

## PATH OF THE RINGS

You have decided to work on communication and decision-making. This Path is a tricky and strenuous one: there are rocky roads and steep slopes to master. You will need to navigate between the formal structures and the informal reality of your organization, two halves that belong together like bones and flesh but are never the same. At some junctures, you will come across power imbalances. Walk carefully here and, if needed, seek outside support for these passages. But be assured the walk is worth it. Developing healthy communication and decision-making procedures is an important foundation for sustainable success. If you work well as a team, you can master almost anything.

### WHO SHOULD GET INVOLVED?

This Path can be taken by the entire team together or by subgroups, such as a project team or the board.



### AT THE END OF THIS SESSION YOU WILL HAVE:

- A compass and roadmap for the development of your internal relations.
- New suitable practices for meetings and communication.
- Smoother interactions between team members.
- Clearer and more coherent decision-making routines.

### PREPARATION

No preparation is needed.

### MATERIALS

- Markers
- Flip Chart
- Large Pin Board
- Moderation Cards
- Strings
- Figures (3 red and 3 green per person)

### TOOLS

#### Method Cards:

Competing Values Diagnosis (07)  
Understanding Patterns of Decision-Making (08)  
Reformatting Communication (09)  
Interface Dialogue (10)  
Decision Modeling (11)  
Action Planning for Next Steps (02)

#### Background Papers:

Competing Values Framework (05)  
Meeting Model Gallery (08)  
Decision Cycle (04)  
Decision Models (06)  
Giving Feedback (07)

#### Worksheet:

Action Plan (02)  
Decision Cluster (03)



## ORIENTATION 70MIN

**HOST / PREPARATION GROUP:** Introduce Path and day program.

First round and discussion:

Discuss communication and decision-making with **Competing Values Diagnosis (07)** ■■

**INPUT TO PATH CANVAS:** Explain in 2 sentences the direction for development and add 3 implications for future actions.



## GROUNDWORK 120MIN

Focus on a recent critical incident in your organization that involved decisions and communication using **Understanding Patterns of Decision-Making (08)** ■■

Analyze where you find:

- issues related to ineffective means of communication;
- issues connected to unclear interfaces and conflict laden relationships;
- challenges to decision-making.

**INPUT TO PATH CANVAS:** Note your results and learnings for your communication, interface, and decision-making related issues.



## SUMMIT 120MIN

Depending on your problem, choose one method for the Summit and one for the Outlook.

If your problem is more related to:

- 1 ineffective formats of communication, focus on **Reformatting Communication (09)** ■■
- 2 unclear interfaces and conflict laden relationships, focus on **Interface Dialogue (10)** ■■
- 3 poor decision-making practices, focus on **Decision Modeling (11)** ■■

**INPUT TO PATH CANVAS:**

- 1 Key points from step 5 of Reformatting Communication, list of decision-making types and models to use. What kind of meeting practice do you strive for?
- 2 Share 3 lessons learned from the Interface Dialogue  
How did this method help you for your future practice?
- 3 Write the Decision Model(s) you chose and why.



## OUTLOOK 120MIN

Work with a second method from above if relevant.



## ACTION PLAN 30MIN

Use **Action Planning for Next Steps (02)** ■■ to agree on the next steps:

- Designate persons responsible for supporting the new tasks and roles. Set a date for reviewing, evaluating, and adapting the system (e.g. after 6 months).
- Allow everyone to reflect personally on the discussion of the Path before you go into a final check out round.

**INPUT TO PATH CANVAS:** : 3 concrete next steps and date of the next meeting.

## CLOSING 30MIN

Final round / Check Out