

Seek Maximum Appropriate Involvement

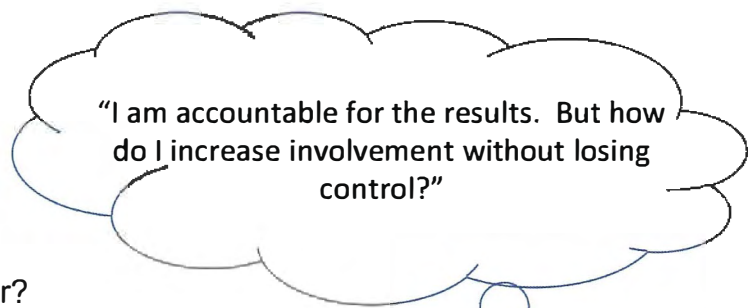
Facilitative leaders gain people's commitment to achieving organizational goals by involving them in the decisions that affect their daily work experience.



The Leader's Dilemma

Increasing involvement requires sharing more information, authority and responsibility. There are benefits and risks to increasing employee involvement in decision-making.

BENEFITS	RISK
<ul style="list-style-type: none"> You get good creative ideas. 	<ul style="list-style-type: none"> People may not know enough to participate effectively.
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What am I afraid of losing control over?

...the nature and quality of the results?

...the process for getting there?

...how people behave?

...my own feelings?



Resolving the Leader's Dilemma

The key to increasing involvement without losing control is to seek the maximum involvement appropriate to the situation. Involvement begins with defining which decisions need to be made and then who should participate in making those decisions.



What is the decision to be made?

For example:

- Whether or not to renovate the school.
- How to redesign the attendance policy.
- When to send the school marketing brochure.

1. Describe a situation that requires you to make some decisions which will impact other people.

2. Write down one decision you have to make related to the situation above.

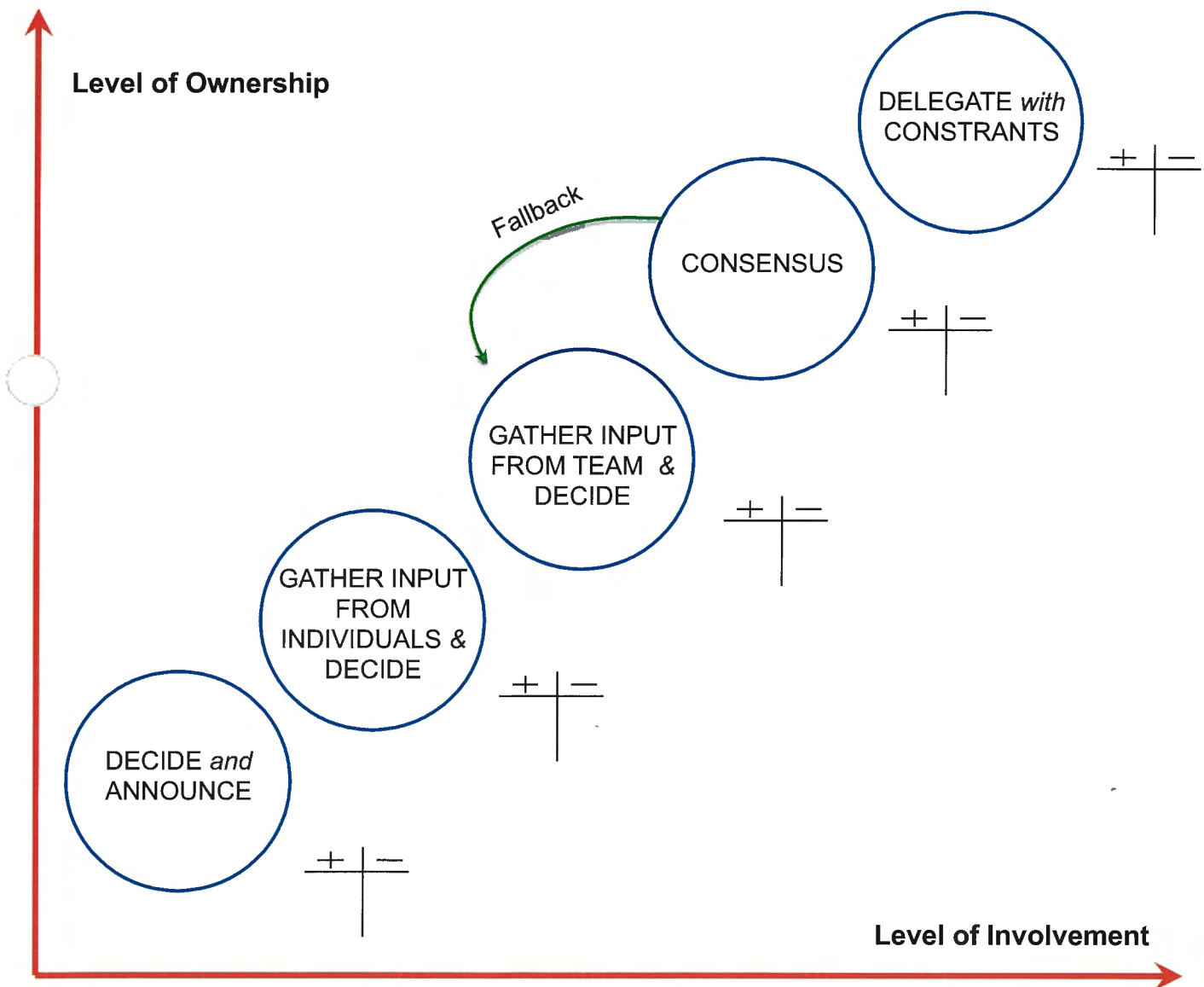
From whom is it appropriate to seek involvement?

