Decisions, Decisions!
Make a Decision

• You and 2 friends got chosen for a special series of “Survivor!”
• You can take 3 *things* with you to the island.
• Decide together what 3 things to take.
• 3 minutes!
How did you decide?
The best use of a meeting of many people, is bringing ideas together for brainstorming, creative problem solving or decision making.
Think of a tough decision you’ve made recently.

• What *process* did you use to make the decision?

• Were you happy with the outcome?

• Were you happy with the process? (Did it match the complexity of the decision?)

• What could you do to improve your process next time?
What derails effective decisions?

- Write your answers on post-its
- In groups of 3, cluster your answers.
- 5 minutes!
Barriers to Effective Decisions

• Organizational Barriers
  – Lack of resources and follow-through

• Task Barriers
  – Problem isn’t thoroughly analyzed
  – Facts and implications are unclear
  – Complexity is high (too many alternatives)
  – Risk is great
Barriers to Effective Decisions

• **Procedural** Barriers
  – Lack of role identification and leadership, no agenda, too little time

• **Interpersonal** Barriers
  – Me-not-We orientation, group cohesiveness (too much or too little).
What are your barriers?
Tips for Effective Decision Making

• Talk with stakeholders to understand their perspectives in advance of the DM process.

• Select a process that is appropriate to the complexity and weight of the decision and the degree of emotion associated with it.
  – Feelings Matter- give them space!

• Get agreement on the process and timeline before you begin
Facilitating the DM Process

- Remember, good process = commitment
- Commitment = accountability!
- Accountability = Results!

- Listen, listen, listen.
- Check-in frequently and make procedural suggestions
One Powerful Model

- Issue Framing
- Weigh-In
- Deliberate
- Harvest
- Agree
Articulate and describe choices without evaluation

Issue Framing

Weigh-In
Deliberate
Harvest
Agree
Gut check: Initial Reactions and Discussion
Weigh your options. Talk through pros and cons. Acknowledge trade-offs.
Summarize the learning. Move toward decision and agreement.
Avoid Overuse of any Model

- Majority Vote
- Powerful Minority
- Compromise
- Decision by Leader
- Consensus
- Arbitration

*Each has pros and cons!*
What specifically will you do differently next time you have a committee decision to make?