



Real World Team Leadership Tool 3: Team Decision Making

Agenda

Date: _____

Time: _____ to _____

<p>Leader: Recorder: Timekeeper: Process Observer: Learning Observer: Parking Lot Attendant: Optional Roles:</p>	<p>e.g. Phone Coverage, Food, Interpreter</p>	
<p>Participants:</p>		
<p>Instructions</p>	<p>This is a standard format for all 8 tools. It is designed to help you lead effective, time-limited work sessions. Wrapped inside the generic format are the 4 steps you need that are unique to implementing Tool 3: Team Decision Making. Use this tool to make decisions and take action.</p>	
<p>Time</p>	<p>Steps of the Tool</p>	<p>Responsibility</p>
<p>10 Minutes</p>	<p>Meeting Overview <i>(Note: This is the standard start for all eight work session tools.)</i></p> <ul style="list-style-type: none"> ✓ Introduce participants, their roles in the organization, and their functions in the project ✓ Assign meeting roles and ensure that each has the tools they need for their role ✓ Confirm goals of meeting and the type of meeting this is ✓ Review and finalize agenda topics and their order in this meeting (This is an example of “tell ‘em what you’re going to tell ‘em”) ✓ Assign times to each topic 	<p>Leader</p>
<p>_____ minutes</p>	<p>1. Describe the Decision You Need to Make (purpose/level) <i>(Note: As with each of the other 7 tools, this first step after the meeting overview is for you to lay out all pertinent information, bring the others up to speed and define the scope of the situation.)</i></p> <ol style="list-style-type: none"> a) What is the background to this decision? b) What is the purpose of this decision? c) What is the appropriate decision level (e.g. A: dictated by one person, B: advice from others with final say of one person, C: consensus, D: vote)? 	<p>Leader</p>

____ minutes	2. Establish Objectives/Criteria (results/resources) <i>(Note: This second step is a “narrowing-in” step to bring a degree of specificity to the process.)</i> a) What results should be accomplished? b) What resources should be used or conserved? c) What policies/regulations influence this decision?	Participants, Leader
____ minutes	3. Classify Objectives/Criteria (must/want/weight) <i>(Note: This is an additional “narrowing-in” step to bring a degree of specificity to the process.)</i> a) Which objectives are essential to the decision - the “gotta haves”? b) Which objectives are desirable but not “gotta haves” - the “wanna haves”? c) What is the relative importance (1 - low to 5 - high) of each want objective from (b)?	Participants, Leader
____ minutes	4. Generate Alternatives <i>(a skill applied here: “going wide” to produce information through brainstorming)</i> a) What are the different options? b) Which alternatives meet minimum requirements?	Participants, Leader
____ minutes	5. Evaluate Alternatives (screen/score) a) Which alternative(s) best satisfies this objective? b) How do the other alternatives compare?	Participants, Leader
____ minutes	6. Assess Adverse Consequences/Risk (probability/seriousness) <i>(skills applied here: “going wide” to produce information through brainstorming, “coming into focus” through list analysis and prioritization.)</i> a) What could go wrong if this alternative chosen? b) What is the probability that this event will happen? c) What will be the seriousness if this occurs?	Participants, Leader
____ minutes	7. Make Final Choice <i>(Note: As with each of the other 7 tools, the final step is a “narrowing-in” step to bring clarity and closure to the process.)</i> a) What is the best balanced choice? b) Commit to action! (See Tool 7: Implementing)	Leader
15 Minutes	Administrative Wrap-up <i>(Note: This is the standard ending for all eight work session tools.)</i> ✓ Address issues in Parking Lot ✓ Review action items and accountabilities (what by whom by when). Confirm next meeting ✓ Provide Process Observer report ✓ Provide Learning Observer report ✓ Discuss: Were the goals of this meeting met?	Parking AttnDnt Recorder Process Obsrvr Learning Obsrvr Participants