

THE FIVE LEVELS OF DECISION MAKING

Levels 1-3 offer

participants
INPUT

Level 1 Leader makes the decision and announces.

Level 2 Leader gathers input from individuals and decides.

Leader gathers input in one-on-one conversations and holds it in confidence. What this level lacks in transparency it gains in safety, as the leader has plenty of time to process the input.

Level 3 Leader gathers input from the team then decides.

This is a transparent, powerful way to gather information, but is more risky than level 2 as it does not provide the leader with the same space for processing the input from their team members.

Level 4 Consensus Building or "Peer of the Realm." Leader has one "vote"- just like everyone else in the group.

Will the decision be a "consensus" decision?

When using the consensus, the leader has to make sure every one understands what the consensus actually means.

- I believe you understand my point of view.
- I believe I understand your point of view.
- Whether or not I prefer the decision, I will support it because it was reached fairly and openly.

Other criteria options for decision making at Level 4: The leader communicates what the criteria is for the decision being made BEFORE the decision gets made. Once the leader has articulated how the group will make a decision they cannot change the criteria in the middle of the game.

- A. The 85/15 Rule: This rule is agreed upon ahead of time by the group. The group generally agrees that it will strive for a consensus. If consensus can't be reached (if 85% of the group generally agrees upon a decision) it goes forward.
- B. Super Majority: 75% of the group has to agree with a decision before it moves forward.
- C. Legislative Majority: 2/3 of the group has to agree to the decision.
- D. Simple Majority: 51% of those participating in the decision agree and the decision moves forward. (Note: Avoid a lot of simple majority decisions because it impacts the implementation of the decision. If 40-45% of the people in the group don't agree with the decision, it probably isn't a good decision.)

Level 5 Leader delegates the decision with criteria and constraints.

Leader fully delegates the decision to the group/team. The leader is not part of the decision making process. Leader communicates constraints and "givens" (e.g.: budget, timetable, parameters) to the group. It is essential that the group understands the leader's perspective and goals.

Levels 4 & 5 offer

participants
INFLUENCE