

POWER IN CONSENSUS BUILDING

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LIMITED PERSPECTIVES ON POWER

- **Right institutional design** (e.g., “devolving decision-making power to multi-stakeholder process”) will neutralize power imbalance. (*New governance’s macro perspective*)
- Creating appropriate and **genuine dialogue** will lead to consensus. (*Micro process management perspective*)
- **Reject consensus building** from the fear that participation will perpetuate power imbalance. (*Realist power relation perspective*)

THREE-LEVEL CONCEPTIONS OF POWER

<i>Background power</i>	Related to outside alternatives (BATNA)
	Non-deliberative power
	Make stakeholders consider meeting
	Affect before, during, and after the process
	Difficult to change the structure
<i>Boundary power</i>	Related to pre-negotiation to design the structure of process
	Mostly right before the process and sometimes during the process
	Make stakeholders consider talking
	The structure might be affected by background power and deliberative power.
	Relatively more possible to change and manage
<i>Deliberative power</i>	Related to organizational and individual capacity
	Knowledge, information, and negotiation, argumentative skills
	Inside and during the table
	Difficult to change but possible to address via facilitation

QUESTIONS

- How to manage power imbalances in each category of power for consensus building?
- What can be the role of boundary power management in consensus building process, given the imbalances of background and deliberative power?
- Assuming that distrust can be caused by imbalances of background and deliberative power, can effective boundary power management help them build trust?

THANK YOU