



# **GSR/RCM Orientation Packet**

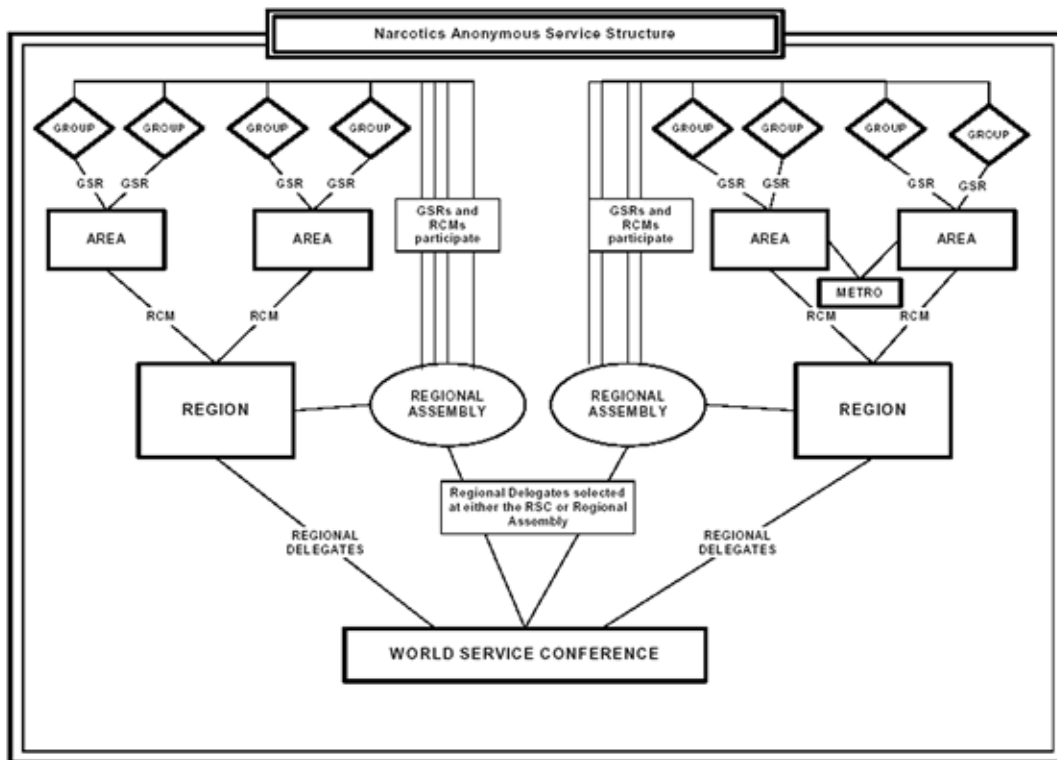
## **Colorado Regional Assembly**

### **Introduction**

The purpose of this document and presentation is to allow all those who attend the Regional Assembly the chance to become familiar with the terms we use, how our service structure is organized and how the members of the Colorado Regional Service Committee do business. This document and presentation is in no way meant to replace the service literature that is currently available to our fellowship. It is the author's hope that it will inspire further research and discussion by all of those in attendance today. All quoted material is presented 'as-is', there has been no attempt to correct usage, syntactical or grammatical errors.

### **Service Structure -- The Inverted Pyramid**

The Service structure of our fellowship allows us to further our primary purpose – carrying the message to the addict who still suffers. We rely on our members to create and maintain this structure on the local level. The discussion below goes from the top of the pyramid – the recovering addict– to the bottom – World Services. It is intended to allow those who are unfamiliar with our service structure to understand what service is all about and how the individual addict fits in.



## The Addict

The entire service structure of Narcotics Anonymous depends on our membership – addicts who have chosen a new way to live. Any addict regardless of clean time can be of service to our fellowship. Things as simple as giving encouragement to the addict just walking in the door for the first time, providing rides to a meeting or simply giving another member a hug are examples of service to our fellowship. On a more concrete level many groups offer opportunities to serve, such as coffee-makers or greeters, that are available to any addict regardless of clean time. Without willing addicts to fill these positions of service, our fellowship becomes one of US and THEM, those who serve and those who don't.

