



consensus  
impact report

Return  
On  
Investment



Discover the practitioner advantage

# RETURN ON INVESTMENT

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In business, results matter.

Every year, organizations spend billions of dollars investing in Talent Development in order to drive performance and engagement. And, it works!

However, measuring the impact that any single initiative has can be elusive. The challenge becomes even greater when evaluating skills-based training, with results being difficult, if not seemingly impossible, to quantify.

Still, an investment in Consensus training and coaching deserves a measurable, anticipated return.

We know wholeheartedly that our Talent Development services yield substantial financial and relational results for our clients. Our clients know this, as well.

These three independent university studies prove it. And, our participant responses echo it.

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## Independent Studies

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## Institute of Industrial Relations The University of California, Berkley

The Institute of Industrial Relations at the University of California, Berkeley researched the impact of Consensus' approach and models, when taught in a workshop, on professional performance. It compared pre-training and post-training participant results.

Their research confirmed that transformations from ineffective, adversarial, non-trusting relationships into effective, cooperative, and trusting working relationships were the norm, rather than the exception, among workshop participants.

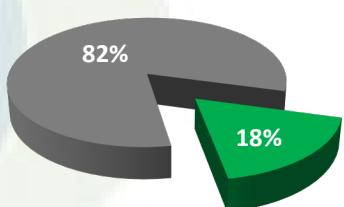
Similarly, almost every participant reported that the training had a highly positive impact on both the process and the outcomes of their working relationships.

The most significant research findings appear on the following pages.

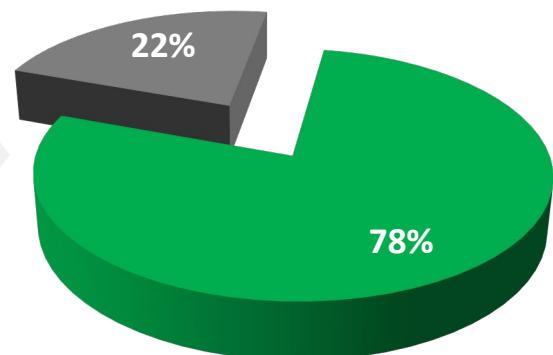
## Better Agreements

There was a marked shift in the way that participants approached negotiations. Prior to the training, 82% of participants said that their negotiations focused on the demands set forth by the parties which contributed to stalemates. After the training, 78% of participants said that their negotiations focused on the underlying interests of the parties and on creative options for satisfying those interests. This coincided with higher levels of understanding and acceptance among the parties.

### Pre-Training



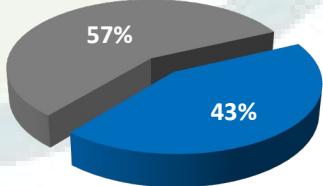
### Post-Training



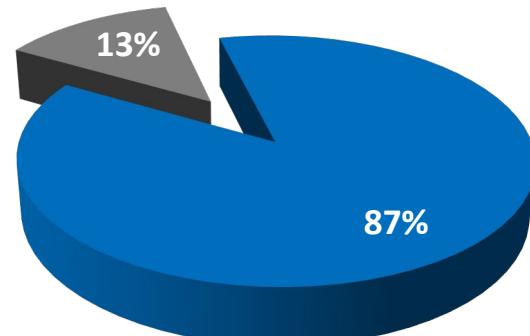
## More Productive Relationships

Prior to the training, 57% of participants considered their working relationships with counterparts to be unproductive. After the training, 87% felt their relationships were, indeed, productive.

