

# Delhi University Model United Nations Conference

7-9 APRIL 2016

Organization for Security and Co-operation in Europe

PRE-DEBATING GUIDE #1

## **INTRODUCTION**

This pre-debating guide has multiple self-contained sections. The delegate can choose to read the sections in any order; however the numerical order is prescribed for optimized readability and simplicity. There are two major sections and multiple minor sub sections. What distinguishes the two and what does this system mean? Major sections begin with their own separate cover pages and represent a broader idea which is broken down variously. For this pre-debating guide, the two major sections are: Strategies for Effective Role-Play and Principles of Complex Debate. Minor sections derive from these situated themes and are numbered.

**Strategies for Effective Role-Play** (Section 1) analyses how the delegate relates to the portfolio given to him/her/them by evaluation of the various aspects of role-play. One of the most iterative and repetitive questions that arise from the current trend of ‘unconventional’ simulations that seem to have caught the popular fancy is very simply-How? The difficulty of stepping outside the self and imbibing an identity not your own is a well-documented challenge in terms of theatre and in the field of acting but not so much in areas as nebulous as diplomacy or policy. This section attempts to create an ideal division of non-procedural time (time for preparation) into hierarchies. Each hierarchy explores the relative significance of each aspect. It culminates into a comprehensive delegate checklist which is to be prepared by the delegates for their benefit.

**Principles of Complex Debate** (Section 2) explicate the nature of ‘debate’ in a Free-Flowing Multi Assertive Model of debate. Instead of analysing debate within specific rules of procedure, this section aims to craft delegate awareness about qualitative debate. Through a process of benchmarking it attempts to elevate the engagement a delegate has with his trade. **To be released later as second pre-debating guide.**

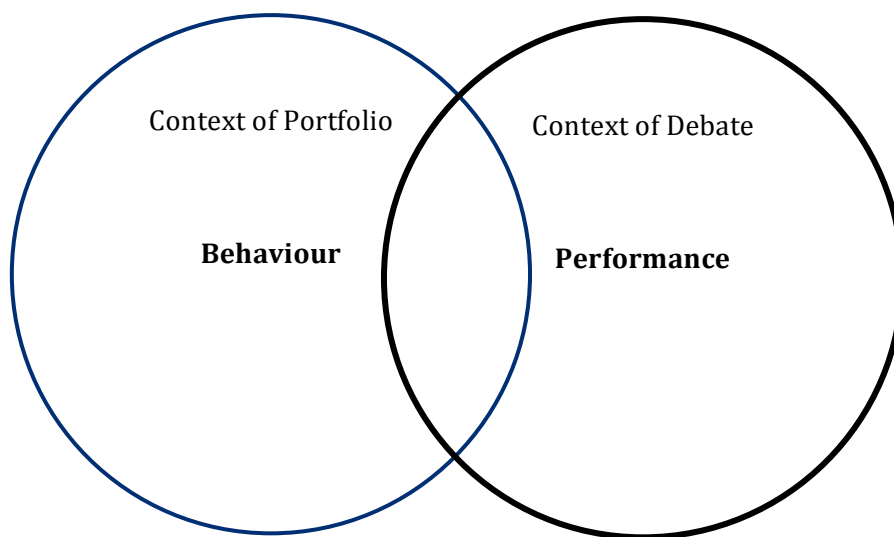
## **1.1 ROLE PLAY: Overview**

Role Play is one of the primary attributes in any sphere of **simulated reality**. Every Model United Nations conference situates its participants in a crafted world, a fantasy if you will which is bound by a thematic subject area. The theme is usually the context of the debate enshrined within the agenda items on table and it is from this point that role-play as an activity begins. To get a better understanding, let us attempt to define role-play:

*The acting out or performance of a particular role, either consciously or unconsciously, in accordance with the perceived expectations of society as regards a person's behaviour in a particular context*

Note here in this definition the terms **‘performance’** and **‘behaviour’** which will become the focus of this sub-section. The qualifying trait for both these parameters is *expectation* which is represented in most MUNs through the marking criteria. In order to gain marks, the delegate must satisfactorily meet pre-defined and pre-meditated criteria of judgement. It can now be argued that performance implies an optimized form of role-play limited to the idea of debate functionally. **(Explained Section 2.1)** Immediately, we can devise a substitution in the above definition: the term *society* can be replaced with the meeting itself. Again, this process of interchange is fundamentally congruent with the ability of debaters especially in parliamentary formats to specify the *house*. This means that the target ‘society’ of any MUN simulation is the contextual body of delegates which comprise the house. Deducing thus, we can make one very crucial observation: role-play within MUNs is exhausted by the context and is extremely selective. As delegates of a meeting, your role-play is inherently selective and your knowledge of the portfolio is *functional not technical*. Hence, we can further refine the notion of performance as: *the contribution of a portfolio to the context of the immediate debate under the active agenda on table.*