## The Group

The Group is the fundamental element of our service structure. Our groups provide regularly scheduled NA meetings and allow us to recover in the company of other recovering addicts. Although an addict can recover without the support of a group, it is difficult; therefore, service to our groups in any capacity is actually service to us. Someone needs to open our doors, make coffee, run our meetings, and be there for the still suffering addict. If we neglect to be of service to our groups, the group may survive but will hardly thrive. The strength of Narcotics Anonymous as a whole depends on the strength of our groups and that strength depends on addicts becoming willing to serve in whatever capacity they are able to. One of the most important service positions of the group is the Group Service Representative. This member has the responsibility to carry their group's collective conscience to the rest of our service structure through the Area Service Committee and periodic

Regional Assemblies. It is through our GSRs that we give direction to our service structure as a whole. Just as the group supports its members, the rest of the service structure is intended to support our groups in fulfilling our primary purpose. "NA groups are formed by addicts who wish to support one another in carrying the message directly to other addicts and in participating in the activities and services of NA as a whole. NA groups – not NA meetings – are the foundation of the NA service structure. Together, the NA groups are responsible for making service decisions that directly affect them and what they do in meetings as well as those that fundamentally affect the identity of Narcotics Anonymous." Guide to Local Service pg. 27 "NA groups are local, informal associations of recovering addicts. They are the foundation of the NA service structure. Groups are formed for the primary purpose of carrying the NA message of recovery, and all of their activities should reflect that purpose. Conducting Narcotics Anonymous meetings is the primary activity of an NA group."

### **Area Service Committees**

The Area Service Committee is our interface between our groups and the community in general. While our groups build and maintain an atmosphere of recovery for addicts in general, it is our Area Service Committees that carries our message out to the community so they may learn what we offer and where we offer it. Among the responsibilities of the ASC are maintaining current meeting lists, getting information out to the public to know where we are (Public Information), setting-up and maintaining phone lines, carrying our message to addicts who are unable to attend our regularly scheduled meetings (Hospitals and Institutions) and supporting the groups who make up our areas. "The area committee is the primary means by which the services of a local NA community are administered. The area committee is composed of group service representatives, administrative officers (chairperson, vice chairperson, secretary, treasurer), subcommittee chairpersons, and the area's regional committee members. The area committee elects its own officers, subcommittee chairpersons, and RCMs." Area Service Committees are ultimately responsible to the groups they serve. Narcotics Anonymous groups send group service representatives (GSRs) to serve on the area committee. While still maintaining the final responsibility and authority for area services, they invest enough delegated authority in their GSRs – and through them, the area committee – for the necessary work to get done." Guide to Local Service pg. 47

### **Regional Service Committees**

The Regional Service Committee exists solely to support the areas and groups that make up the region. They also schedule regional assemblies so the groups have the opportunity to directly provide direction to this committee. "Regional service committees exist to pool the experience and resources of the areas and groups it serves. The RSC is composed of regional committee members (RCMs) elected by the region's member- areas; these RCMs elect regional committee officers from among themselves. RSCs organize assemblies at which group service representatives (GSRs) and regional committee members discuss a wide range of

service matters, including those likely to come before the World Service Conference. The region's delegate to the world conference is elected by the GSRs and/or RCMs at the regional assembly or RSC" A Guide to World Services pg. 1, [http://www.na.org/pdf/2004GWSNA\\_final.pdf](http://www.na.org/pdf/2004GWSNA_final.pdf). Regions are formed simply to pool and develop local service resources that can be used by the groups and areas in better fulfilling their responsibilities." Guide to Local Service pg. 88