### Pre-Training



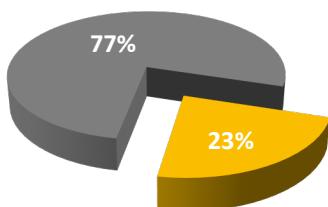
### Post-Training



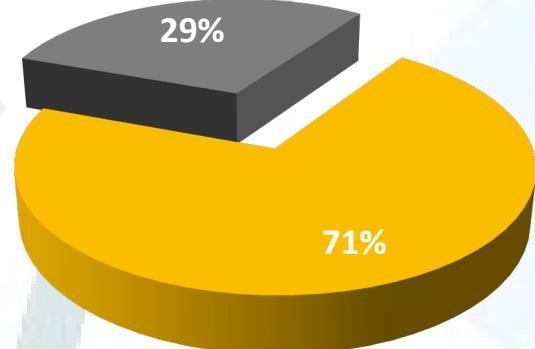
## More Effective Communication

Prior to the training, 77% of participants characterized their communication with counterparts as being “not effective”. Following the training, 71% characterized their communication with their counterparts as being “effective”.

### Pre-Training



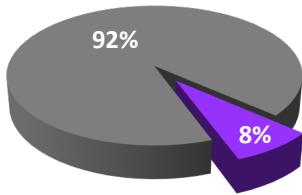
### Post-Training



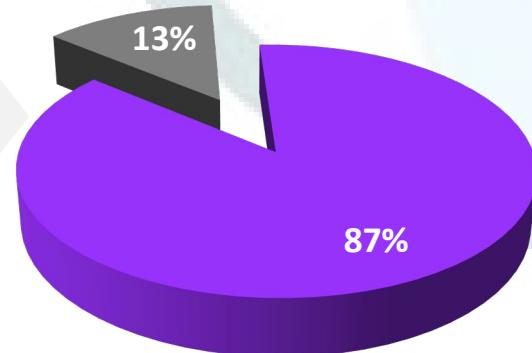
## Increased Cooperation

Prior to the training, only 8% of participants considered their relationships with counterparts to be cooperative. In contrast, after the training, 87% considered them to be cooperative.

### Pre-Training



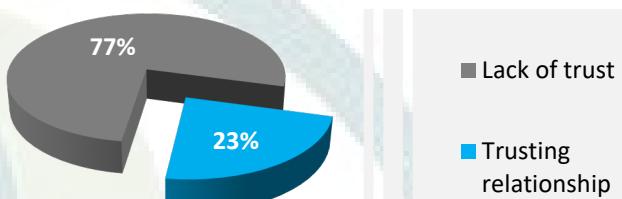
### Post-Training



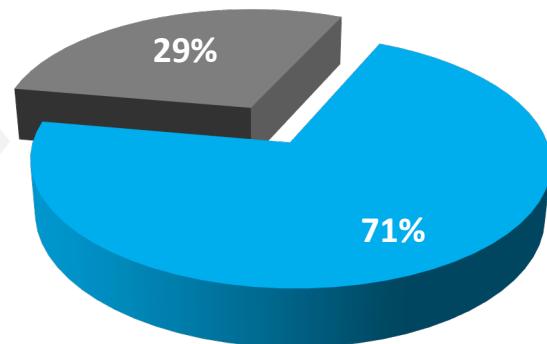
## More Trust

Prior to the training, 77% of participants reported that there was a lack of trust in their relationships. After the training, 71% reported that they operated in a climate of trust.

### Pre-Training



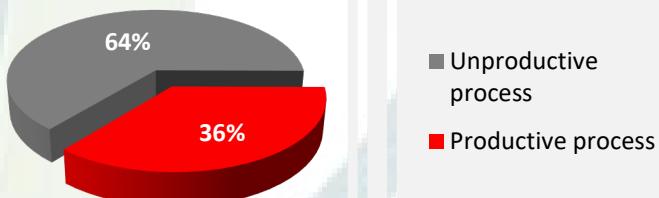
### Post-Training



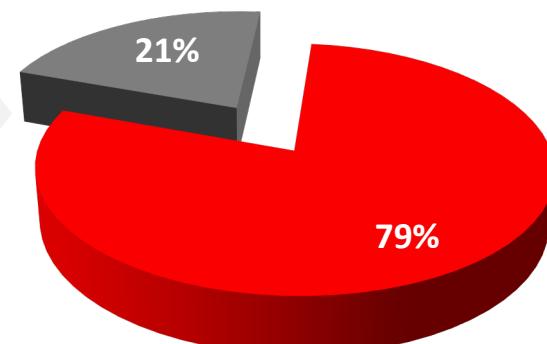
## Improved Process

Prior to the training, 64% of participants considered the decision-making processes they used to be unproductive. Conversely, after the training, 79% characterized the process as being productive.