Now, how does performance link with behaviour in this definition? To answer this question the following Venn diagram should be interpreted:



As the figure inset shows, the element of behaviour is derivative of the context of the portfolio. The next logical step is to decipher the mentioned 'context', a process dealt with extensively in the minor section on the **Texture Effect: Awareness**. In brief, the context of the portfolio is an interpretation of its origin in terms of need and want i.e. when and in what historical precipice was the portfolio established and what did the specific mandate of the portfolio seek to achieve. Behaviour thus is a passive factor which can be defined as: *the totality of historic and effectual discourse mapped in narrative by the existence of the particular actor*. Thus, the attribute of behaviour is an exploration of the weight of history that exists on a particular portfolio.

Updating the definition of role-play we come to:

*The contribution of a portfolio to the context of the immediate debate under the active agenda on table consciously or unconsciously, in accordance with the perceived expectations*

*of the members of the house as regards a portfolio's totality of historic and effectual discourse mapped in narrative by the existence of that portfolio.*

Like most complex and conjoined terms, the defining process is at best crude and there is no final word. However, in our interests we can endorse this definition as elastic enough to cover the nuances of representation in any MUN. Observe how combining the ideas of performance and behaviour into a consolidated form crystallize and charge the definition. This is the mantra for all delegates within this meeting and will inform the marking criteria. What does this tell us about role-play? It tells us that role-play means not only understanding the portfolio in specific but also looking at the larger swathe of history when enacting it out. The next sub-sections will deal with the How aspect of 'enacting' the role and should be read thoroughly. Role-play is an intricate process that deserves attention to detail and hence every delegate will need to display an appropriate level of respect and dedication for the concept.

## **1.2 ROLE PLAY: Performance**

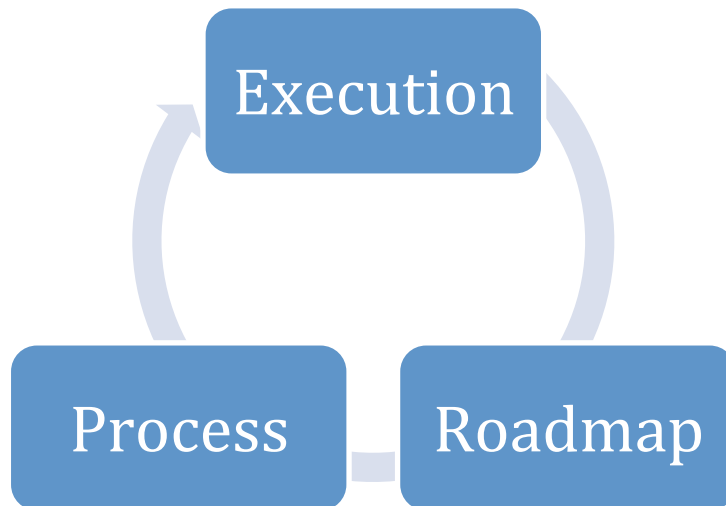
Performing in a space like MUN meetings is difficult especially for students not used to the concept. This is a recurring problem as structures such as the Rules of Procedure (RoP) are exceedingly impersonal and difficult to relate within a personal activity. Another added caveat is the enhanced focus on skills such as public-speaking, organizational skill etc. We have already established the definition of performance in terms of role-play. In this minor section, we look at de-constructing this definition to help the delegate better comprehend the methodology that he/she/they need to craft for his/her/themselves in order to engage with the simulation better.

Performance can be delineated into three major aspects:

- **PROCESSING**
- **EXECUTION**

- **ROAD MAPPING**

This is how they link presented visually for convenience.



In terms of the cycle, it begins in reverse order so delegates are advised to move from Roadmap and Process phase to final execution. Roadmap and Process are called ‘Passive Agents’ and Execution is referred to as ‘Active Agent’. In all processes of debate within MUNs we move from Passive to Active Agents similar to the way heat flows. Roadmap, also referenced as the **primary passive agent**, denotes two key elements: **Stance and Lens**. These two terms are further explained below, but essentially they combine dynamically to generate what we term as a **Portfolio Filter**. The portfolio filter is very useful for delegates as it is a document which helps understand what action a delegate should take under the pre-text of immediate debate. It is advised that all delegates prepare their own personal portfolio filters using the methods given later to help increase their efficiency.