### **Colorado Regional Service Committee**

The CRSCNA is comprised of up to two RCMS from each of our eight areas, an administrative committee, the Colorado Regional Convention of Narcotics Anonymous subcommittee, a Public Relations subcommittee, a Public Information subcommittee, a Hospital and Institutions subcommittee and various resource positions. The trusted servants of the administrative committee include a chair, vice-chair, secretary, treasurer, web servant, regional delegate and regional delegate alternate. The administrative committee members are generally elected at the April Regional Assembly for the terms defined in the CRSCNA Guidelines found at: <http://www.nacolorado.org/region/CRSCNAGuidelines.pdf> This committee meets in odd-numbered months throughout the Colorado Region to conduct business and organizes two Regional Assemblies every year in April and September where the GSRs provide direction to the Regional Service Committee. The CRSCNA also is responsible for providing and maintaining the regional meeting list and providing a website (<http://www.nacolorado.org>) to allow addicts throughout the region to keep current with what is going on within the region as a whole. "The Colorado Regional Service Committee of Narcotics Anonymous (CRSCNA) was formed simply to pool and develop local service resources that can be used both by groups and areas in better fulfilling their responsibilities. Although CRSCNA members may offer experience, strength, and hope in addition to suggestions, the CRSCNA does not have binding authority over the decisions or activities of any Area or Group within the Region." Colorado Regional Service Committee of Narcotics Anonymous Guidelines pg. 1, <http://www.nacolorado.org/region/CRSCNAGuidelines.pdf> Regional Assemblies are held to elect trusted servants, approve changes to the CRSCNA and subcommittee guidelines, gather the region's conscience on the Conference Agenda Report, and to disseminate information from The World Board and NAWS. "One purpose of holding a Regional Assembly (usually in April) shortly before the biennial meeting of the World Service Conference is to bring representatives of NA groups (GSRs) and areas (RCMs) together with the RD and RDA for the purpose of developing a collective conscience concerning issues affecting Narcotics Anonymous worldwide. It is not merely to tabulate votes on the motions in the Conference Agenda Report (CAR). Open discussion about the CAR motions is more valuable to the RD than a simple "yea" or "nay" vote. It is these discussions which will give the delegate clear indications of the region's collective conscience concerning world issues. And it is these indications that will guide the RD when participating at the World Service Conference." "Another purpose of holding a Regional Assembly (usually in April) is to elect members of the CRSCNA administrative committee and standing subcommittee Chairpersons. Only CRSCNA

members and GSRs in attendance will cast a vote. Only groups on the most current Regional meeting list or registered with the WSO will be permitted to send a GSR or elected designate." "The purpose of holding a Regional Assembly after the World Service Conference is to go over the events of the World Service Conference as reported by the RD and RDA." Colorado Regional Service Committee of Narcotics Anonymous Guidelines pg. 10,  
<http://www.nacolorado.org/region/CRSCNAGuidelines.pdf>

## **Zonal Forums**

Zonal Forums are outside of the service structure of Narcotics Anonymous and are formed to help regions come together and pool information resources and share solutions to common problems. "Zonal forums are service-oriented sharing and/or business sessions that provide the means by which NA communities can communicate, cooperate, and grow with one another. Although not a part of NA's formal decision-making system, world services and zonal forums interact in many ways. Zonal forums are invited to provide reports on the floor of the World Service Conference and, when requested by the conference, may also answer specific questions or address the body." "World services typically attends zonal forum meetings, and may provide funding for some participants' attendance at zonal forums." Currently the Colorado Region is a part of the Rocky Mountain Forum; other members include the Montana Region, the Upper Rocky Mountain Region, the Upper Midwest region, the Southern Idaho Region, and the Utah Region. The Rocky Mountain Forum maintains a website that documents its activities and provides a repository of documents created by its members that address common issues and solutions.

## **Narcotics Anonymous World Services**

Narcotics Anonymous World Services provides the services to allow groups, areas and regions to serve our primary purpose in the local area. NA World Services serves as the publisher and distributor of our literature and provides updates to the worldwide fellowship through the NA Way Magazine and NAWS News. NA World Services also provide a web site where much of the information used in this document was drawn from. NAWS is accountable to the fellowship through the direction received at each World Service Conference. The World Board is charged with the responsibility of overseeing the activities of NAWS. "World services are those services that deal with the problems and needs of NA as a whole and that NA offers to its members, its groups, and to society. The basic purposes of our world services are communication, coordination, information, and guidance. We provide these services so that our groups and members can more successfully carry the message of recovery and so that our program of recovery can be made more available to addicts everywhere."

