Decision-Making Meeting

SessionLab

The objective of this half-day session is for a team to reach a shared decision on how to solve a problem or challenge.

The first part is a divergent process in which different ideas and proposals are collected. The second uses consent-based decision-making to refine a proposal and turn it into a decision.

■ energizer/icebreaker ■ exercise ■ theory ■ discussion/debriefing ■ break

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
09:00 0	**Before the Meeting**	Consider sharing briefing documents or short videos to illustrate the context and inform the conversation. Set up the room with chairs in a semi-circle, facing a whiteboard. If you are working online, have a shared document or virtual whiteboard set up to enable dot-voting (for the first part) and visualizing the proposal being discussed (for the second part).	This flow is designed with a small (ideally 4-8 people) group in mind, which shares a common aim and has already built trust and understanding of their goals. These preconditions were formulated by Gerard Endenburg, the founder of sociocracy. He defined three requirements for a group to be able to use consent: 1. The group is able and willing to discuss together long enough to resolve objections. 2. The group shares a common aim. 3. Defined membership (knowing who is part of the group and who is not).
09:00 10m	**Check-in**	Checking in is a simple way for a team to open a session or start a project.	The facilitator invites everyone to answer the same question. The aim is to open the session with some personal sharing, giving everyone some time and space to bring their presence to the meeting. Having a check-in builds trust in the team and is a valid support to participation: people are more likely to contribute in a meeting if their voice is heard from the start.
09:10 10m	**Sharing Expectations**	Sharing information to make sure participants are aligned around the purpose of the meeting and know what the expected outcome is.	• The facilitator clarifies the purpose of the meeting: where do we want to be at the end of the session? • Ask participants to share their expectations coming into the meeting in a quick round
	Consultation Process		
09:20 10m	**Presenting Scope of Problem**	Introducing the topic of discussion. What do we need to decide on?	The facilitator or the group leader gives some context around the decision required. Depending on the situation, there might be a need for time for clarification questions.
09:30 20m	**Walking Brainstorm**	Give space to divergent thinking and collect multiple ideas and proposals. One idea per piece of paper/sticky note!	This introvert-friendly brainstorming technique helps groups of any size to generate and build on each other's ideas in a quiet but dynamic setting. Use this or another brainstorming method to elicit ideas from the group. Whatever your favorite method, it's always a good idea to combine individual reflection with group work, to avoid groupthink. After about 10 minutes, ask participants to start clustering similar ideas together.
09:50 10m	**Dot-voting**	Allocate each person a few votes to quickly visualize priorities.	Dotmocracy is a simple method for group prioritization. Each person votes for the options they think are the strongest, and that information is used to inform a decision. (see **here** to learn more about how many and why)
10:00 10m	**Debrief - sensemaking and next steps**	Open the floor to discuss the outcome. Share next steps.	CASE 1 - **Consultation** If this is a consultation process, meaning the wider group is consulted but the decision ultimately resides in a person-in-charge (manager, team lead, project owner...) first invite from the person in charge of the decision their initial reflections. Check if anyone has further comments or observations they wish to add. Then, **share what next steps for follow-up will be** (e.g. the person-in-charge will write up a summary of their plan by a certain date). In this case, the meeting can end here.