Process refers to the strategic use of the portfolio’s responsibility area and is itself informed by four major factors:

1. **Elimination:** Removal of all extraneous and non-relevant information to streamline output.

2. **Theory Crafting:** Creating and drafting all possible solutions and/or alternative methods to carry out any form of output.
3. **Optimization:** Choosing the best alternative from the pool created above. The 'best' is determined using a range of factors discussed in the relevant minor section below.
4. **Efficiency:** Minimizing the use of assets to meet the requirements of the action.

The last part of the cycle is the execution phase. It is the culmination of the above steps and refers to the final action a portfolio takes in terms of formal and backroom debate. In this way, **execution** can be considered a composite factor which includes your participation in both the formal sphere of debate i.e. speeches, moderated discussions , and working groups as well as backroom debate such as recess, directives, and informal arrangements. It is to be anticipated by delegates that every type of meeting and conference will have its own rules and regulations. Delegates should familiarize themselves with the same to increase the effectiveness of the entailed role-play.

Now that we have established definitions that further delineate performance into further categories let us attempt to further explore each of the presented materials in greater detail.

## **ROAD MAPPING: A TEST OF SKILL**

A road map implies a sense of direction and a method to track the progression down that particular direction. In principle, **Stance** offers direction and **Lens** is the method a delegate must employ actively to track their progression. The method in which these two interact is dynamic and can't be suitably universalized. It is more accurately a function of the specific portfolio and the person occupying the same.

**Stance** is a rather complicated term that means the position *pre-existent* to the corpus of debate. The stance of a portfolio is an assimilated and distilled chronology of actions undertaken by the portfolio in regards to **immediate debate**. To distil the chronology so

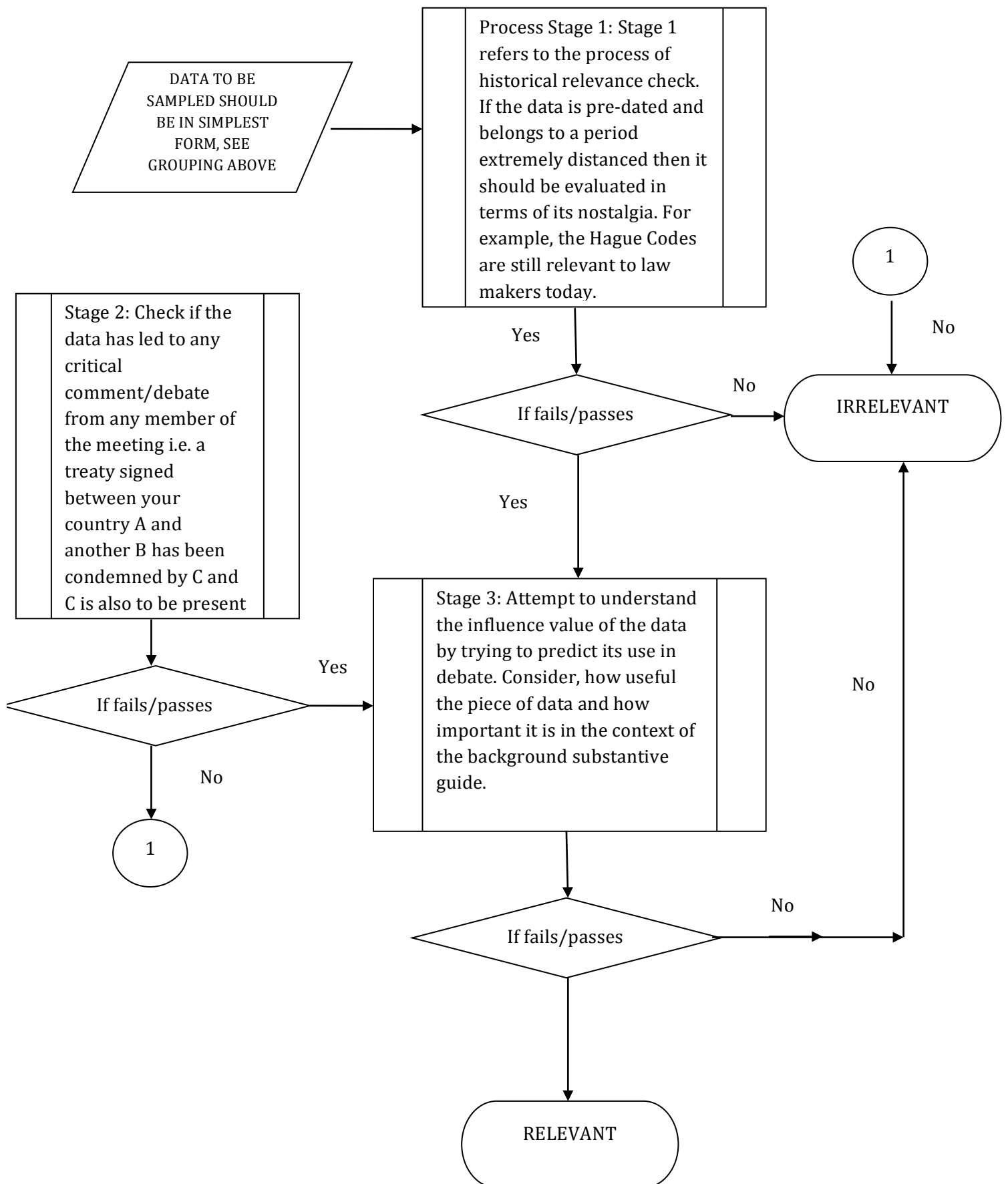
obtained one must have a pattern analysis algorithm in place to account for similarities. Before we get to design the algorithm, we must first tailor the material within the chronology itself. This is a crucial *written* step for delegates and they are advised to maintain it throughout. Clearly, relevance is the most key aspect of understanding what item needs to be penned down in the list. How does a delegate go about deciphering relevance? While there are certain parts of this response that are unique to each portfolio, there are some universal guidelines which should be followed:

