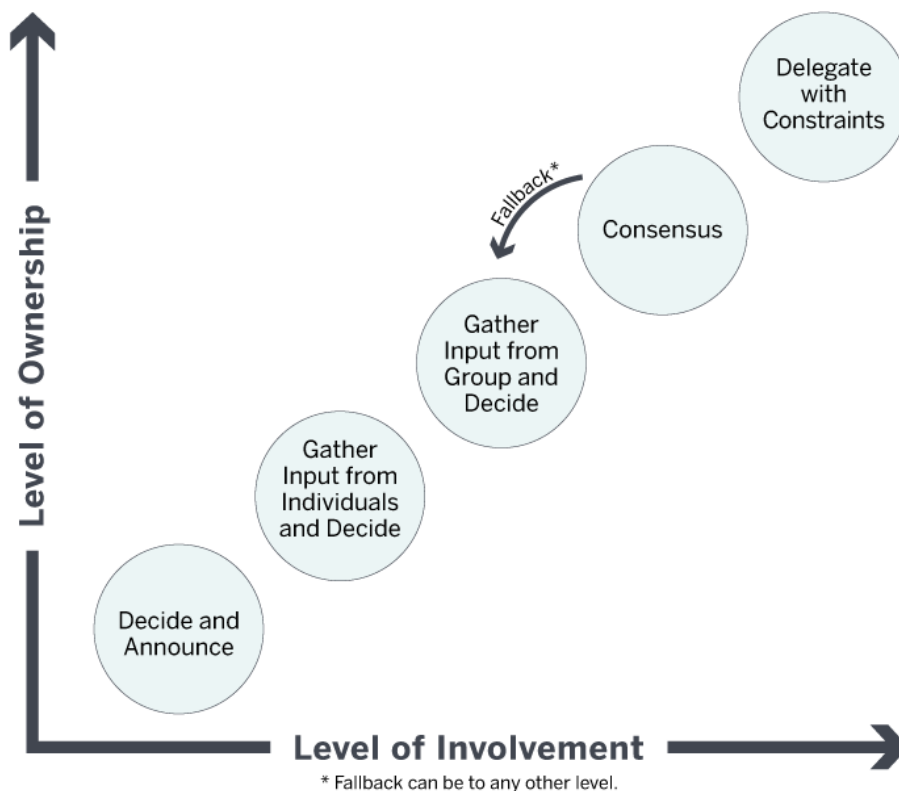


Levels of Involvement in Decision Making

In order to achieve maximum appropriate involvement, the leader must first (1) be clear about the decision to be made, and then (2) decide how much to involve key stakeholders in that decision. A rule of thumb: as the level of involvement in decision making increases, so does the level of ownership or buy-in to both the process and the outcome.



METHOD	DEFINITION
Decide and Announce	The leader makes a decision with little or no input, then announces the decision to those who will be affected by, or must carry out, the decision.
Gather Input from Individuals and Decide	The leader asks selected individuals for input (ideas, suggestions, information). The leader then makes a decision.
Gather Input from Team and Decide	The leader asks the team members to share their ideas in a meeting. The leader decides after hearing from the team.

Consensus

A consensus decision is one that each 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.

Delegate Decision with Constraints

The 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.