

Decide How to Decide -- Four Models

Command – Decisions are made without consulting others

- When to use
 - External forces take the decision out of our hands.
 - The issue is so low-stakes that we don't care enough to take part.
 - The issue is so low-stakes that we completely trust another to decide.
- How to use appropriately
 - Don't pass out orders like candy. If people can make decisions, allow them to.
 - When you face a command decision, ask which elements are flexible.
 - Explain why.

Consult – Input is gathered from the group and then another entity, that has collected input from other groups, decides.

- When to use
 - Efficient way to gain ideas and support without bogging down the decision process.
 - Gather ideas, evaluate options, make a choice, inform the broader population.
- How to use appropriately
 - Don't pretend to consult. If you have already made up your mind, just decide.
 - Announce what you are doing.
 - Report your decision.

Vote -- An agreed upon percentage swings the decision.

- When to use
 - Best suited when efficiency is the highest value.
 - You are choosing from a number of good decisions.
 - Never use when team members don't agree to support the decision made.
- How to use appropriately
 - Weigh the consequences. Only use when the losers don't care that much.
 - Know when to vote.
 - Matters are not too weighty.
 - Many good choices to select from.
 - People care about not taking too much time.
 - Don't cop out with a vote – should never replace patient analysis and healthy dialogue.

Crucial Conversations: Tools for talking when stakes are high.

Kerry Patterson, Joseph Grenny, Ron Mc Millan, Al Switzler
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Consensus – Everyone comes to an agreement and then supports the final decision.

- When to use
 - High-stakes and complex issues, OR
 - Everyone absolutely must support the final choice.
- How to use appropriately
 - Don't force consensus onto every decision.
 - Don't pretend that everyone gets his or her first choice.
 - No martyrs please.
 - Don't take turns.
 - Don't engage in post decision lobbying.
 - Don't say "I told you so" when it doesn't work.

Four Important Questions

1. **Who cares?:** Determine who genuinely wants to be involved in the decision along with those who will be affected. These are your candidates for involvement. Don't involve people who don't care.
2. **Who knows?:** Identify who has the expertise you need to make the best decision. Encourage these people to take part. Try not to involve people who contribute no new information.
3. **Who must agree?:** Think of those whose cooperation you might need in the form of authority or influence in any decisions you might make. It's better to involve these people than to surprise them and then suffer their open resistance.
4. **How many people is it worth involving?** Your goal should be to involve the fewest number of people while still considering the quality of the decision along with the support that people will give it.

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