- **Sources:** One of the chief concerns in any meeting is the integrity of the data being presented to the table. Delegates often ask which interpretations and sources of data are valid to be used in immediate debate. There are two major observations to be made aside from the fact that the sources of data may be limited by the executive bureau and/or the nature of the simulation. First and foremost, the degree of distance and objectivity between the portfolio and the data. To furnish a case, if a nation state A is embroiled in a conflict, the international community may develop its own rubric to assess the quality of reportage from that nation state. If you're a delegate representing A then sources of data may primarily rest internally which may include ministries, national media offices and commentaries from engaged office bearers etc. However, if you're representing a nation other than A you must ascertain the relative distance between your two countries. Are you historical allies/enemies? Do you have any agreements/disagreements/treaties etc pertinent to both the agenda on table and the context of immediate debate? These are the type of questions alongside the nature of your designation that more often or not reflect upon permissible sources. One of the other key assertions to be made here is the type of debating model being followed in the particular meeting. **(Section 2.1-2.2)** If you're following a closed set model of debate

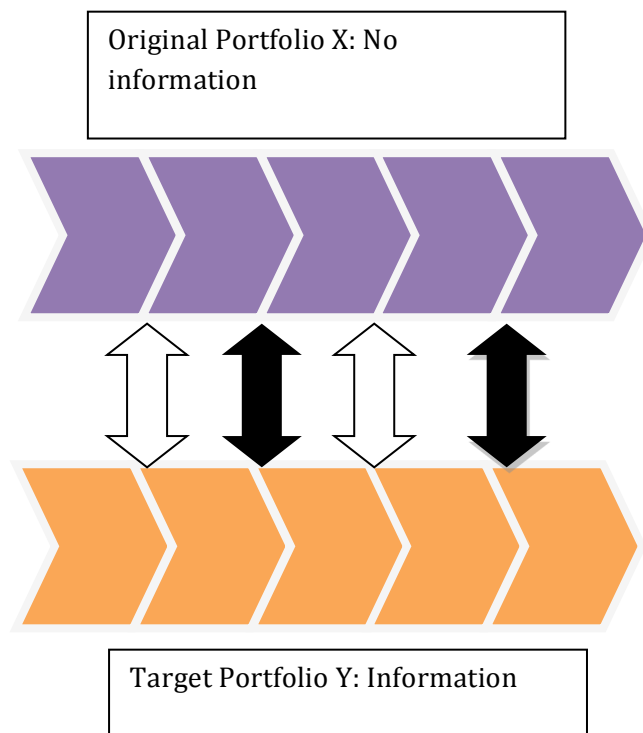


then you must rely on largely **pre-dated** sources however if you're in a free-flowing model of debate you may have access to **real-time** data.

