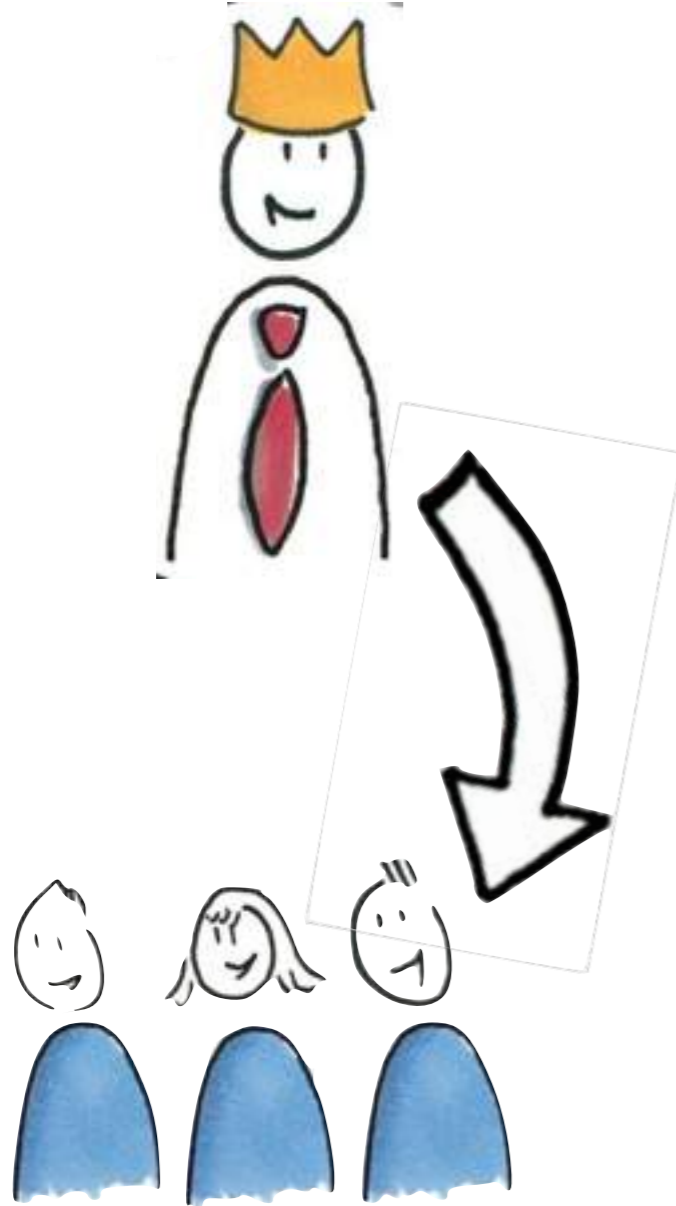


# Participative Decision Making Beyond Majority Voting



Lean Kanban Central Europe, 11-nov-2014  
Stefan Roock, [stefan.roock@it-agile.de](mailto:stefan.roock@it-agile.de), @StefanRoock

# I decide, you follow

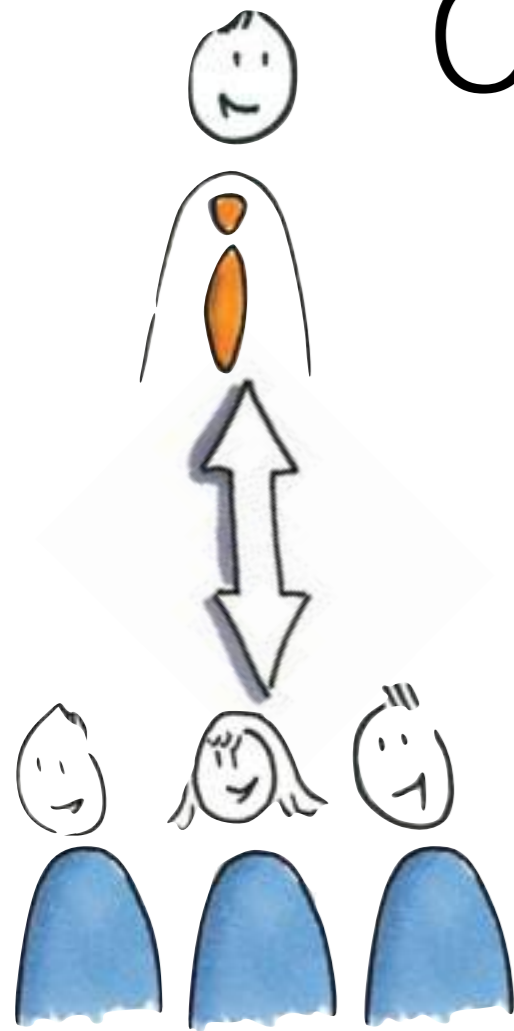


Easy to install.  
Fast.

Manager as bottleneck.  
Risk of bad decisions (due to  
lack of insights and bottleneck  
situation).

No empowerment of employees.

# Consultation by Manager



„As the manager in charge of a decision I consult employees affected by my decision. That way I increase the chance to understand their needs and have the chance to create a better decision.“

Better decisions and higher commitment than „I decide, you follow!“

Needs time.

Manager as bottleneck (even more).