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
			CASE 2 - **Collective decision making**
			If the group will later (on the same day or in another meeting) move these ideas forward to collective decision-making, a person or a small committee (max 3 people) takes the top-voted proposal(s) and **turns them into an initial draft for discussion.** Move on to the next steps!
10:10 15m	**Break**	Take a break and recharge!	The people appointed to work on the initial proposal can use some of the break time to re-write the top-voted idea into a draft text for decision making.
10:25 5m	**Energizer**	Raise the group energy with a quick energizer!	Decision-making by consent can take a lot of energy out of a group, especially the first time, when participants are not so familiar with the format. So, start by raising the energy with something quick and fun. Here are some ideas: • rock-paper-scissor tournament • synch claps • shake down
	Consent-based decision making		
10:30 5m	**Presenting proposal**	Read out the initial draft proposal and have it visible in written form.	Consent-based decision-making is about refining a proposal collectively. The first draft is just that, a draft, offered up to the group for improvement. Write the proposal up visibly for the whole group to see (on a flipchart or a slide). Read the initial proposal out loud. Give participants a few minutes to reflect on it individually and take their own notes.
10:35 15m	**Clarification questions**	Time for questions aimed to understanding the proposal itself.	The facilitator asks each participant in turn if there are any questions directed to clarify the proposal. This can lead to making some changes in the text to make it clearer.
10:50 10m	**Quick reactions round**	Taking the temperature: how does this proposal feel to everyone?	Re-read the proposal, especially if it's changed, and ask for a round of quick reactions. This can be done in various ways, e.g. • verbally in a round; • with hand signals; • marking preferences on a chart.
11:00 5m	**Test for agreement**	Check with all participants whether they have objections to the proposal.	The facilitator asks each participant in turn whether they have objections to the proposal. Ask for yes/no answers and take note of who has expressed an objection, rather than hearing them, as this reduces the influence participants have on one another.
11:05 15m	**Collecting and resolving objections**	The facilitator asks those who have objections to explain them. The facilitator, the person expressing the objection, and the group, work together to integrate the objection into the proposal.	Go back to all the people who expressed an objection and spend time with each in turn understanding the motivation for their objection and, if possible, changing the proposal to integrate it.
11:20 5m	**Check for agreement on the new proposal**	Especially if the proposal has changed a lot during the previous round, re-read it to the group and check for objections once more.	Avoid confusion by clarifying what proposal the group has landed on.
11:25 5m	**Celebrating decision!**	Write the decision up in the minutes and celebrate!	Thank everyone for the hard work, remind whoever is in charge of the minutes to add the decision there, including its term, and celebrate! The facilitator can also add a quick feedback round on the process, in order to make it more fit-for-purpose and adapt it to this particular group next time.
11:30 0	**After the meeting**	Distribute the minutes and include a review of the decision in the calendar for the future.	Make sure the concerned people can access the decision text for future reference (including any participants who were not at the meeting). Decisions come with a term, a date upon which

TIME	NAME	DESCRIPTION	ADDITIONAL INFO
			they should be reviewed: add this to the future calendar for a quick check, or a full retrospective, of the decision's effectiveness.

11:30

TOTAL LENGTH: **2h 30m**

MATERIALS

- ☐ Whiteboard (physical or virtual) in Before the Meeting
- ☐ Briefing documents (if applicable) in Before the Meeting
- ☐ Talking piece in Sharing Expectations
- ☐ Flipchart paper or blank A0 posters in Walking Brainstorm
- ☐ Markers x 3 in Walking Brainstorm | Presenting proposal | Clarification questions
- ☐ Post-it notes in Walking Brainstorm
- ☐ Voting dots (optional) in Walking Brainstorm
- ☐ Post-its, in Dot-voting
- ☐ Pens/Markers in Dot-voting
- ☐ Whiteboard x 2 in Presenting proposal | Clarification questions
- ☐ If online, a shared document in Presenting proposal
- ☐ Meeting minutes in Celebrating decision!
- ☐ Organization's minutes or "single source of truth" documents in After the meeting

Decision-Making Meeting - block details

09:00 0	**Before the Meeting**

Consider sharing briefing documents or short videos to illustrate the context and inform the conversation.

Set up the room with chairs in a semi-circle, facing a whiteboard.

If you are working online, have a shared document or virtual whiteboard set up to enable dot-voting (for the first part) and visualizing the proposal being discussed (for the second part).

MATERIALS
- Whiteboard (physical or virtual)
- Briefing documents (if applicable)

ADDITIONAL INFORMATION

This flow is designed with a small (ideally 4-8 people) group in mind, which shares a common aim and has already built trust and understanding of their goals.