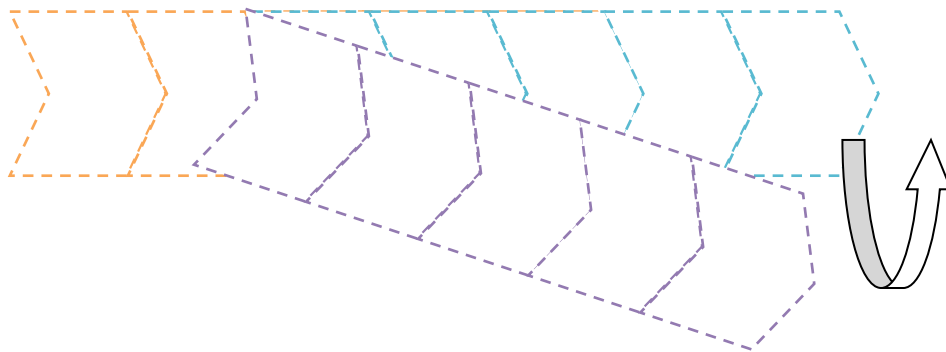
- **Grouping:** Delegates should create an integrated timeline that maximises readable space and reduces clutter. If you have a well-made chronology sheet then it will only take a minute or less to understand and interpret on the go during a pressure moment. Simply track **all shared types of information and put them within headings in reverse chronological order. Consider:**
  - **Declarations of War by Nation X: 20XX WITH Z NATION, RESULT: ASDF, FROM A DATE TO B DATE.**
  - **Treaties on Environment signed by Nation X:**
    - **20xx treaty name, signed on date, ratified on date, came into force date**
    - **19xx treaty name, signed on date, ratified on date, came in force date**
- **Sampling:** This is the most crucial point on which the delegate should derive the relevance of any data from. Sampling is a process wherein data is collected and collated and is inherent to the nature of debate within MUNs. Data sampling for MUNs follows the **Action Research** model which we have further refined to create the following simple flowchart. Delegates are advised to draw and understand the flowchart completely and dramatically enhance their ability to pick out relevant data. As with all qualitative methodologies, the flowchart isn't exhaustive and should be tinkered with as best suits the interests of a portfolio within the space of immediate debate.



With the steps detailed above, the delegate should be equipped with a fairly comprehensive timeline of key data that will reveal patterns in the way in which the portfolio has handled the agenda on table. Another rather key interjection arises here, what happens if the portfolio has **no history** of dealing with the context of the agenda then this process should be displaced to forming the stance from a previous similar engagement. This means that suppose portfolio X hasn't participated in a debate on Y topic but was historically established prior to topic Y. Then, delegates should attempt to inspect all previous archives of X to decipher if there are topics similar to Y. To establish the similarity please follow the logic of **close inspection**. Inspection here entails a basic form of pattern analysis which has two major components: One, delegates should aim to match the contexts of debate as closely as possible preferably staying true to the geo-political ethos as closely as possible. Two, the selected topic Z which the portfolio X was involved should ideally use the same responsible assets i.e. if portfolio X has multiple subsidiary bodies the selected topic Z should involve the same assets available to delegate X and if not the delegate should exercise a degree of analysis to measure the differences. This will resolve the issue of not being able to make a stance chronology because the delegate will have established a historical base within which to operate. However, in certain cases the delegate may not be able to uncover a suitable topic or the records of the portfolio may be non-existent/classified/incomplete. In that eventuality the delegate should use a **parallel matrix**. A parallel matrix tracks two similar agents operating variously as part of differing apparatus. Largely, delegates staying within the diplomatic system will find that at times their target nations of role-play lack any identifiable position on a world issue. This makes the project of making the stance chronology more complex and these delegates too should use the parallel matrix as explained below.



There are two processes at work. Before these are applied the delegate should make sure that the portfolios compared are compatible and similar. Extrapolation is the first process which is simply copying the stance chronology of Y and placing it for X. The delegates should follow the processes given and create the timeline for Y. Once, the stance chronology has been created then a second process called adjustment becomes applicable.



The process shown here is termed as adjustment. Adjustment implies that the delegate filter out the specific parts of portfolio Y and fine tune the information for their own portfolio X. To do this simply:

1. Filter out all unique historical aspects of portfolio Y if they have no matching occurrence in the context of the delegate X's portfolio
2. Remove unique and non-patterned events from the stance chronology.
3. Inspect and see if the evaluated information is compatible with both the context of immediate debate and that of delegate X's portfolio.

**Lens** refers to the active colouring of perspective which the delegate will adopt during the sessions of the conference. Having prepared the stance chronology, we will now move to understanding how to use it within the sphere of immediate debate. Perspective is an active engaged faculty of human thought which is intrinsically complex. To optimize role-play during conference, the delegate needs to be able to analyse patterns and further pre-empt where their response will lie. In and of itself, pattern analysis is a vast array of complex plot generations and statistical surveys which are not desirable here and thus we have come up with our own simplified method of pattern analysis which focuses on a method to understand narrative enquiry. Focusing on the current theories of **praxis intervention on the stance chronology** we attempt to create a skill chart of the patterns. Preferably these skill charts can be radial and divided into appropriate categories suiting the meeting, or if delegates find that it is too time-consuming they may use charts or tables instead.

