



2h 00m

PLENUM AND
SMALL GROUPS

DESCRIPTION

This exercise helps you to understand the decision-making dynamics in your team. It also guides you through a process of mapping and developing sustainable decision-making models.



PREPARATION

Review **Background Paper:**

Decision Cycle (04).



MATERIALS

- Moderation Cards
- Flip Chart



TOOLS

- **Background Paper:**
 - Decision Cycle (04)
 - Decision Models (06)
- **Worksheets:**
 - Decision Cluster (03)



SUMMIT



OUTLOOK

**INTERNAL COMMUNICATION
& DECISIONS**

STEP 1 **IN SMALL GROUPS:**

After reviewing **Decision Cycle (04)** ■ ■ discuss whether or not you recognize any of the described issues within your team's dynamics. **[30 MIN]**

STEP 2 **IN PLENUM:**

Share the conclusions from the small groups and discuss how you can deal with these issues (some suggestions are given). **[20 MIN]**

STEP 3 List roughly 20 different kinds of decisions that are relevant to your work on the moderation cards. Decisions usually relate to people, money, and the content of your work. There will likely be other types of decisions as well. **[20 MIN]**

STEP 4 Cluster the cards to form a meaningful sub-structure, making a distinction between major decisions with big impact (strategic) and routine decisions with smaller impact (operative). See **Decision Cluster (03)** ■ ■ ■ **[20 MIN]**

STEP 5 Review **Decision Models (06)** ■ ■ ■
Decide which model(s) you want to use for which cluster of decisions. Make sure the people or groups in charge of making these decisions know what is being expected of them. If they are not clear about this, schedule time for sharing expectations. **[30 MIN]**



FOLLOW UP

Decisions about decisions are very tricky. They must be made and communicated with great care. The sharing of expectations (see above) is an important step and should be taken seriously.