These preconditions were formulated by Gerard Endenburg, the founder of sociocracy. He defined three requirements for a group to be able to use consent:

1. The group is able and willing to discuss together long enough to resolve objections.

2. The group shares a common aim.

3. Defined membership (knowing who is part of the group and who is not).

GOALS

Making sure everything is ready for the meeting.

INSTRUCTIONS

The more information participants can access before the meeting, in order to have an informed decision, the better. Consider sharing briefing documents or short videos to illustrate the context.

Set up the room with chairs in a semi-circle, facing a whiteboard.

Online

If you are working online, have a shared document or virtual whiteboard set up to enable dot-voting (for the first part) and visualizing the proposal being discussed (for the second part).

09:00 10m	**Check-in**

Checking in is a simple way for a team to open a session or start a project.

ADDITIONAL INFORMATION

The facilitator invites everyone to answer the same question. The aim is to open the session with some personal sharing, giving everyone some time and space to bring their presence to the meeting.

Having a check-in builds trust in the team and is a valid support to participation: people are more likely to contribute in a meeting if their voice is heard from the start.

GOALS

Open a session or start a project

INSTRUCTIONS

Step 1:

Managing time is crucial for running effective meetings. As a facilitator you can introduce different constraints to a check-in to allow for more or less time. Examples are:

- "In one word…"
- "In two words…"
- "In one sentence…"
- "Think of three things…"
- "Taking as much time as you need…"

Step 2:

Think about what stage the group is at. What would it be useful for them to reflect on and share?

Think about the general mood. What has just happened? What are they about to do? Choose a reflection question that will support the kind of mood and atmosphere that you want to create.

General

- What do I need to share to be present in this session?
- How do I feel right now?
- What am I excited/worried about?
- What animal represents my mood today?
- What song / movie / story represents my mood today?

Early in a project
- What am I bringing to this group?
- How do I feel working in this group?
- What is my vision for this group?

During a project
- How do I feel working in this team?
- What metaphor would I use to describe this group?
- What's making me heavy and what's making me lighter right now?

BACKGROUND

Source: Hyper Island toolbox

Hyper Island designs learning experiences that challenge companies and individuals to grow and stay competitive in an increasingly digitized world. With clients such as Google, adidas and IKEA, Hyper Island has been listed by CNN as one of the most innovative schools in the world

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09:10
10m | **Sharing Expectations**

Sharing information to make sure participants are aligned around the purpose of the meeting and know what the expected outcome is.

ADDITIONAL INFORMATION

- The facilitator clarifies the purpose of the meeting: where do we want to be at the end of the session?
- Ask participants to share their expectations coming into the meeting in a quick round

GOALS

Alignment and clarity in the group

INSTRUCTIONS

The facilitator starts by clarifying the intended outcome for the session and the decision making process that will be used.

Print out or display on a screen the illustration below to indicate to the group how they will be moving through the various stages, from ideating/brainstorming to decision making.

Next, invite the group to share expectations for the meeting ahead.

Consultation Process

09:20
10m | **Presenting Scope of Problem**

Introducing the topic of discussion. What do we need to decide on?

ADDITIONAL INFORMATION

The facilitator or the group leader gives some context around the decision required.
Depending on the situation, there might be a need for time for clarification questions.

GOALS

Clarity on the topic at hand, focus.

INSTRUCTIONS

The facilitator or the team leader gives some context around the decision required.
Depending on the situation, there might be a need for time for clarification questions to define the issue on the table better.

Facilitator's notes

Going through a group decision-making process does require quite some discipline from participants and, upon occasion, assertiveness on the facilitator's part to maintain focus on the topic at hand.

For example, participants may start using the Q&A section of this part to begin proposing solutions ("*What if we solved it this way...?*" is not a clarification question). Bring this to the group's awareness and consider it an invitation to move on, but not without checking if there are any other questions first. "*So that sounds like we are moving into brainstorming solutions, doesn't it? Can you please park that idea on a sticky note for later, and before we move on I'd like to just check if there are any more questions...?*"

09:30 20m	**Walking Brainstorm**

Give space to divergent thinking and collect multiple ideas and proposals. One idea per piece of paper/sticky note!

