

WELCOME TO:

COLLECTIVE

DECISION

MAKING

IT'S BETTER THAN
BAD, IT'S GOOD!

**HERE'S
WHAT IS
GOING TO
HAPPEN...**

PROBABLY

Introductions & Agreements

Chat

Types of decisions

Practice

Reflections & Commitments

WHO ARE YOU?

Name

Pronouns

Anything that you'd like to share that will help us know you better



THINK ABOUT A
MEMORABLE
DECISION YOU'VE
MADE OR BEEN A
PART OF

SHARE A
MEMORABLE
DECISION YOU'VE
MADE OR BEEN A
PART OF

What role did you play, what was the outcome?

What's dying is an old civilization and a mindset of maximum "me"—maximum material consumption, bigger is better, and special-interest-group-driven decision-making that has led us into a state of organized irresponsibility, collectively creating results that nobody wants.

Otto Sharrow



Bad decisions are made.

1-2-4-ALL

**WHAT IS A
GOOD
DECISION?**

**WHAT LEADS
TO A GOOD
DECISION?**

COGNITIVE BIASES ARE SYSTEMATIC PATTERNS OF THINKING OR MENTAL SHORTCUTS THAT CAN LEAD TO DEVIATIONS FROM RATIONAL AND OBJECTIVE DECISION-MAKING.

1. Anchoring bias.

People are **over-reliant** on the first piece of information they hear. In a salary negotiation, whoever makes the first offer establishes a range of reasonable possibilities in each person's mind.



3. Bandwagon effect.

The probability of one person adopting a belief increases based on the number of people who hold that belief. This is a powerful form of **groupthink** and is reason why meetings are often unproductive.



7. Confirmation bias.

We tend to listen only to information that confirms our **preconceptions** – one of the many reasons it's so hard to have an intelligent conversation about climate change.



15. Recency.

The tendency to weigh the **latest information** more heavily than older data. Investors often think the market will always look the way it looks today and make unwise decisions.



4. Blind-spot bias.

Failing to recognize your own cognitive biases is a bias in itself. People notice cognitive and motivational biases much more in others than in themselves.



The causes of today's problems are complex and interconnected. There are no simple answers, and no one individual can possibly know what to do.