The rating method deployed consists of a similar numerical scale from **usually 1-10** but can be any range. The higher the range the delegate chooses, the greater the accuracy of the data however the more difficult it becomes to quantify the same. First the delegate uses the grouping them and performs the following operations:

1. **Scrutiny:** This is considered a higher level of inspection wherein the method followed is to tag similarities even within the groups created by the stance chronology. These similarities should however be limited to **functional** aspects and **not ideology**. This means that policies and treaties, laws, wars, operations etc form party to scrutiny but not essentially things like **literature, movies, art etc**. The reason for this has been explored in the **Minor Section 1.1 Roleplay: Overview** wherein the definition of performance is limited to functional and non-technical aspects. Also consider that tracking the shifts in ideology would require a more rigorous interpretation of values such as socio-political scenarios, socio-ethical situations and so onwards which become difficult. A criticism

can be levied here that “techne” may supercede the idea of “functionem” and we acknowledge that in cases of certain portfolios that does seem to be the case. However we must remember that we are working under the aegis of the MUN format natively and our abilities are thus limited. Similarity herein should focus on the analogous use of asset in various conditions such as the deployment of certain kinds of tactics by nation X in the last four major armed conflicts it has been a party to; or the proposal of a certain idea of development from nation X in the United Nations which was originally proposed in the past and still is routinely levied by the nation at the UN etc. Since the target mandate is one of functional qualification the primary aim of scrutiny is to de-clutter the stance chronology into functional areas which will become the criteria on which values will be assigned.

2. **Area Plotting:** The rating method in this form of pattern analysis bases itself on the idea of deviant theory which tracks the *average* possibility of a type of event occurring by placing it within a trajectory of a historical narrative. Thus, the rating becomes a map of the area under the curve, the more the area the greater the probability of that particular action being repeated in some form. Using scrutiny, the delegate identifies various trajectories which recur in the stance chronology of their portfolio and then orders them on the simple basis of frequency. However, in order to minimise chaos the actions themselves are grouped into three inter-linked categories : **Forward ; Support; Strategic.**
  - a. **Forward:** Refers to actions which have external consequences and are usually carried out through active human resources with a notion of enforcement .
  - b. **Support:** Refers to actions which occur to set/enhance a policy/ideological position
  - c. **Strategic:** Refers to actions which primarily establish a top-down approach to establish an activity within a larger framework of understanding.

Delegates must place each of the trajectories into these categories and then rate them according to a **disruption factor**. The disruption factor of any action is calculated by determining the **number of assets involved** and the shift of power if any. Consider that a war/armed conflict is usually the most disruptive, followed by any form of emergency situation such as natural/mad-made disasters simply due to the sheer numbers involved. It is important that delegates consider not only economic but also other costs such as political, social and ethical etc. In itself the rating system is merely instinctual helping the delegate get a feel for the many roles and responsibilities he/she/they will need to carry out as a portfolio holder.

### **PROCESS: UNDERSTANDING THE HAND**

**Process** refers to the actual *in-session use* of the stance chronology and the lens rating in live debate. First and foremost, the division of factors into the three categories will help delegates sift through information quickly and efficiently. Usually immediate debate has a number of topics being discussed and it is the delegate's job to decipher which discussion is most relevant to their portfolio. Essentially it is here that we understand *what to rate*- a question that the previous lens section left unanswered. Basically, there are two major ratings delegates should perform:

1. **Pre-Conference:** The pre-conference ratings will be given to actions within the stance chronology and will reflect *historical tendency*. Patterns emerge from a source base-line and it is important for the delegate to be able to draw on their portfolio's functional history. The various trajectories within history a portfolio takes form an important aspect of interpretation in real-time
2. **During Conference:**
  - a. **Formal:** Delegates should at the beginning of every unmoderated session take the time to rate their own speeches and the other various statements on the table of the house which relate to their portfolio. Recess and the various tea-breaks,

lunch and other breaks etc. are ideal for this rating. In this rating the delegate should **group** the ideas (exactly the same way in which it was done in the stance chronology) and rate them. This increases efficiency and helps pre-empt the next set of arguments.

