DECISION OWNER

DECISION OWNER

The person who makes the final decision - even if others (including those more senior) disagree. The decision owner is accountable for the outcome.
When you select the owner, consider these attributes:

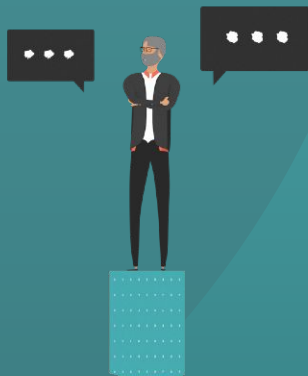| ATTRIBUTES	
Expertise & Experience	Who has expertise and experience related to this issue?
Data	Who has access to reliable data and information about this decision?
Impact	Who is most impacted by this decision?
Scope & Influence	Who is in the right role to see this decision through?
Urgency	Who has the resources to meet the time restraints of the decision?
Skill	Who has the skill to solicit and integrate diverse perspectives?

Get clear on who is the final decision maker

Create clarity across the team about who owns a decision

Make decisions with more greater speed and transparency

Make the implicit more explicit regarding decision authority

"EVEN OVER" STRATEGIES

"EVEN OVER" STRATEGIES

A brief statement to clarify priorities and tradeoffs, expressed in the following form:

GOOD THING A	even over	GOOD THING B

A good "even over" strategy clarifies real, tough decisions that teams face on a regular basis, and empowers teams to make smart choices without needing approval. Think about where your team has gotten stuck and identify the two positive outcomes that were in conflict.

EXAMPLES

Progress	Candor	Growth
even over	*even over*	*even over*
Perfection	Comfort	Profit

USE THIS TO

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

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

DECISION METHODS

Streamline team decisions and avoid the slow slide toward consensus

DECISION METHODS

Specific decision-making methods that enable you to optimize for speed, wisdom, and hearing different perspectives

CHOOSE THE DECISION-MAKING APPROACH THAT
FITS YOUR DECISION AND STAKEHOLDERS

FASTER ⟷ MORE INCLUSIVE

Individual	Advice	Consent	Consensus
One person decides	Decision owner collects advice, then decides for themselves	Decision owner works with stakeholders and decides once there are no valid objections	Everyone agrees

(Use for most decisions)

USE THIS TO

Clarify when you are switching from talking to deciding

Make space for dissenting points of view without getting stuck

Avoid discussions without specific commitments

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ADVICE

Gather other perspectives and decide for yourself

ADVICE

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

INSTRUCTIONS:

Propose	Share context and make a specific proposal; start with "I propose we..."
Clarifying Questions	Participants ask questions to clarify understand; only the proposer responds
Reaction Round	In turn, each participant shares a reaction
Make a decision	

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

USE THIS TO

Hear different ideas quickly	Make people feel included without needing everyone to agree	Increase trust by allowing by decision owners to decide without consensus

CONSENT

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

CONSENT

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

INSTRUCTIONS	
Propose	Share context and make a specific proposal; start with "I propose we…"
Clarifying Questions	Participants ask questions to clarify their understanding; only the proposer responds
Reaction Round	In turn, each participant shares a reaction
Amend and Clarify	Proposer responds and edits their proposal based on the feedback
Objections	Is the proposal "safe to try"?

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

USE THIS TO

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