Margaret Wheatley

AUTOCRACY

ONE PERSON MAKES THE DECISION

Speed 

Complexity 

Inclusion 

Participation 

Commitment 

Innovation 



MAJORITY

> 50% AGREE WITH THE DECISION



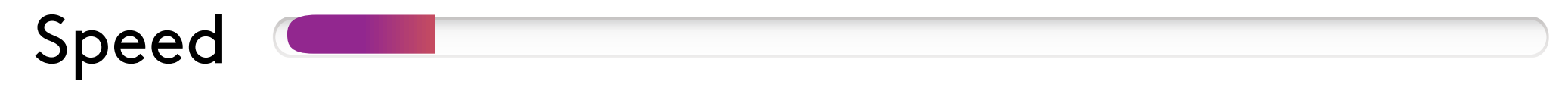
ADVICE

CLOSEST PEOPLE MAKE THE DECISION



CONSENSUS

EVERYONE MUST AGREE



CONSENT

NO ONE MUST OBJECT

Speed 

Complexity 

Inclusion 

Participation 

Commitment 

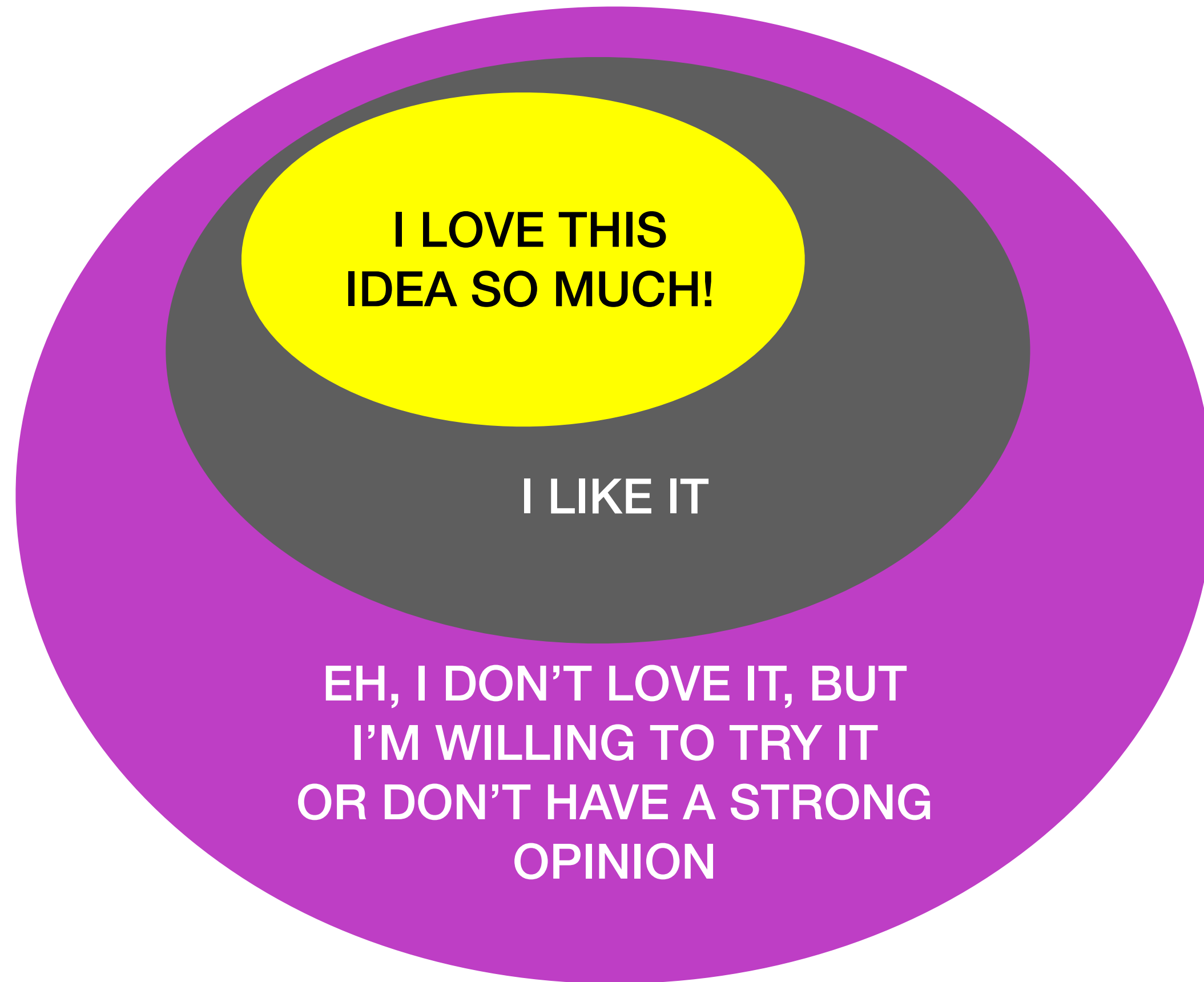
Innovation 



CONSENSUS VS. CONSENT

“Do you agree”

“Do you Object”



**THIS IS
CONSENT**

**ABSOLUTELY NOT, THIS IS
DETRIMENTAL TO THE PURPOSE
WE ARE TRYING TO ACHIEVE**

**THIS IS
AN OBJECTION**

IS IT
SAFE TO
TRY?