- b. **Backroom:** All documentation in terms of chits/directives/plans of action etc. dependent on the meeting should be marked *independently*. If any chit is prospective the delegate should treat the action as if it has already occurred and then perform the rating procedure. This ensures that a cost/benefit scale can be levied upon the same. Crucially, all backroom actions are taken as independently to sample each idea in totality as well as to minimise loss if a particular idea is shot down during debate. This rating should be performed two-five minutes before session is about to re-commence after every break.

Specifically, the term process is used here to understand which path the delegate should take to further their argument and influence. Influence is key (**Dealt with in Section 2.3**) to garnering popular support for argument. A streamlining mechanism must exist to channel the energies of every portfolio constructively in terms of immediate debate. Once the delegate performs the rating *in-session* they will see patterns emerging. Note that usually the **most disruptive** trend in debate is the cornerstone on which the delegate should operate however this isn't necessary. The process to be followed to ensure maximum influence is quite simple and detailed in steps below:

- ❖ Eliminate any trend which has received a rating of 5 or less. **EXCEPTION:** Only if a particular trend was **proposed by the delegate and is exceedingly relevant to their portfolio** then it can be excused. Such an exception should be marked with an E at the end to highlight the same.
- ❖ Organize the data rated in a decreasing scale. Keep aside E marked trends and create a separate list for these.



- ❖ Pick the two highest trends from either list. These trends will become the focus of your immediate debate. If the meeting/simulation has a backroom then reworking the E marked trend (if the delegate chose from their exceptions list) into a backroom action like a directive/plan of action etc.) may serve to be more profitable.
- ❖ Priority should always be in this order
  - New Information (Most Disruptive)> Top-Rated Trend> Next-highest rated trend.....nth trend> Previous session debate> Background Guide info

If the delegate keeps the following setup in mind they will always be able to narrow down their focus in debate to one particular trend. This trend will then become party to constructive debate in the form of the delegate's speeches, propositions of formal discussions (like Moderated Caucus etc.) and their backroom debate.

### **EXECUTION: PLAYING THE GAME**

We've reached the final part of the cycle wherein we will explore assimilating the previous methods into a meaningful format for the delegate to use. Without duplicating effort, this section will consider two major factors which relate to the idea of actively constructing debate *in-session*.

- ✓ **Maintaining Integrity:** Delegates sometimes convolute their own argument especially in cases where they self-propose the same. After identifying the most pertinent trend to the delegate's portfolio (as per above) there should be a balanced distance with which the delegate views his statements. One part of this is the Lens rating scheme which automatically helps track the most disruptive ideas, the other part is called an integrity check. Most argumentation in the MUN sphere of debate follows a **sylogistic pattern** which entails that there exist a set of premises on which an argument rests. Identifying and tagging the same allows the prevention of circular argument, ad nauseam repetition, complex questions and a range of other logical fallacies. (Section 2.4 )

✓ **Exit Strategy:** This is simply the maximum turnover a particular trend can have for a delegate's portfolio in immediate debate. As a rule of thumb all trends (including exceptions) expire at the end of the day as their relevance is considered to exhaust. Furthermore, all trends are scrapped if the meeting's time shifts. Now apart from the mentioned methods a delegate can choose to alter the trend they are pursuing in debate (if any). It is here that the exit strategy plays a role as it helps the delegate transition from one point of view to another. Principally, the exit strategy looks to create a bridge between the current trend and the next through analysis:

- **Analysis by Inspection:** If the trend the delegate is shifting to is directly related to the previous one, then the delegate should simply provide reasons (in any form) justifying the change in perspective.
- **Analysis by Shift:** If the trend the delegate is migrating to an unrelated trend then the delegate performs a shift operation. To justify the shift operation, the delegate should draw on the stance chronology, the lens rating and the ideological framework giving separate justifications for each in any form.

**EXECUTION WILL BE DEALT WITH IN GREATER DETAIL DURING THE  
CONFERENCE.**

This process will eliminate at least basic questions about the roles of your portfolio and help you create your own personal **portfolio filter**. Delegates should be advised that they will be receiving a portfolio filter as part of their respective delegate dockets however **EACH DELEGATE IS REQUIRED TO PREPARE A PERSONAL PORTFOLIO FILTER. THE PORTFOLIO FILTER CONSISTS OF THE STANCE CHRONOLOGY AND THE PRE-CONFERENCE RATING. SEND THESE TO: [shayermajumdar@gmail.com](mailto:shayermajumdar@gmail.com).** This will be a staple part of marking criteria and those who skip the process will face a marking penalty. Additionally, the delegates will only receive their docket based portfolio filters (from the Support Desk) on the day of the conference.