ADDITIONAL INFORMATION

This introvert-friendly brainstorming technique helps groups of any size to generate and build on each other's ideas in a quiet but dynamic setting.

Use this or another brainstorming method to elicit ideas from the group. Whatever your favorite method, it's always a good idea to combine individual reflection with group work, to avoid groupthink.

After about 10 minutes, ask participants to start clustering similar ideas together.

GOALS

Crowdsource and build on each other's ideas without being distracted by personality types or disagreement.

INSTRUCTIONS

⚠Before you start, make sure that there is enough space for the participants to walk around without stepping on each other.

☐Depending on the aim of the brainstorm, write either a topic or a question on the posters and spread them across the room. Make sure that there is sufficient space around each so that several participants can interact with them at the same time.

☐To inspire a wider range of ideas, you may vary the topic/ question on each poster.

☐Set a timer between 3 and 15 minutes, depending on the group size and the complexity of the topic. Every participant receives a block of post-it notes and a marker.

☐Silently, they walk around the room and share their ideas about the topics/ questions on the posters by sticking post-it notes on the poster. Remind participants to apply an open "yes, and" approach which means that they should build on each other's ideas and try to make them work instead of pointing out weak points or deal breakers.

☐Make sure that participants use one post-it note per idea. This will make it easier to remove redundant ideas and cluster the remaining.

☐After about 10 minutes, ring a chime or in other ways signal a change of pace: participants are now allowed to ask one another questions, and to start clustering similar ideas together.

☐Before any brainstorming exercise, I always remind the participants that "Good ideas come from bad ideas as long as there are enough of them." (Seth Godin).

☐When time is up, you can either debrief with the entire group or split the group into small teams who work on the different posters and then share their results with the group.

Tips for running this activity online

- Pick an online whiteboarding tool that allows to use a large, zoomable canvas (e.g. Mural or Miro)
- Set up each topic at a different area of the board, spread them out just like you would do it on a the walls of a room
- Invite participants to zoom in and visit each section and add their ideas

BACKGROUND

The exercise is inspired by the "yes, and"-approach used in Improv' Theater.

MATERIALS
- Flipchart paper or blank A0 posters
- Markers
- Post-it notes
- Voting dots (optional)

09:50 10m	**Dot-voting**

Allocate each person a few votes to quickly visualize priorities.

ADDITIONAL INFORMATION

Dotmocracy is a simple method for group prioritization. Each person votes for the options they think are the strongest, and that information is used to inform a decision. (see **here** to learn more about how many and why)

GOALS

Support a group in decision making to quickly see which options are most popular or relevant.

MATERIALS
- Post-its,
- Pens/Markers

Step 1

This method is often used when a set of possible ideas have been generated and need to be assessed or prioritized. But it is useful for quickly making decisions in any group situation with multiple options.

Place all the ideas/options up on a wall, one idea per post-it. Have the group cluster similar ideas/options and remove any duplicates. The fewer options there are, the clearer and easier the voting will be.

Check that all of the options on the wall are clear to all members in the group, by running through them all and inviting clarifications where necessary.

Facilitator notes: *This is a fast and effective tool, but be wary of "vote splitting", where a weaker option might win due to several stronger but very similar ideas receiving shares of the same vote. Also be wary of the "bandwagon effect", where people who vote later may be influenced by votes that have already been place. You might also try another method of large group prioritization, Idea Rating Sheets, also developed by Jason Diceman who is the key reference for this tool.*

Step 2

The group will now vote on which options they think are best by using dots, made simply with a marker on the post-it. Each group member gets 5 dots to vote with (or less if there are less options).

These dots can be distributed in any way: one dot each to five different ideas, all five dots to one idea, etc.

Step 3

Once all members have distributed their dots, the group could proceed in a variety of ways:

- Simply choosing the option/s that received the most dots.
- Conducting an open dialogue about the prioritization. Exploring which ideas got more dots, which got less, what the next steps should be.
- Organize the ideas on a line from most to least dots, then discuss their relative merits.

