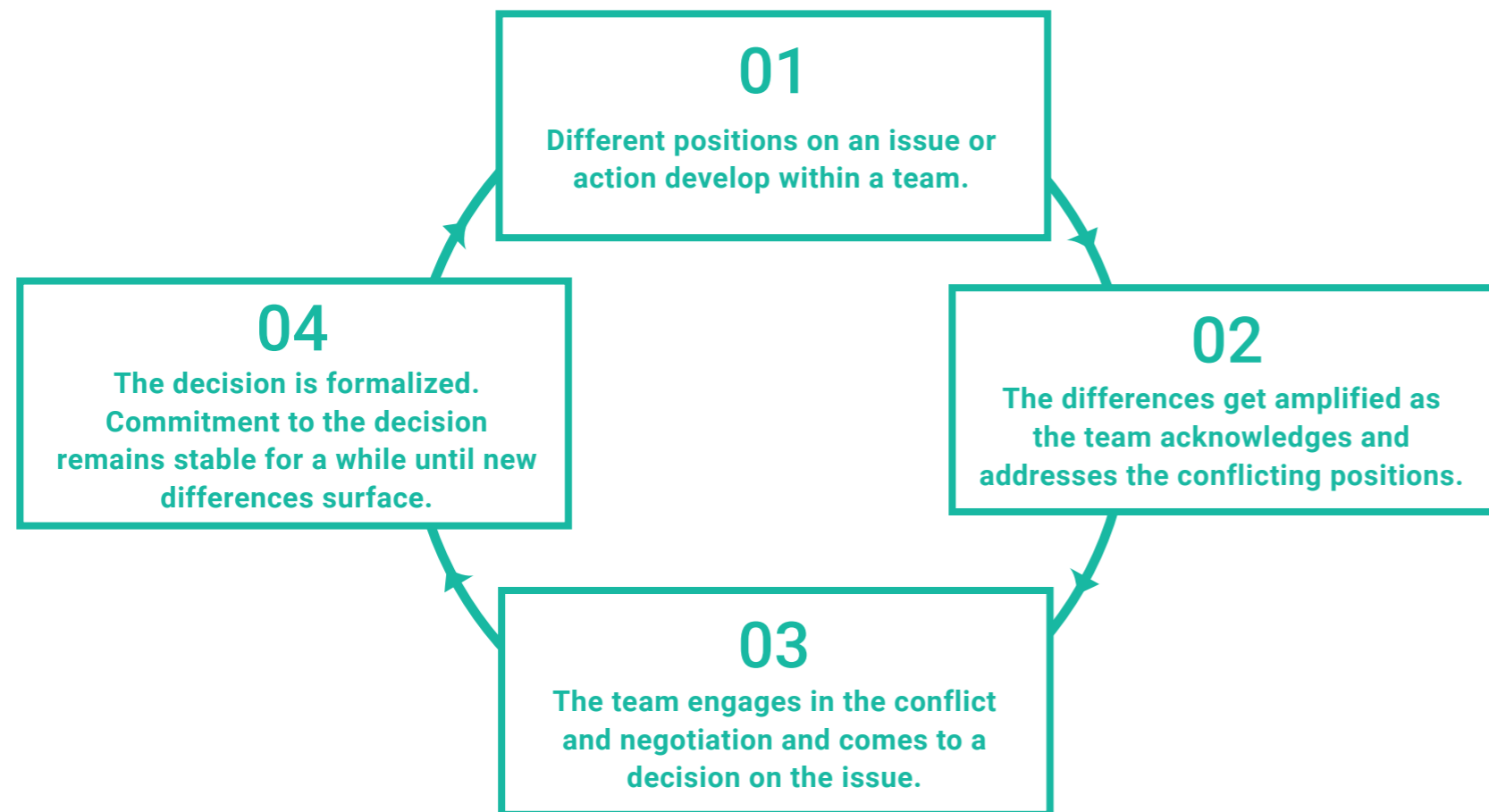


04 DECISION CYCLE

A decision-making process often includes a process of conflict resolution as well. The entire process can be described as a cycle with four phases:



Sometimes teams have difficulties with one or more of these phases:

- 01** Some teams are very homogenous and, thus, don't develop a diversity of perspectives.
- Suggestions:** Include outside perspectives in your discussions. Assign critical roles to team members (devil's advocate). Work on diversifying your team.
- 02** Some teams like harmony and, thus, don't address conflicting positions.
- Suggestions:** Deliberately focus on differences rather than commonalities. Take time in your team meetings to explore divergent views and positions. Have people write their own opinions down before you engage in a joint discussion. Form subgroups to explore the pros and cons of different options.
- 03** Some teams get caught up in fighting. This prevents them from solving conflicts and coming to a decision.
- Suggestions:** Use structured conflict resolution methods to come to negotiated agreements. Seek outside facilitation or mediation. Pressure yourselves with deadlines for making decisions. Sometimes conflicts will suddenly resolve themselves. Explore whether conflicts are actually related to relationships and power issues rather than content.
- 04** Some teams cannot commit to decisions and rehash things that have already been decided.
- Suggestions:** Keep a protocol highlighting all agreements and review it at the next meeting. Appoint people responsible for following through on decisions and updating the group on the outcome.



INTERNAL COMMUNICATION
& DECISIONS

Method Card 11 ■ ▨