A *Key Stakeholder* is any person (or group of people) who:

- Is responsible for the final decision.
- Is in a position to implement the decision or prevent it from being implemented.
- Is likely to be affected by the outcome of the decision.
- Has information or expertise.



Levels of Involvement in the Decision-Making Process



NOTE: Fallback can be to any other Level of Involvement

Factors to Consider

There is no one right way to make a decision. Facilitative leaders make conscious choices about how much to involve others after weighing several factors.

STAKEHOLDER BUY-IN

- How much do key stakeholders need to be involved so that they can confidently support implementation of the decision?

TIME AVAILABLE

- How much time can be spent on making the decision?

IMPORTANCE OF DECISION

- How important (versus how inconsequential) is the issue to people in the organization?

INFORMATION NEEDED

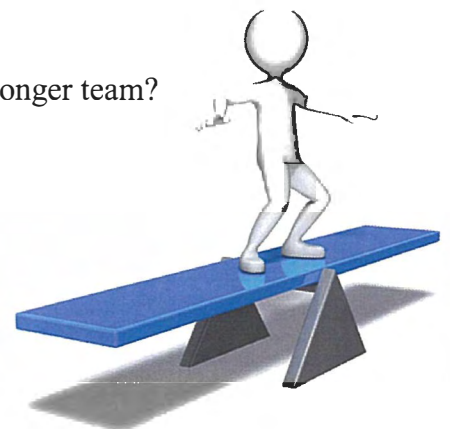
- Who has information or expertise that can contribute to making a quality decision?

CAPABILITY

- How capable and experienced are people in operating as decision makers or as a decision-making team?

BUILDING TEAMWORK

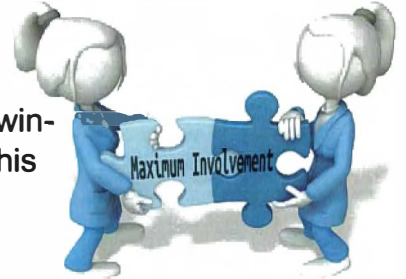
- What is the potential value of using this opportunity to create a stronger team?



Exercise: Maximum Appropriate Involvement

Purpose

One of the most demanding challenges of leadership is maximizing win-win experiences by choosing an appropriate level of involvement. This exercise will give you practice choosing the appropriate level of involvement and communicating the rationale.



Instructions

Get into coaching pairs. One person will work through the situation from his/her workplace identified on page 3. The other person will act as a coach and help the the leader think through and complete the worksheets.

1. Complete a Key Stakeholders Analysis by filling out the chart below.

First identify the key stakeholders in this decision (include position titles or responsibilities). Then describe what a “win” would be for each stakeholder in this issue. A “win” means what value or advantage the person might get from addressing the situation.