Tips for running this activity online

- Pick an online whiteboard tool that allows you to use a large, zoomable canvas.
- Set up each topic at a different area of the board, spread them out just like you would do it on the walls of a room.
- Invite participants to zoom in and visit each section and add their ideas as sticky notes once you reach that section of the exercise.
- If you're not using an online whiteboard, we'd recommend using a collaboration tool such as Google Docs to collect the information for each step under a separate heading. Invite everyone into the document but be very clear in regards to editing rights.
- Use voting features such as Mural's voting session tool during the dot voting process. You can also add comments inside Google Docs or ask participants to add a thumbs up emoji to an idea in Slack to collect votes when using those tools.

Jason Diceman, http://dotmocracy.org/dot-voting

Idea Rating Sheets, http://www.idearatingsheets.org/

Source: Hyper Island toolbox

Hyper Island designs learning experiences that challenge companies and individuals to grow and stay competitive in an increasingly digitized world. With clients such as Google, adidas and IKEA, Hyper Island has been listed by CNN as one of the most innovative schools in the world

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10:00 10m	**Debrief - sensemaking and next steps**

Open the floor to discuss the outcome.
Share next steps.

CASE 1 - **Consultation**

If this is a consultation process, meaning the wider group is consulted but the decision ultimately resides in a person-in-charge (manager, team lead, project owner…) first invite from the person in charge of the decision their initial reflections. Check if anyone has further comments or observations they wish to add. Then, **share what next steps for follow-up will be** (e.g. the person-in-charge will write up a summary of their plan by a certain date). In this case, the meeting can end here.

CASE 2 - **Collective decision making**

If the group will later (on the same day or in another meeting) move these ideas forward to collective decision-making, a person or a small committee (max 3 people) takes the top-voted proposal(s) and **turns them into an initial draft for discussion.** Move on to the next steps!
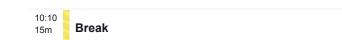
Reflecting on what emerged and preparing for next steps.

INSTRUCTIONS

CASE 1 - **Consultation**

 If this is a consultation process, meaning the wider group is consulted but the decision ultimately resides in a person-in-charge (manager, team lead, project owner...) first invite from the person in charge of the decision their initial reflections. Then, **share what next steps for follow-up will be** (e.g. the person-in-charge will write up a summary of their plan by a certain date). In this case, the meeting can end here.

 CASE 2 - **Collective decision making**

If the group will later (on the same day or in another meeting) move these ideas forward to collective decision-making, a person or a small committee (max 3 people) takes the top-voted proposal(s) and **turns them into an initial draft for discussion.** Move on to the next steps!

10:10
15m   **Break**

Take a break and recharge!

ADDITIONAL INFORMATION

The people appointed to work on the initial proposal can use some of the break time to re-write the top-voted idea into a draft text for decision making.

GOALS

Recharge and prepare for the next part of the day.

INSTRUCTIONS

The people appointed to work on the initial proposal can use some of the break time to re-write the top-voted idea into a draft text for decision making.

There is no need for this to be a "perfect" document, it can be just a quick first draft, offered to the group as a starting point.

10:25
5m   **Energizer**

Raise the group energy with a quick energizer!

ADDITIONAL INFORMATION

Decision-making by consent can take a lot of energy out of a group, especially the first time, when participants are not so familiar with the format. So, start by raising the energy with something quick and fun. Here are some ideas:

- rock-paper-scissor tournament
- synch claps
- shake down

GOALS

Raise the group's energy and recharge after the break

INSTRUCTIONS

Decision making by consent can take a lot of energy out of a group, especially the first times, when participants are not so familiar with the format. So, start by raising the energy with something quick and fun. Here are some ideas:

- rock-paper-scissor tournament
- synch claps
- shake down

Consent-based decision making

10:30
5m   **Presenting proposal**

Read out the initial draft proposal and have it visible in written form.

