



1h 45m

PLENUM AND  
SMALL GROUPS

## DESCRIPTION

*"Culture eats strategy for breakfast."*

With this memorable sentence, management mastermind Peter Drucker expressed what many of us trying to make big, strategic changes happen in our organizations feel when such changes are stalled (or not) by causes rooted in the organizational culture.

This decision culture analysis helps you to uncover and understand the dynamics of decision-making within your team or organization.

The case review format allows for a concrete discussion that can lead to deep insights into the cultural dynamics that foster or hinder strategic change.



## PREPARATION

None



## MATERIALS

- Markers
- Flip Chart



## TOOLS

None



GROUNDWORK

INTERNAL COMMUNICATION  
& DECISIONS

## STEP 1 IN PLENUM:

Case Narrative

Discuss a recent strategic development in your organization (decision to take on a new project, to modify your mission, to target new beneficiaries, etc.). What was the origin of this change? How did the decision to make the change develop? What is the current result?

Visualize the development by making a timeline with three phases: prelude, decision-making, and aftermath.

*In Black:* Chart key moments/milestones (What actually happened).

*In Red:* Note participants' impressions, emotions, and areas of concern that come up during the case discussion. **[30 MIN]**

## STEP 2 IN SMALL GROUPS: Discuss each person's perspective. **[45 MIN]**

Here are some questions you might use for exploration:

*Actors:* Who was involved in this process and the related decisions from within and outside the organization? Who was not involved? Who took the lead? Who was informed? Where does/did the ownership lie?

*Process:* What was the relation between formal and informal settings where the process was moved forward or not by those responsible (e.g. between sit-down meetings and casual chats over coffee)? How does the actual process reflect the strategic planning of the organization? How were unexpected developments incorporated? Were there loops and redundancy in the process?

*Content:* Which arguments/factors weighed strongly in the process? Which principles were followed and which were compromised?

*Conflict:* Where were points of conflict and how were they dealt with? Which issues were avoided? Which parts of the strategy were not implemented? Which decisions were not taken? Was the decision made by consensus, compromise, vote, leadership authority, or organized anarchy?

*Patterns:* What does the pre-decision phase (deliberation) have to do with the post-decision phase (implementation)? What underlying dynamics are most relevant to the process? How can you describe the decision-making culture in your organization?

## STEP 3 IN PLENUM:

Consequences

How should these patterns be taken into consideration in the future? How can they be transformed in order to support a more sustainable decision-making process? **[15 MIN]**