

☰ Starter Stack

Decision Making

august

Decision *Owner*

Get clear on who is the final decision maker

What it is

The person who makes the final decision - even if others (including those more senior) disagree. The decision owner is accountable for the outcome. The person who makes the final decision - even if others (including those more senior) disagree. The decision owner is accountable for the outcome.

Use cases

Create clarity
across the team

Make decisions
with more greater

Make the implicit
more explicit

Put it into practice

Decision owner attributes

Expertise & Experience

Who has expertise and experience related to this issue?

Data

Who has access to reliable data and information about this decision?

Impact

Who is most impacted by this decision?

Scope & Influence

Who is in the right role to see this decision through?

Urgency

Who has the resources to meet the time restraints of the decision?

Skill

Who has the skill to solicit and integrate diverse perspectives?

Advice

Gather other perspectives and decide for yourself

What it is

A way to make decisions that is designed for speed, while also creating room to hear different points of view.

Use cases

Hear different ideas quickly

Make people feel included without needing everyone to agree

Increase trust by allowing by decision owners to decide without consensus

Put it into practice

- 1 Propose** Share context and make a specific proposal; start with “I propose we...”
- 2 Clarifying Questions** Participants ask questions to clarify and understand; only the proposer responds
- 3 Reaction Round** In turn, each participant shares a reaction
- 4 Make a Decision**

**This method is similar to Consent but without integrating feedback and committing together.*

Consent

Hear different points of view and commit together even when there is disagreement

What it is

A way to make decisions that includes dissenting perspectives while also prioritizing progress over perfection.

Use cases

Make complex decisions that require integrating multiple points of view

Avoid going around and around on a decision without any progress

Eliminate “silent dissent” - people agree in the moment and undermine later

Put it into practice

- 1 Propose** Share context and make a specific proposal; start with “I propose we...”
- 2 Clarifying Questions** Participants ask questions to clarify and understand; only the proposer responds
- 3 Reaction Round** In turn, each participant shares a reaction
- 4 Amend & Clarify** Proposer responds and edits their proposal based on the feedback
- 5 Objection** Is the proposal “safe to try”?
- 6 Commit together**

**This method is similar to Advice but includes integrating feedback and committing together*

“Even Over” Strategies

Clarify and guide decisions in a simple, direct and memorable way

What it is

A brief statement to clarify priorities and tradeoffs, used to guide difficult decisions that teams face on a regular basis.

Use cases

Move quickly without needing to wait for alignment or approval

Keep decisions aligned to a particular guiding strategy

Make your strategies clearer and more powerful by communicating the choices and tradeoffs

Put it into practice

Statement Model

Good thing A

even over

Good thing B

Think about where your team has gotten stuck and identify the two positive outcomes that were in conflict.

Examples

Progress

even over

Perfection

Candor

even over

Comfort

Growth

even over

Profit