### Pre-Training



### Post-Training



# Other improvements...

## Better Constituent Support



Prior to the training, 51% of participants characterized constituent support as being “poor”. After the training, 58% of participants characterized their constituent support as being “excellent”. Similarly, prior to the training 48% considered their communication with their constituencies to be ineffective; following the training, 64% considered it to be effective.

## Fewer Unresolved Conflicts



Improvements were experienced in resolving conflicts and managing differences, with 89% of the participants reporting more effectiveness in this area after the training. 70% of the participants reported that it was easier to settle grievances and 56% reported that grievances were settled at lower levels.

## Increased Understanding



Prior to the workshop, “a lack of mutual understanding” was the most cited characteristic of labor-management relationships. After the training, “effective communication” became the most cited characteristic.

## From Adversary to Ally



Prior to the training, 70% of participants characterized their working relationships with negotiation counterparts as being adversarial. After the training, less than 1% considered them to be adversarial.





## MONTERREY INSTITUTE OF TECHNOLOGY

Over a six year period, Monterrey Institute of Technology surveyed participants from nine countries that had been trained in Consensus' negotiation model. They found that participants enjoyed several significant gains from the training:

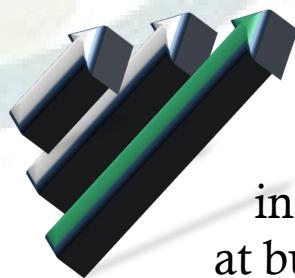
A **44.8%**  
increase in meeting one's  
**underlying interests**



A **31.5%**  
increase in effectiveness at  
**problem solving**



A **26.4%**  
increase in effectiveness  
at building and maintaining  
**long-term climates of trust**





## CALIFORNIA PUBLIC EMPLOYEE RELATIONS

The University of California, Berkley's Institute for Research on Labor and Employment - California Public Employee Relations researched the efficacy of interest-based negotiation-bargaining.

The results were conclusive:

*There was an **85% reduction in the rate of disputes** filed with the State of California among employers and unions that had provided negotiation training with Consensus' framework to their personnel within the previous three years.*



## WORKSHOP Participants

Consensus has trained tens of thousands of professionals across six continents.

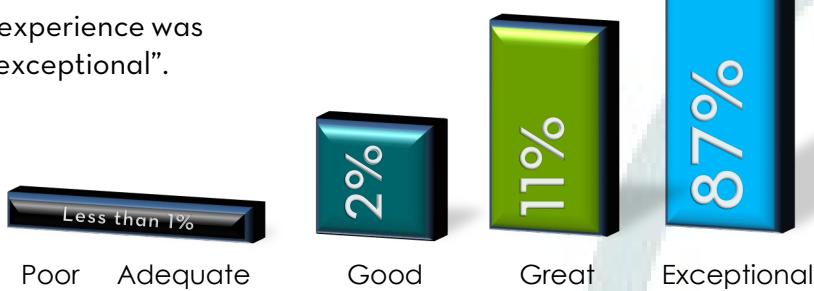
While we do not consider participant feedback to be scientific *per se*, we do deem it important. Accordingly, we are proud to share the data collected from workshop participants in the following pages.

Please rate your

## overall workshop experience:

Participants enjoy our workshops and feel that they are valuable investments.