STAKEHOLDER/JOB TITLE	WIN

Exercise: Maximum Appropriate Involvement (continued)

2. Answer the questions below:

STAKEHOLDER BUY-IN	TIME AVAILABLE
How much do key stakeholders need to be involved so that they can confidently support implementation of the decision?	How much time can be spent on making the decision?
IMPORTANCE OF DECISION	INFORMATION NEEDED
How important (versus how inconsequential) is the issue to people in the organization?	Who has information or expertise that can contribute to making a quality decision?
CAPACITY	BUILDING TEAMWORK
How capable and experienced are people in operating as decision makers or as a decision-making team?	What is the potential value of using this opportunity to create a stronger team?

3. What level of involvement have you chosen for your decision?

4. What is your rationale?

Decide and Announce

The facilitative leader makes a decision with little or no input, and then announces the decision to those who will be affected by or must carry out the decision.

Possible Advantages	Possible Disadvantages
<ul style="list-style-type: none">- Decision can be made quickly.	<ul style="list-style-type: none">- May not be the most well informed decision.
<ul style="list-style-type: none">- Leader is in immediate control of the decision.	<ul style="list-style-type: none">- Those assigned to carry out the decision may resist implementation.
<ul style="list-style-type: none">- Implementation can begin immediately.	<ul style="list-style-type: none">- Those affected by the decision may build up resentment about not having been asked their opinion.



KEYS TO SUCCESS

- Explain the context for the decision and announce the decision itself.
- Explain reasons for choosing this approach.

Gather Input from Individuals and Decide

The facilitative leader asks selected individuals for input (ideas, suggestions, information). The leader then makes a decision.

Possible Advantages	Possible Disadvantages
- More information with which to make a decision.	- Some people may feel excluded.
- Increased likelihood that decision will be carried out.	- If the decision is in conflict with input, people may undermine the decision or be less likely to provide input the next time.
- Doesn't require a meeting of all the players.	



KEYS TO SUCCESS

- Explain how people will be involved in the decision-making process and give your rationale.
- Explain what considerations or criteria you will be taking into account in order to make the decision.
- Be clear about the type of input you need from individuals to make the decision.

Gather Input from Team and Decide

The facilitative leader asks the team members to share their ideas in a meeting. The leader decides after hearing from the team.

Possible Advantages	Possible Disadvantages
- More creative thinking because of group synergy.	- Takes more time.
- Increased likelihood of well informed decision.	- May surface issues or conflicts inappropriate for that meeting.
- People feel included and may be more committed to implementation.	- If resulting decision is in conflict with input, people may sabotage implementation.



KEYS TO SUCCESS

- Explain how people will be involved in the decision-making process and give your rationale.
- Set guidelines for the type of involvement and input you want.
- Set a time limit for the discussion.

Consensus

A consensus decision is one that each every member of the team is willing to support and help implement. All key stakeholders have had an opportunity to give their opinion and to understand the implications of various options. All members, including the leader, have the same formal power to support or block proposals. If consensus cannot be reached, the leader has a fallback decision-making option.

Possible Advantages	Possible Disadvantages
- Educates the team through active participation.	- May take more time.
- Higher level of support for decision.	- Team members may not have the collaborative skills needed to reach agreement.
- Quicker implementation because more people are already up and running on the issues at hand.	- People may interpret leader's choice of consensus approach as weakness.



KEYS TO SUCCESS

- Explain exactly what consensus means in the given situation and why you have chosen it as the appropriate level of involvement.
- Clearly outline the constraints, including time and financial limitations.
- Identify a fallback level of involvement if consensus cannot be reached within the specified time period.

Delegate Decision with Constraints

The facilitative leader defines the decision that needs to be made in the form of a question(s), clarifies the constraints on the decision (e.g. budget, timeframe, quality requirements), and delegates the decision to others. The leader does not alter the decision as long as it adheres to the constraints.

Possible Advantages	Possible Disadvantages
- Frees leader up to deal with other issues.	- Team may not have the skill, experience or perspective to make an informed decision.
- Minimizes undermining the decision.	- May take more time.
- Develops leadership capacity of others.	- Team may take on issues outside the bounds of the task.



KEYS TO SUCCESS

- Explain how people will be involved in the decision-making process and give your rationale.
- Clearly state constraints.
- Build milestone points for process and content checks.
- Be available to answer questions.

Seek Maximum Appropriate Involvement

Connect, Reflect and Summarize