## **World Service Conference**

The World Service Conference is a biennial event where the direction of NA World Services is set. The Regional Delegates and their alternates from every region in the world meet to approve the CAR, to discuss issues that are currently important to the fellowship worldwide, to provide direct input from the regions to the World Board and NA World Services, and to develop solutions to problems common throughout our fellowship. "It is the nerve center of our fellowship. Our conference is the one time and place where all of our world services come together. Unlike all other service bodies of NA service, the conference is not an entity, it is an event—the coming together. Every two years, regional delegates, the members of the World Board, and the executive director of the World Service Office meet to discuss questions of significance to the Fellowship of Narcotics Anonymous as a whole. The purpose of the World Service Conference is to be supportive of the fellowship as a whole and to define and take action according to the group conscience of Narcotics Anonymous."

## **World Board**

The World Board members direct and are responsible for the activities of NA World Services. These members are elected at the World Service Conference for six-year terms. These addicts from the fellowship in general who have expressed an interest in serving at this level and have demonstrated the leadership and administrative skills necessary to effectively lead our fellowship between World Service Conferences. "The board serves as a primary resource for the NA Fellowship by providing the support needed to carry our message while ensuring that the service and support provided are of the highest quality possible. The World Board manages all activities of world services including oversight of the operations of the fellowship's primary service center, the World Service Office."

## **World Service Office**

The World Service Office provides for the day-to-day needs of our fellowship worldwide. This office maintains an inventory of and sells our literature worldwide, provides the fellowship answers and solutions to specific problems, and helps to develop the fellowship worldwide. The actual work of Narcotics Anonymous World Services is accomplished by the special workers at all its locations. "The purpose of the World Service Office (WSO), our main service center, is to carry out the directives of the World Service Conference in matters that relate to communications and information for the Fellowship of NA, its services, groups, and members. The World Service Office achieves this purpose by maintaining correspondence with NA groups and service committees, by printing and distributing WSC- approved literature, and by maintaining the archives and files of Narcotics Anonymous."

## How We Do It

The CRSC uses several processes to do business and gather information for direction. The main process is Consensus Based Decision Making for conducting our business. We directly elect our trusted servants. We use brain-storming for issue identification and problem solution. Each of these processes is described in detail below.

### Consensus Based Decision Making

Consensus Based Decision Making is a process for doing business that allows for the greatest participation in forming a conscience about the matter at hand. The CRSC version of this is presented below: "The use of Consensus-Based Decision-Making admittedly take longer to achieve an outcome to an issue (called a proposal). But the results are understood by all in attendance at a more significant level of comprehension. In addition, any proposal can be easily changed or modified as discussion progresses. Making a motion, requiring a second and so forth are no longer needed. Trusted servants become a single point of decision-making and thus accountable to their Areas.

1. Bring proposals to the CRSC. Formulate clear proposals in advance with as much communication and collaboration as possible to facilitate the consensus-decision process. Facilitator presents the proposal to the CRSC (analogous to the motion in a Robert's Rules process). Maker of the proposal speaks first to the intent.
2. Open up the floor first for clarifying questions about the proposal (not a debate on the merits but a brief session to be sure everyone understands the proposal).
3. Facilitator asks whether anyone has reservations about the proposal. These are heard and they may be answered or the proposal may be tweaked in a manner similar to the "friendly amendment" process in Robert's Rules.
4. Once all reservations have been heard and answered in this way, Facilitator asks, "Do we have consensus?" Participants respond in one of four ways.
  - a. **Block.** This option is also commonly misunderstood. Given that a proposal can be defeated by a sufficient number of Stand Asides, the Block should be an extremely rare step taken only when a participant honestly believes that one of the Traditions or Concepts is directly violated by this proposal, or some very fundamental moral position of the participant is violated. An addict who blocks must be able to articulate which Tradition or Concept or Spiritual principle fundamental to NA is violated by the proposal."
  - b. **Stand Aside.** A common misconception about the Stand Aside option is that it is similar to an abstention. It is not. It is more accurate to say it is similar to a "no" vote. It is a statement that the addict does not support the proposal, but the addict's objection is not of the nature or the severity to warrant a block. Should the number of addicts opting to be Stand Asides reach 45% or more of the addicts present, this will then indicate a consensus too weak to adopt the proposal. The

proposal is then either dropped or delegated to the Maker of the proposal or an Ad Hoc Committee for reworking.

