidence base is weak or includes many untested assumptions
- Failure to scan and include a diverse enough set of needs