No empowerment of employees.

# Majority Voting



Fast.

May cause alignment problems  
with the „no“ voters.



# Konsent



Great for me!



Will support it  
if the group  
wants it.



Veto! Can't  
support it.

I will help to create a  
better solution, at least by  
explaining the veto or even better  
by suggesting a small  
modification to the  
decision.

# Konsent

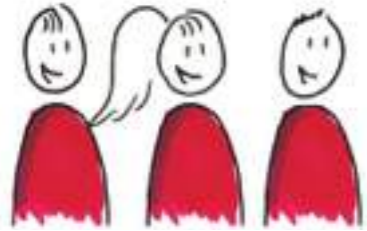
High alignment.

Improvement process incorporated.

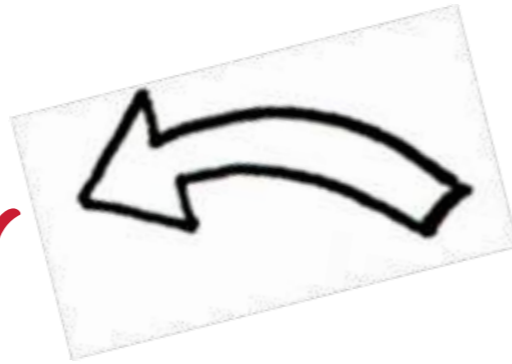
Causes a lot of effort for larger groups or asynchronous decision making.

May not converge for larger groups.

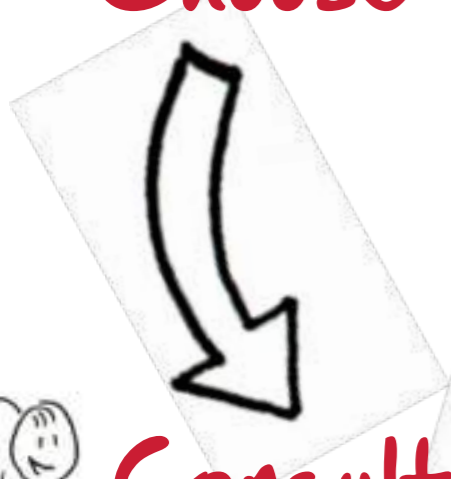
# Consultative Individual Decision



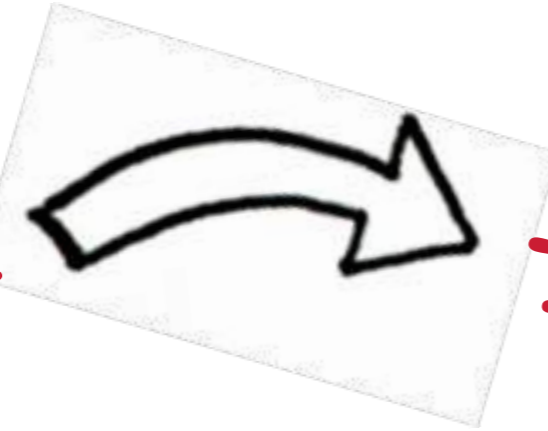
Choose a decider



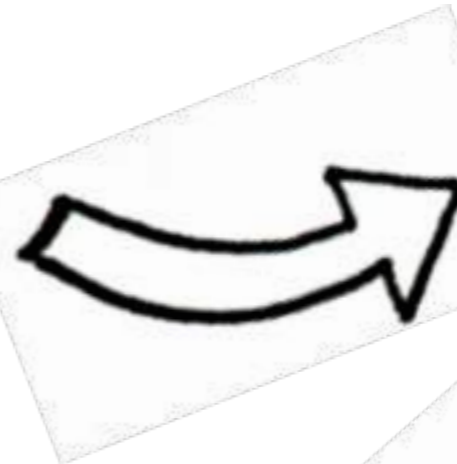
Konsent is not feasible



Consult



Decide



Publish decision



Practice forgiveness



Learn for next decision



# Consultative Individual Decision: Our first reaction

„That can't possibly  
work. Let's try it!"



# Consultative Individual Decision: Why it works

Social pressure  
regarding the process of  
consultation (and not  
the decision itself).

# Consultative Individual Decision

we use it for

- company process changes (e.g. our innovation process, office Fridays)
- salaries
- final employment decisions (after probation period)
- investments
- etc.

High alignment (but lower than Konsent).

Improvement process incorporated.

Works asynchronously.

Needs time.

May degenerate to majority voting under high social pressure.

# Summary

	„I decide, you follow“	Consultation by manager	Majority voting	Konsent	Consultative Individual Decision
Large groups				high effort	
Large number of decisions	bottleneck	bottleneck		high effort	
Alignment with decisions		dependent on reputation	problem with „no“ voters	super high	dependent on company culture
Asynchronuos decision making				high effort	
Time frame for decision	minutes to hours	weeks	minutes to hours	hours to days	weeks

In the end it's all about  
organizational culture - of course

Organizational culture  
influences how a decision  
mechanism works.

AND

The used decision  
mechanism influences the  
organization culture.

# Thank you for your attention



## Agility on all levels

Stefan Roock, CEO  
[stefan.roock@it-agile.de](mailto:stefan.roock@it-agile.de)  
Twitter: @StefanRoock