ADDITIONAL INFORMATION

Consent-based decision-making is about refining a proposal collectively. The first draft is just that, a draft, offered up to the group for improvement.

Write the proposal up visibly for the whole group to see (on a flipchart or a slide). Read the initial proposal out loud.

Give participants a few minutes to reflect on it individually and take their own notes.

GOALS

Having a draft to work on

INSTRUCTIONS

Write the proposal up visibly for the whole group to see (on a flipchart or a slide).
Read up the initial proposal.
Give participants a few minutes to reflect on it individually and take their own notes.

Where does this proposal come from?

Various cases are possible:

- it can come from a prioritization/consultation process, as above;
- it can be a proposal coming from an individual;
- a committee might also have come up with a proposal.

Facilitator's notes

It's useful to remind people that a draft is a gift for the group to work on.
A good practice is to, from the start, **put a time limit to the validity** of the decision, such as "...and we will revise this plan in 6 months" or "...this decision applies to events organized in the next year, after which we will check on it".

- Whiteboard
- Markers
- If online, a shared document

10:35 15m	**Clarification questions**

Time for questions aimed to understanding the proposal itself.

ADDITIONAL INFORMATION

The facilitator asks each participant in turn if there are any questions directed to clarify the proposal. This can lead to making some changes in the text to make it clearer.

GOALS

Clarity, avoiding misunderstandings, refining the proposal

INSTRUCTIONS

The facilitator asks each participant in turn if there are any questions directed to clarify the proposal.
A good prompt to start a clarifying questions round is to ask the group "what do you need to know so you understand the proposal?"

This can lead to making some changes in the text to make it clearer, for example by adding more details.

Facilitator's notes

As taught and used in Sociocracy, the sequence of questions to improve a proposal always runs in rounds. In other words, the facilitator will always check with each participant in turn whether they have questions (or, later, objections). This technique favors full participation and equality.

Consent requires on the participants' and the facilitator's part a certain ability to discern what is an actual clarification question ("*Does that apply to this quarter or the next?*") versus a reaction ("*How can you even think that's a good idea?*") or an objection ("*Well but if we do that how can our department's work continue as planned?*").

Invite participants' to park those bits that seem not to apply, and reassure them that there will be time to discuss them later. And be patient, as this process does improve in time, until groups go through it quite naturally and quickly!

MATERIALS
- Whiteboard
- Markers

10:50 10m	**Quick reactions round**

Taking the temperature: how does this proposal feel to everyone?

ADDITIONAL INFORMATION

Re-read the proposal, especially if it's changed, and ask for a round of quick reactions. This can be done in various ways, e.g.

- verbally in a round;

- with hand signals;
- marking preferences on a chart.

GOALS

Get a sense of how much interest and enthusiasm there is for the proposal; build trust and enable participants to know one another better.

INSTRUCTIONS

The quick reactions round is designed to allow emotions and "gut-feelings" in. The facilitator asks for a reaction to the proposal: how does it *feel*?

Ask everyone in turn in a round or invite a round of quick reactions using simple tools like First to Five or Gradients of Agreement.

Facilitator's notes

At this point, it might emerge clearly that the proposal has garnered too little enthusiasm and interest to be worth discussing.

If that is the case, check with the person or delegation making the proposal whether they would like to re-work it from scratch and park the discussion for a later meeting.

| 11:00 5m | **Test for agreement** |

Check with all participants whether they have objections to the proposal.

ADDITIONAL INFORMATION

The facilitator asks each participant in turn whether they have objections to the proposal.

Ask for yes/no answers and take note of who has expressed an objection, rather than hearing them, as this reduces the influence participants have on one another.

GOALS

Checking for objections to the proposal

INSTRUCTIONS

The facilitator asks each participant in turn whether they have an objection to the proposal.

Collect yes/no answers and make a note of who has objections to go back to them, to reduce the effect of people influencing one another.

Because the proposal has effectively been co-designed, any objections are likely to have been already resolved at earlier stages.