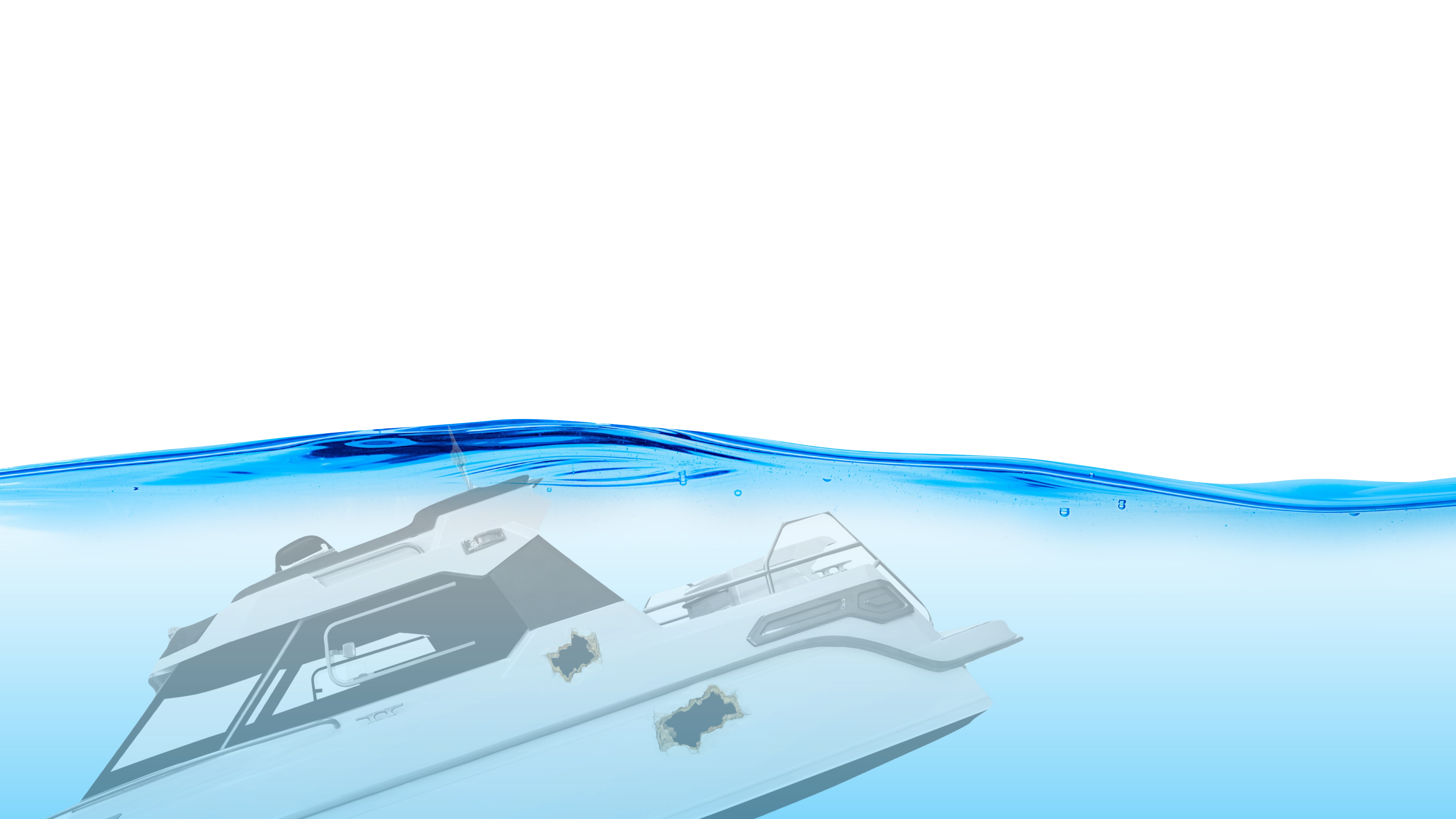












BREAK



CONSENT PROCESS

**A DECISION IN WHICH NO ONE OBJECTS - IT IS DEEMED 'SAFE TO TRY'
“HOW CAN WE MAKE IT SAFE WITHOUT STOPPING THE PROCESS?”**

PRESENT THE PROPOSAL

READ IT OUT LOUD!

ASK CLARIFYING QUESTIONS

“WHAT DO YOU NEED TO KNOW SO YOU UNDERSTAND THE PROPOSAL?”

GIVE QUICK REACTIONS

KEEP IT SHORT - FIVE SENTENCES OR LESS

CONSENT DECISION MAKING ROUND

“NO OBJECTION” DEFINES CONSENT. IF THERE ARE OBJECTIONS, JUST GATHER A 1-SENTENCE STATEMENT ABOUT THE NATURE OF THE OBJECTION. DO NOT DEAL WITH THE OBJECTION NOW.

INTEGRATE OBJECTIONS

REVISE THE CONTENT

SHORTEN THE TERM

MEASURE THE CONCERN

**HOW SHOULD WE
SPEND THE REST OF
OUR TIME TOGETHER?**

PRESENT THE PROPOSAL

READ IT OUT LOUD!

ASK CLARIFYING QUESTIONS

“WHAT DO YOU NEED TO KNOW SO YOU UNDERSTAND THE PROPOSAL?”

“I understand the proposal. I have no questions.”

“I would like to have a better understanding of the proposal. Could you tell me more about the part that says ‘_____’?”

“I would like to have a better understanding of the proposal. Could you tell me more about what led you to include the part in the proposal that says ‘_____’?”

GIVE QUICK REACTIONS

KEEP IT SHORT - FIVE SENTENCES OR LESS

"I support this proposal because I see it as compatible with my personal aim to _____. I see this, particularly in the part of the proposal that says _____."

"I do not support this proposal because I don't believe it effectively supports the organization's (aim to/value of) _____, particularly in the part of the proposal that says _____."

You can use a quick-reaction round to suggest quick amendments.

Improvements in wording.

Small changes that are in alignment with the proposal.

CONSENT DECISION MAKING ROUND

“NO OBJECTION” DEFINES CONSENT. IF THERE ARE OBJECTIONS, JUST GATHER A 1-SENTENCE STATEMENT ABOUT THE NATURE OF THE OBJECTION. DO NOT DEAL WITH THE OBJECTION NOW.

REFLECTIONS & COMMITMENTS



**STAY IN
TOUCH**