- c. **Assent with Reservations.** This option is not materially different from the Assent option but is included as a way of giving addicts a place to stand when they do not want to object more strongly, but they do want to note that they have reservations. Assent with Reservations is done by the addict raising their hand and simply saying when the facilitator calls on them, "Assent with Reservations". The assumption is that the reservations have been heard already, and the addict is simply noting that they can support the proposal and continue to have these reservations, but will not stand in the way of the proposal if that is the will of the body.
- d. **Assent.** This means that the addict supports the proposal, all things considered. It may not mean that the addict is in agreement with every aspect, that the addict has heard the discussion and has had a chance to participate in the process of finalizing the proposal, and is prepared to support the final proposal. Assent is signified by remaining silent.

<http://www.nacolorado.org/region/CRSCNAGuidelines.pdf>

## Elections

While Consensus Based Decision Making is a spiritual means to resolve issues and develop solutions, our trusted servants need to be elected. Only the Regional Assembly can elect Trusted Servants to the Colorado Regional Service Committee Administrative committee. "

1. A vote will be taken for all elected positions regardless of the number of nominees.
2. If there is only one nominee for a position after nominations have been closed, the election is known as a vote of acclamation and will be indicated as such by the Chairperson. The nominee must then receive 2/3rds of the participating votes to be elected. If the nominee fails to receive 2/3rds then nominations will be reopened.
3. While the voting process is taking place the nominees should leave the room.
4. All GSR's, RCM's, and CRSCNA Officers (except CRSCNA Chair) in attendance may cast one vote.
5. The Chairperson will ask who is in favor of the first candidate nominated, then the second, and so on. All votes for a candidate will be counted before moving on to the next one.
6. There are no votes "against" a candidate. The only votes that will be tallied are those in favor of the candidate and those abstaining from the vote.
7. The Chairperson will vote only when a vote total is tied.
8. The final vote totals will NOT be reflected in the minutes. " Colorado Regional Service Committee of Narcotics Anonymous Guidelines pg 4,

<http://www.nacolorado.org/region/CRSCNAGuidelines.pdf>



## Brain Storming

Brain Storming is a method of quickly generating discussions and allowing all in attendance the opportunity to contribute.

## Ask Questions!!

Sitting in this room today is probably hundreds of years of shared experience strength and hope. If you do not understand something please ask someone here, instead of sitting in confusion. You have nothing to lose and plenty to gain.

## Important Links

Colorado Regional Web Site: <http://www.nacolorado.org/>

Rocky Mountain Forum Web Site: <http://www.rmfn.org>

Narcotics Anonymous World Services Web Site: <http://www.na.org>

Colorado Regional Regional Guidelines

<http://www.nacolorado.org/region/CRSCNAGuidelines.pdf>

Conference Materials <http://www.na.org/?ID=conference-index>

Conference Approved Literature Guide to Local Services Guide To World Services 2008 - [www.na.org/admin/include/spaw2/uploads/pdf/2008\\_GWSNA\\_Jun08.pdf](http://www.na.org/admin/include/spaw2/uploads/pdf/2008_GWSNA_Jun08.pdf)

## Alphabet Soup – Making Sense of All Those Acronyms

### **GSR**

The Group Service Representative is the go-between for each Narcotics Anonymous Group and the various levels of our service structure. "These GSRs form the foundation of our service structure. GSRs provide constant, active influence over discussions being carried on within our service structure. They do this by participating in area service committee meetings, attending forums and assemblies at both the area and regional levels, and sometimes joining in the work of an ASC subcommittee. Group Service Representatives bear great responsibility. While GSRs are elected by and accountable to the group, they are not mere group messengers. They are selected by their groups to serve as active members of the area service committee. As such, they are responsible to act in the best interests of NA as a whole, not solely as advocates of their own groups' priorities." Guide to Local Service pg. 36

### **GSRA**

The Group Service Representative Alternate is the member who attends service meetings when the GSR is unavailable. Many groups use this position to allow the member addicit the chance to learn about service while preparing to take over for the GSR at the end of their commitment.

