



## The Big Company

Public role: You are an employee of the dominant firm in the industry. Once known for innovative products, the company now seems content to produce the same product line year after year. The industry is aware that your firm is no longer a technology leader. Smaller, more innovative firms and start-ups are looking to take your market share.

Private role: A start-up has new technology that will severely impact the market, and your company will lose market share. Your job is to block this technology from adoption by the group. You must be very careful in how you do this to give the impression that you are not trying to block the start-up. You have been told that your department may be eliminated if the start-up is successful.

You are an employee of the dominant firm in the industry:  
(Ignore items that are not ticked in the checkbox.)

- Charging Technology
  - 12-hour charging
  - 8-hour charging
  - 4-hour charging
- Charging Connectors
  - Metal-back shell
  - Plastic-back shell
- Wireless Communications
- Wired Communications (Ethernet)



## The Start-Up

Public role: You are the founder of a start-up that is being closely watched within the industry. You and your partners are well-known and well-respected, and the assumption is that your technology will be excellent. You must get your technology adopted into the standard.

Private role: Your start-up will get a large amount of venture capital IF your technology becomes part of the standard. The stakes are high for you—if you are successful, floods of venture money and instant riches will be yours. If not, you will lose the company, and your reputation in the industry may be severely damaged.

You must do everything you can to convince the group that your technology should be adopted for the standard. Do not tell the group that your company will not be funded unless you are successful.

Your start-up company is in the following industry:  
(Ignore items that are not ticked in the checkbox.)

- Charging Technology
  - 12-hour charging
  - 8-hour charging
  - 4-hour charging
- Charging Connectors
  - Metal-back shell
  - Plastic-back shell
- Wireless Communications
- Wired Communications (Ethernet)



## The Intellectual Property Holder

Public role: Your company has existing patented technology that they want to get into the standard. The group knows of your company's patent because it has been disclosed to the group.

Private role: You have been told that your own future within the company depends on your success.

You must do everything you can to convince the group that your technology should be adopted for the standard, even though this may increase the cost of implementation due to license fees.

Your patented technology is in the following:  
(Ignore items that are not ticked in the checkbox.)

- Charging Technology
  - 12-hour charging
  - 8-hour charging
  - 4-hour charging
- Charging Connectors
  - Metal-back shell
  - Plastic-back shell
- Wireless Communications
- Wired Communications (Ethernet)

## The Regulator



Public role: You are a representative of a regulatory agency that has jurisdiction over one of the technologies listed below. (Ignore items that are not ticked in the checkbox.)

- The allocation of wireless spectrum
- The manufacturing and disposal of batteries
- The electrical safety of power systems

For example, if a wireless technology is proposed as a communications link between the vehicle and charging station, you will remind them that there is a three-year testing and certification process that must be done before products can be manufactured. In the case of batteries, all raw materials used must meet certain regulations, and the factory must have a certification. This certification takes two years. For electrical power systems, all materials must meet international standards for safety. The testing and certification process for electrical safety for metal connectors is three years; for plastic, it is one year. The testing and certification for fire safety for metal connectors is three months; for plastic, it is two years.

Private role: Regulators generally have the force of law behind them, and can be rigid in their thinking. You should be friendly, but should be no-nonsense and all-business without being rude.

## The NGO (Non-governmental Organization)



Public role: You are a member of an environmental group that has concerns about the battery materials used and how they might affect the environment during manufacturing, during use, and at end-of-life. Your job is to press for the use of the "most environmentally friendly" battery type. There is no industry consensus, however, on what "most environmentally friendly" means. The battery type has already been chosen and is not within this working group's charter. Nevertheless, you must make your arguments.

Private role: Your arguments may not have a strong technical or economic basis. Rather, they will be mostly emotional.

## The Time-waster



Public role: Your company does not have a strong opinion about any of the technology under discussion and will follow the lead of the group.

Private role: You, however, have strong opinions on everything, and enjoy talking at length even when you are not really adding anything to the discussion.

You must take as much of the group's time as possible by prolonging discussions, going off-topic, rehashing old arguments, etc. Be enthusiastic, be polite—and waste as much time as you can!



## The Perfect Attendee

Your role is to be the perfect member of the group. You have no hidden agenda, will evaluate the presentations carefully on their merit, and will work with the rest of the group to build consensus.

תְּהִלָּה כְּבָשָׂר וְלִבְנָה  
בְּעֵינֵינוּ כְּבָשָׂר וְלִבְנָה



## The Recording Secretary

This job is in addition to your assigned role. You must capture the minutes of the meeting in written form. The information required includes the start and stop times of the meeting, the title and name of the presenters, a brief description of the presentation, and an executive summary of any discussion of the presentation.

You must capture all motions made in this format:

**Motion #**, e.g., 1, 2, 3,...

Text of motion: e.g., "Move that the group adopt proposal #1 as the baseline for charging technology."

**Move:** Name of person making the motion

**Second:** Name of person seconding the motion

**75% required for motion to pass**

Yes:\_\_\_\_\_ No:\_\_\_\_\_

**Motion Passes/Fails** (indicate which one)

**Time of day, date**

You should also capture the spirit of the discussion of the motion. You are not expected to capture conversations verbatim. Your minutes will be used as the official record of the meeting, so you must be precise. The chair is relying on the minutes to make the final report.

## The Chair

The consensus-building process is led by the Chair. Note that the Chair's main role is "management" of the group. The Chair can be creative. For instance, the Chair can "lead" the group in processes to make it effective. The Chair, however, does not "lead" the group in the sense of pushing it towards any particular technical choices.



### **The Chair as Manager**

The Chair manages time. The Chair ensures that everyone has a chance to provide input—in this way the Chair is also managing the process to ensure fairness and openness. The Chair ensures decisions are made based on consensus (which is usually some percentage of approval in a vote).

The Chair should be aware of and use various management techniques to ensure an effective process. Such techniques might include:

- Asking people to raise their hands and get permission from the Chair before speaking. This is used to control people who want to "hog the spotlight."
- Going around the group and asking people what they think on the issue. Call on quiet individuals specifically for their thoughts.
- Ensuring that there is time for breaks and offline consensus-building.

### **The Chair as Leader**

As leader, the Chair introduces proactive measures to enable the group to reach consensus. The Chair must not attempt to "lead" the group in a particular direction or bias the discussion. However, the Chair can be creative in the process (after all, the Chair usually decides process), again with an eye on the goal of making the group effective.

Do not try to achieve too much at one time. Break the discussion down into sections, and keep your focus on the point being discussed. If a discussion on a single point becomes unmanageable, try parking the issue and moving on to something else before coming back to it. Keep an eye on time, and don't allow too much time to be spent on an individual topic.

Take a break—suggest a five minute pause so people can stretch their legs. Informal discussions can often lead to compromise.

A decision is made when there is consensus, which is defined as a motion passing with greater than or equal to 75% approval (multiply number of NO votes by three, if the number of YES votes is larger, the motion passes). A “straw poll,” which is an informal statement and count, can be taken if needed before this point, and can be used to lead the group towards making a decision. Before a vote or straw poll, state clearly what is being voted on so everyone understands what is happening.

As it may be seen as trying to lead the group in a particular direction, oftentimes the Chair will choose not to exercise his or her right to take part in straw polls and motions.