

SDWT Transition: Week 4 Overview

Objectives

- Identify the types of decisions that the team will be making.
- Agree on how each type of decision will be made.

Format

- 1 hour 25 minute facilitated meeting.

Audience

- All core team members, and possibly extended team, especially if they are stakeholders in your decisions.

Resources

- Meeting Agenda and worksheet (pages 1-2)
- Meeting Leader Notes (pages 4-6)
- Decision Making Handout (page 7)

Instructions

- Complete the agenda (edit text in brackets, and any other appropriate text; enter times in schedule).
- Prepare 3 flip charts:
 - ⇒ Our Decisions
 - ⇒ Decision Agreements (see below)
 - ⇒ Problems to use in Week 5 workshop
- Reserve a room with a flip chart and markers.
- Review the Meeting Leader Notes (pages 4-6).

Decision Agreements

Decision	Who Makes It	Stakeholders	When to involve Stakeholders

Meeting Agenda: SDWT Decision Making Protocol

Date: [tbd]

Time: [start to end time]

Location: [room location]

Attendees: [all core team members, extended team, manager]

Meeting Objectives:

- Discuss challenges and opportunities in the transition to SDWT.
- Identify and prioritize skill needs for the team as a whole.

Schedule:

Time	Duration	Discussion
	10 minutes	Introduction
	15 minutes	Decisions We Make
	45 minutes	Decision Making Agreements
	5 minutes	Summarize Action Items; Preview Week 5 Activity

Preparation:

- Track the decisions you make this week and the decisions you bring to others to make. Log them on the attached worksheet. Bring your completed worksheet to the meeting.

Decision Log

Record in the chart below the decisions you made or brought to others this week. Keep this log throughout the week, updating it at least twice a day. Bring the completed Log to the meeting.

Decision	How it was made
	<input type="checkbox"/> Made it myself <input type="checkbox"/> Got input from someone <input type="checkbox"/> Someone else made it
	<input type="checkbox"/> Made it myself <input type="checkbox"/> Got input from someone <input type="checkbox"/> Someone else made it
	<input type="checkbox"/> Made it myself <input type="checkbox"/> Got input from someone <input type="checkbox"/> Someone else made it
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	<input type="checkbox"/> Made it myself <input type="checkbox"/> Got input from someone <input type="checkbox"/> Someone else made it

Record any conflicts that arose around decisions this week...

MEETING LEADER NOTES

Time	Duration	Discussion
	10 minutes	<p>Introduction:</p> <ul style="list-style-type: none"> • Remind them about why they are becoming a SDWT (this should begin every meeting). • Express confidence in their ability to make this transition. • Explain that this meeting is the fourth in a 12-week series of activities focused on the transition. Ask if anyone has made or seen any progress in the transition since last week. Are there any successes to report? Ask the team to continue to notice the progress being made by themselves and others and share it in the weekly meetings. • Explain that one of the biggest sources of conflict in SDWTs is decision making. That conflict occurs because someone makes a decision alone, or someone expects the whole team to make a decision that they could own alone, or a decision is made without gaining input from the right people, or a decision is forced onto someone. There are lots of ways that decision making can be problematic. • The goal of this session is to lay a foundation around decision making that prevents those typical problems. • Explain the objectives of the meeting (see agenda).

Time	Duration	Discussion
	15 minutes	<p>Decisions We Make:</p> <ul style="list-style-type: none"> • Brainstorm a list of the types of decisions they make on a regular basis. Some possible responses: resolving customer invoice error; priority of tasks between teams; individual work schedules; etc. Post each type of decision on a flip chart. Some questions to prompt ideas: <ul style="list-style-type: none"> ○ <i>What decisions did you have to make yesterday (or before today's meeting)?</i> ○ <i>What decisions have needed my approval?</i> ○ <i>What decisions would you typically take to one of your team members?</i> ○ <i>What decisions would you expect the entire team to make (consensus)?</i> ○ <i>What decisions would you like to be able to make, but have not had the authority in the past?</i> ○ <i>What decisions do you think you should have input to, even though you don't have final authority?</i> • Continue to post the types of decisions as they are offered until you have a complete list.

Time	Duration	Discussion
	45 minutes	<p>Decision Making Agreements:</p> <ul style="list-style-type: none"> • One of the reasons decision making causes conflict is because people's involvement in the decision is different from what they think it should be. Share the handout on Decision Making Ownership and discuss. • Using a non-work example, explain the concepts on the handout. Consider your family a team (parents are the leaders and the kids are the team members). What decisions are made by the parents? What decisions are made with input from the kids? What decisions can the kids make with input from their parents? What decisions can the kids make without their parents? • Return to the list of decisions for your team. Discuss each decision and agree on these elements: <ul style="list-style-type: none"> ○ <i>Who makes the decision?</i> ○ <i>What stakeholders are involved in this decision?</i> ○ <i>When should each stakeholder group be involved?</i> • Post all agreements on the flip chart.
	15 minutes	<p>Conclusion:</p> <ul style="list-style-type: none"> • Summarize any agreements made and action items. • Commit to having flip charts transcribed. • Explain the objectives for next week's meeting.

Decision Making Ownership

Every time a decision is made, different stakeholders have an interest. A stakeholder is any person or group that will be impacted by that decision, or anyone who is interested in that decision. If an individual expects to be involved in the decision and is not, they may not support that decision. To prevent unnecessary conflict, analyze how a decision should be made, what stakeholders should be involved, and at what point in the decision.

Decision Options:

- Leader makes decision alone, without team input.
- Leader makes decision with team input.
- Team and leader come to consensus.
- Team makes decision with leader input (leader does not veto team decision).
- Team makes decision alone.

Stakeholder Involvement Levels:

- Stakeholders provide input before the decision.
- Stakeholders work with the team to make the decision (consensus).
- Stakeholders are informed after the decision is made.