### **ASC**

The Area Service Committee is the committee that does most of the work of the fellowship in providing services.

## **RSC**

The Regional Service Committee is a service body to pool and develop local service responsibilities. This acronym is often added to a region's name to simplify references in guidelines and correspondence; for example the Colorado Regional Service Committee may refer to itself as CRSC or CRSCNA where the NA stands for Narcotics Anonymous.

## **CNAC Inc.**

Colorado Narcotics Anonymous Convention Corporation. This is the newly formed corporation formed to handle the financial, legal and indemnification issues for the Colorado Regional Convention. This was approved at the 2009 April regional assembly and the corporation was formed this year. A Board of Directors was created to oversee the corporation. The 2010 CRCNA contract was signed by the board.

## **CRCNA**

The Colorado Regional Convention of Narcotics Anonymous is the annual celebration of our recovery. The Convention is a sub-committee of the Colorado Regional Service Committee and takes direction from and is responsible to that body for decisions made as part of the convention cycle.

## **CRRMCO**

Colorado Rocky Mountain Regional Campout

## **WRCNA**

Colorado Women's Retreat of Narcotics Anonymous

## **RCM**

The Regional Committee Member is the representative of each area on the regional service committee. "They serve as the core of the regional service committee... RCMs keep their areas in touch with the larger world of NA by providing information in neighboring areas, functions being sponsored by the regional committee, reports relevant to subcommittee affairs and important issues being discussed at various levels of service." Guide to Local Service pg. 51

## **RD**

The Regional Delegate is the representative of the region who attends and is a full participant at the World Service Conference carrying their region's conscience. "The regional delegate serves as the primary contact between NA's world services and the local NA community. On one hand, the delegate provides information on current world projects to the regional committee. On the other, the delegate offers local perspective to the work of world services." Guide to Local Service pg. 89

## **RDA**

The Regional Delegate Alternate may be looked at as our region's Regional Delegate in training and will participate in the World Service Conference in the event that the Regional Delegate is unable to attend or is not present on the floor of the World Service Conference. "The delegate often consults with the alternate, asking for different perspectives on world service affairs and seeks to involve the alternate in helping carry the workload." Guide to Local Service pg.90

## **RMZFNA**

The Rocky Mountain Zonal Forum of Narcotics Anonymous is: "a problem discussion and solution clearinghouse for the Narcotics Anonymous regions located in Colorado, Montana, Utah, Southern Idaho and Wyoming."

<http://www.rmfn.org/mission.php>

## **WSC**

The World Service Conference is an event held in even numbered years that brings the regional delegates, from every seated region in the world, and the World Board together to make decisions that affect the direction our fellowship will take over the next two years. The next World Service Conference will be held in California at the end of April in 2014. "In each biennial meeting of the World Service Conference, our fellowship comes together in one place at one time to share experience, strength, and hope with each other. The purpose remains to solve common problems among those already here and fortunate enough to have discovered this new way of life and—more importantly—to redouble our efforts to carry the NA message to the addict who still suffers. One rep from each region is funded by the WSO.

## **CAR**

Conference Agenda Report is the document that outlines for the fellowship those issues to be discussed at the next World Service Conference. It is generally available in late November preceding the World Service Conference. "The report contains the proposals and motions that the fellowship is being asked to consider and form a fellowship wide group conscience on.

## **CAT**

Conference Approval Tract is the document listing the business that will be done at the WSC. It includes items not addressed in the CAR and includes the strategic plan and budget items for the next 2 year conference cycle.

## **WCNA**

The World Convention of Narcotics Anonymous is a celebration of our recovery that rotates around the world to allow addicts worldwide to attend. The convention is held every 3 years. There was one in 2015 and next 2018. The World Board is responsible for the convention and acts in concert with local support committees to have an event that is memorable for all who attend.