Facilitator's notes

There are a few things it can be useful for the group to keep in mind before expressing objections:

- an objection is a gift to improve the proposal;
- objections must be motivated and based on the organization's needs, vision and mission;
- decisions should be "good enough for now, safe enough to try", we are not looking for a perfect solution;
- the decision has a term, after which it will be reassessed (sometimes objections can be easily solved by shortening this term, so the proposal becomes more of a test or experiment).

| 11:05 15m | **Collecting and resolving objections** |

The facilitator asks those who have objections to explain them.

The facilitator, the person expressing the objection, and the group, work together to integrate the objection into the proposal.

ADDITIONAL INFORMATION

Go back to all the people who expressed an objection and spend time with each in turn understanding the motivation for their objection and, if possible, changing the proposal to integrate it.

INSTRUCTIONS

Go back to all the people who expressed an objection and **spend time with each in turn understanding the motivation for their objection** and, if possible, changing the proposal to integrate it.

Surprisingly often, the person expressing the objection already knows **what can be changed in the proposal** to make it work for them.

If there are a lot of objections and it becomes very hard to integrate them, it can be a good idea to send the proposal back to the drawing board for next time (and still celebrate: we've probably avoided wasting a lot of time on implementing a dysfunctional decision!)

Expert tips

Here are some comments on the process from the organization Sociocracy for All.

We always start with curiosity in trying to understand what the concern is. Not every objection will be clearly stated at first by the objector, and it is the group's responsibility to find out what is underlying the concern without making too many assumptions. We want to get a full understanding, and in doing so, we will also find out whether the concern points to a real objection or a personal preference.

In the in-depth manual Many Voices One Song, objections are defined by a *concern that carrying out the proposal will interfere with the circle's [team's] aim.*

When describing their concern, an objector may not be aware of whether they are having a personal preference or an objection. Asking questions is a good way to find out more. For example: *How is your work or our organization affected by the proposal? What do you think might happen?*

BACKGROUND

https://www.sociocracyforall.org/strategies-for-integrating-objections/

11:20
5m

Check for agreement on the new proposal

Especially if the proposal has changed a lot during the previous round, re-read it to the group and check for objections once more.

ADDITIONAL INFORMATION

Avoid confusion by clarifying what proposal the group has landed on.

GOALS

A final check that the proposal has everyone's consent

INSTRUCTIONS

Your task is to avoid confusion. Confusion will turn into a loss of trust so err on the transparent side even if that entails some redundancy. Better to read the proposal one more time with all the changes than to deal with a disengaged member.

11:25
5m

Celebrating decision!

Write the decision up in the minutes and celebrate!

ADDITIONAL INFORMATION

Thank everyone for the hard work, remind whoever is in charge of the minutes to add the decision there, including its term, and celebrate!

The facilitator can also add a quick feedback round on the process, in order to make it more fit-for-purpose and adapt it to this particular group next time.

GOALS

Mark that a decision has been taken, celebrate

INSTRUCTIONS

Thank everyone for the hard work, remind whoever is in charge of the minutes to add the decision there, including its term, and celebrate!

 The facilitator can also add a quick feedback round on the process, in order to make it more fit-for-purpose and adapt it to this particular group next time.

MATERIALS
- Meeting minutes

11:30
0

After the meeting

Distribute the minutes and include a review of the decision in the calendar for the future.

ADDITIONAL INFORMATION

MATERIALS
- Organization's minutes or "single source of truth" documents

Make sure the concerned people can access the decision text for future reference (including any participants who were not at the meeting).

Decisions come with a term, a date upon which they should be reviewed: add this to the future calendar for a quick check, or a full retrospective, of the decision's effectiveness.

GOALS

Ensure accessibility of the decision's text and set the conditions for its future review.

INSTRUCTIONS

Make sure the concerned people can access the decision text for future reference (including any participants who were not at the meeting).

Decisions come with a term, a date upon which they should be reviewed: add this to the future calendar for a quick check, or a full retrospective, of the decision's effectiveness.