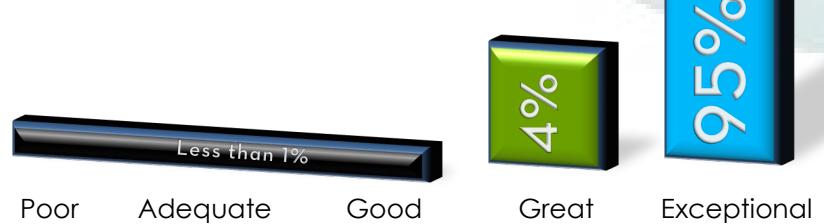
Approximately **98%** of participants felt that their Consensus experience was “great” or “exceptional”.



Please rate our

## subject-matter expertise:

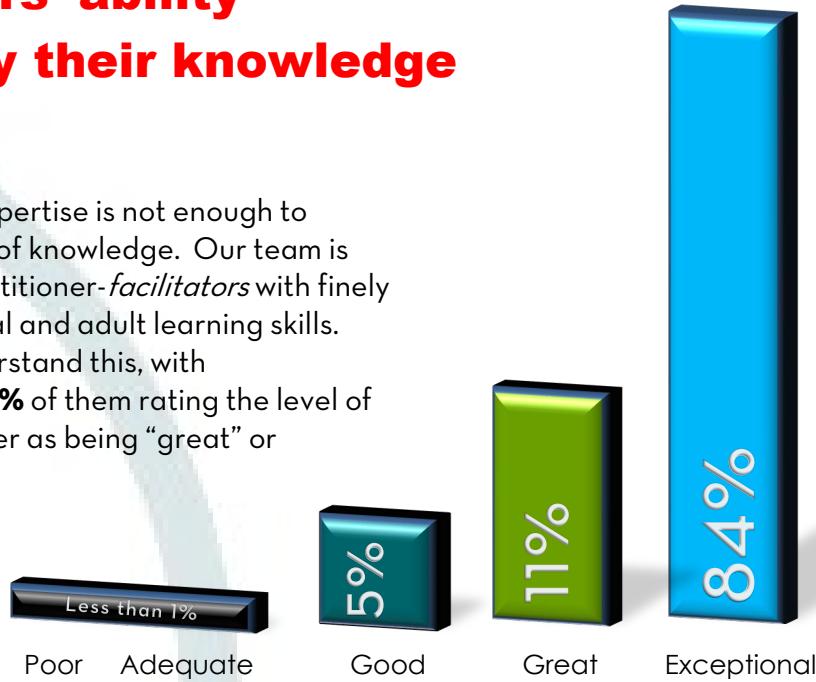
Participants overwhelmingly appreciated Consensus’ subject matter expertise and the added value that our *practitioner*-facilitator staff brings to their workshops. Not surprisingly, **99%** of participants felt that our facilitators were experts in the field of negotiation, communication, and collaborative relationship management.



Please rate our  
**facilitators' ability  
 to convey their knowledge  
 to you:**

Subject matter expertise is not enough to ensure a transfer of knowledge. Our team is composed of practitioner-facilitators with finely tuned pedagogical and adult learning skills.

Participants understand this, with approximately **95%** of them rating the level of knowledge transfer as being "great" or "exceptional".



Please rate the workshop's  
**relevance to your job:**

Approximately **96%** of participants felt that the workshop was highly relevant to their professional roles



What part of the workshop had the **biggest impact on you**:

This open-ended question yielded diverse responses. We tracked the data, and present it in this tag cloud.



# WHAT SETS US APART

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Founded in 1993, Consensus is a global consulting firm that specializes in negotiation, communication, and conflict resolution.

We offer clients a diverse service menu through three practice areas: Consulting, Peace Building, and Talent Development.

Consensus professionals work across all three practice areas. This comes to bear in the classroom - we combine real world experience as experienced negotiators and mediators, with expertise in adult learning, to help participants develop skills needed to engender positive working relationships and to negotiate better deals.

It is this combined **practitioner-facilitator** role that sets our professionals and our training apart.



consensus



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