## **WSO**

World Service Office is the place where the special workers employed by Narcotics Anonymous Worldwide Services actually carry out the duties of providing services to our worldwide fellowship. "The purpose of the World Service Office (WSO), our main service center, is to carry out the directives of the World Service Conference in matters that relate to communications and information for the Fellowship of NA, its services, groups, and members. The World Service Office achieves this purpose by maintaining correspondence with NA groups and service committees, by printing and distributing WSC- approved literature, and by maintaining the archives and files of Narcotics Anonymous.

## **NAWS**

Narcotics Anonymous World Services is the legal entity that allows our fellowship to do business with the public in general and provide services and support to the addicts of our fellowship worldwide. Narcotics Anonymous World Services operates the World Service Office in all its locations worldwide, and publishes and distributes our literature.

## **FIPT**

The Fellowship Intellectual Property Trust is the legal document that protects and preserves our fellowship's intellectual property (our literature and logos) in a manner that is recognized by legal entities throughout the world. "A set of documents describing how NA's literature and logos are managed and protected for the greatest benefit of the fellowship as a whole. Contains its own glossary of terms. Approved by the fellowship in April 1993."

"The purpose of the Fellowship Intellectual Property Trust is to lay out the collective decisions the Narcotics Anonymous Fellowship has made over the years concerning its literature and logos. Anyone who has any questions about how NA literature is to be developed and approved, who "owns" it, how it may be changed and who may change it, who may print it, and what is to be done with the money resulting from its sale can easily refer to the Fellowship Intellectual Property Trust. In this one comprehensive document appear the policies our entire fellowship has created to preserve the integrity of its published message and the accountability of its publishing services.

## **CAL**

Conference Approved Service Literature is literature that is intended for the service bodies within our service structure that has been approved by the World Service Conference. An example is the Guide to World Services in Narcotics Anonymous.

## **WB**

The World Board is comprised of members of the fellowship elected at each World Service Conference to six-year terms. Their terms are staggered to provide continuity of the board. No member may serve more than two consecutive terms (twelve years) on the World Board. Any region or Zonal Forum may nominate members for consideration by the conference. Human Resources Panel also nominates members for consideration of the World Service Conference. "The World Board will consist of up to eighteen members elected by at least 60% of the World Service Conference. These conference-elected members will have equal participation rights, including voting on the board and at the World Service Conference. Board members may not, however, vote on items that have been submitted to the groups in the Conference Agenda Report or on any other items of Old Business at the World Service Conference."

## **World Pool**

The World Pool is comprised of members of the World Fellowship who volunteer their abilities and skills for World Service Conference projects and to be considered for the World Board, or the Human Resources Panel. "The purpose of the World Pool is to constitute a pool of trusted servants willing and qualified to serve on the World Board, the WSC Cofacilitator positions, the Human Resource Panel, and the World Board's committee and workgroup projects. The pool consists of a compilation of information about members, demonstrating a variety of recovery and service-related experience, as well as any skills necessary for the successful completion of world level assignments." A Guide to World Services pg. 18, [www.na.org/admin/include/spaw2/uploads/pdf/2008\\_GWSNA\\_Jun08.pdf](http://www.na.org/admin/include/spaw2/uploads/pdf/2008_GWSNA_Jun08.pdf)

## **HRP**

The Human Resources Panel is a panel comprised of addicts who facilitate the selection of World Board Nominees World Service Conference Co-Facilitators and Human Resource Panel members. Human Resources Panel members are elected by a simple majority of the World Service Conference participants. "...Facilitates an election/selection process that will allow the World Service Conference to base trusted servant choices upon the principles of ability and experience, helps to allow members to be nominated from around the world without having to be present at the conference to receive due consideration, and create a more open opportunity for world services to benefit from our collective resources by providing an established and recognized process by which to do so."

## **CBDM**

Consensus Based Decision Making is a spiritual based method of committees and service bodies to arrive at a decision. The theory is that decisions made in this manner will let all participants walk away feeling like they can fully support those decisions.

April 2019