

GENERATIVE DECISION MAKING PROCESS

percolab

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This is a consent based decision making process building on the Integrated decision making method of Holacracy adding the culture and practice of Art of Hosting.

The process is held by a host. Ideally, in an organisation the role of the host will rotate.

It may be helpful for an organisation to invite in an external host for an initiation or supportive coaching to develop the internal capacity.

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I. RIPENESS



HOSTING TIP

Listen in deeply and when you sense that there is a possible proposal in the air, the time is ripe.

Is the time ripe for the decision?

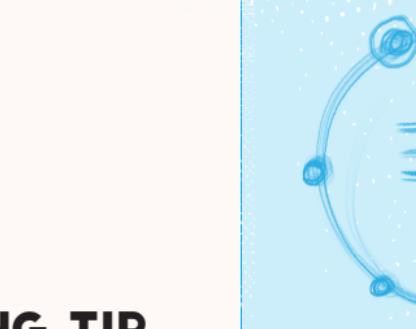
Is the context clear?

Is there information or data that needs to be gathered?

Could a free conversation help develop the ripeness?

You might need to offer the group one or two open conversation time slots to get to this point.

2. PROPOSAL VI



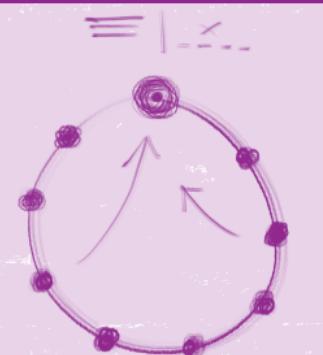
HOSTING TIP

Help the proposer name a proposal ideally in one single sentence.

Avoid the proposer reading in multiple proposals.

Ensure that the proposal is written for all to see (separate from the proposer) and repeat it out loud.

3. CLARIFICATIONS



HOSTING TIP

If someone is speaking without a question (ie. reaction) remind him that this is a question period. Reactions will follow.

Ensure that all questions are directed at the proposer and no one else intervenes.

Avoid letting the proposer speak about anything further than the direct answer (keep it tight).

The group has the opportunity to voice questions to the proposer.

The proposer has two options to answer:

i) Provides the answer or

Sense into when the clarification period is about to finish (ie. people are ready to react).

ii) Says « Not specified » if the answer is unknown.

4. REACTIONS



HOSTING TIP

It is mandatory that each person (minus the proposer) expresses to the group their reaction to the proposal; the different voices and perspectives of all need to be heard.

The proposer listens deeply and takes notes.

Afterwards the proposer will craft a new version of the proposal.

5. PROPOSAL V2



HOSTING TIP

Begin with the person who has the most reactive emotion and then go around, until everyone has shared their reaction.

The proposer formulates a new version of the proposal in light of all that has been spoken.

Make sure that the reaction is not about the proposer, but about the proposal itself – correct if necessary.

The host ensures that it is written and visible to all and reads it out loud.

6. OBJECTIONS



HOSTING TIP

An objection needs to express a risk or a backward movement for the organisation/initiative.

If you feel that the proposer might want to stay with the same proposal, remind her that she can.

All objections are expressed to the host who then decides if the objection is valid or not.

This needs to be differentiated.

If it is valid, then the proposer needs to integrate it into a new version of the proposal.

If it is fuzzy you may ask for help to the group.

(Then the objection round is repeated).

This is the hardest part of the process for the host.

7. VISUAL CONFIRMATION



HOSTING TIP

This is not a decision council and it is not an opportunity to lower thumbs and restart process.

It is simply a visual confirmation. If the process has run smoothly, all thumbs should be raised. If someone is struggling to find voice for an objection kindly support the person and let them know that all information is important.

Note: You can do a visual confirmation to fast track a decision.