### **1.3 ROLE PLAY: Behavior**

Behaviour should be understood as the ideological texture of the portfolio and can be understood through the texture effect as delineated below.

#### ***Texture Effect: Awareness***

What if we tell you that it is possible to be another person? One of the key aspects of being a good delegate is role-play but the great delegate has the added advantage of feeling, the texture effect. Human beings are primarily creatures of stimulus, we react and process the world around us through the senses at our disposal. However, there is a sixth sense in play as well, instinct. If honed in a certain way, it is our belief that instinct in roleplaying can acclimatize the delegate in a prime fashion as to better emotionally mould himself or herself to fill their shoes. Now, all this is fine but how do we tangibly define and utilize the texture effect?

*The texture effect is defined as the instinctive connect any person draws on subjectively assessing a particular scenario.* This connect is not just gut feeling but based on a knowledgeable understanding of at least the basic subject area. Thus hypothetically suppose you are attempting to roleplay an intelligence officer, the texture effect assumes that you have at least a rudimentary understanding of the field i.e. you've seen/read/heard about spies and how they operate. The more you've learnt about a subject area, the more useful is the texture effect. In a way, the entire idea of a MUN stems from the texture effect, after all, in a MUN you're meant to be someone else completely. Automatically all judgement criteria are methods of marking and quantifying this effect. If you master the effect, you master the game. One of the things the definition itself implies is knowledge. The first step towards building up the texture effect is to gain as broad (not specific) an understanding of the portfolio as possible. Attempt to create an ideological map of the stance chronology. Where did the actions stem from? Who were the people involved? What were their takes on the actions taken by your portfolio?

The second part of the texture effect is awareness. Awareness means the ability to act as if you were the portfolio. This ability is derived from two things collectively: sympathy and imagination. Sympathy, in this sense is the emotional baggage a portfolio carries with it, a sheer weight of history that any person occupying the position become a part of. Why is this important? Simple, this sympathy is one of the major take backs from the concept of a MUN. It's not the shiny trophy you fools long for, not the street cred it gets you, no. The value of human life, of a nation's history, of the action/inaction of a portfolio is what it's about. This sympathy is what allows you to be an effective Prime Minister of India in a historic war cabinet, the delegate of a country in a UN council etc. because these people are important and each of their roles documented in history has great significance. Success as a delegate lies in internalizing this history, people often in conferences ask whether they are violating their foreign policy or whether their portrayal of a character is up to the mark. To avoid these questions, sympathy is key. If you gain the sympathetic connect with your role, you gain part of the ability to think, to behave like that role and thus make less mistakes. Linking this with imagination which here again specifically is limited to visualization, sympathy colours the picture. Think of the portfolio as a giant painting, sympathy lets you choose the colours which to use. Imagination is the actual act of painting, and how does one go about it. This is awareness in its totality, the creation of a complete model which serves you the delegate as a kind of algorithm through which you can judge any situation and frame your subsequent actions. This algorithm will be specific to each delegate and each role however there is a set of best practices you can consider.

- STEP 1: GAIN A THOROUGH UNDERSTANDING OF YOUR PORTFOLIO. TAKE SPECIAL CARE OF THE FUNCTIONS AND POWERS OF THE ROLE, AND THE ASSETS (IF ANY) UNDER THE ROLE. PREPARE A FLASH CARD FOR THE SAME.
- STEP 2: IF POSSIBLE LOOK AT THE NATURE OF THE PORTFOLIO, FIND BRIEF BIOGRAPHIES OF THE PEOPLE WHO HAVE OCCUPIED THE ROLE FAILING WHICH FIND SYNONYMOUS ROLES. EVEN IF THERE IS NO INFORMATION, BEST GUESS WHAT KIND OF EMOTIONAL SPHERES THE ROLE DEMANDS. ADD THIS TO THE FLASH CARD.
- STEP 3: SPECIFICALLY SET DOWN TO THE BEST OF YOUR ABILITY THE OBJECTIVE OF YOUR PORTFOLIO VIS A VIS THE AGENDA. THEN TRY AND IDENTIFY A GLOBAL OBJECTIVE TO THE AGENDA IF ANY. NO PORTFOLIO IS UNINVOLVED AND EACH PORTFOLIO HAS A PERSONAL AGENDA THAT IS PART OF THE LARGER GOAL. ADD THIS TO YOUR FLASH CARD.
- STEP 4: FINALLY YOU HAVE CREATED A COMPLETE FLASH CARD. KEEP THIS FLASH CARD WITH YOU AND USE IT TO JUDGE YOUR POSITION AND RELEVANCE WITHIN DEBATE