

FLOW SYSTEM

PARTICIPANT WORKBOOK

Distributed Leadership

Workbook: Decision-Making



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Decision-Making

A decision represents one’s action or behavior based on their previous choice point.
Decision-making is a continuous process that draws on our abilities, experiences, and motives.



Decision-making can involve the dual processes of intuition (individual) and deliberation (collective).
Cross-functional and diverse teams are better capable of making decisions in complex environments.
Team decision-making provides a more comprehensive range of options to choose from.

Team decision-making involves agreement of the problem, access to all necessary information, resources and the requisite knowledge, skills, and abilities of team members.

The following exercise is designed to aid decision-making around a known issue that you are experiencing.

DECISION MAKING	
Briefly describe a decision that you are currently working on.	
Is this an individual or a team/group process?	
Describe what information is required to make an informed decision.	
Describe what resources are required to aid in the decision-making process.	

DECISION MAKING (CONT.)

Describe what additional expertise will be needed to help make the decision (what KSAs are missing).

To which domain from the Cynefin framework does this decision belong (clear, complicated, complex, chaotic)?

Provide support for the above decision. Why is this decision in the _____ domain?

Based on the above information, what else might be needed to make an informed decision?

When a proposed decision is made, write down the decision and the process used to make this decision.

When making a decision, it is always necessary to list alternative options. List Alternative #1 here.

When making a decision, it is always necessary to list alternative options. List Alternative #2 here.

Review and reflect on the alternative decisions and adjust the decision. What changes were made after reviewing alternatives to the proposed decision?

Connect the Three Helixes:

Flow can only be achieved when the three helixes are interconnected. To identify how this could occur, the next exercise requires the reader to identify examples of different methods from each of the other two helixes (complexity thinking, team science) that might work well with decision-making.



CONNECT THE HELIXES	
Select a scenario or problem that would benefit from effective decision-making.	
Identify three methods from complexity thinking that could support decision-making and give a brief description about how they complement one another.	
CT Method 1:	
CT Method 2:	

CONNECT THE HELIXES	
CT Method 3:	
Identify three methods from the team science helix that could work with or support decision-making. Give a brief description about how they complement one another.	
TS Method 1:	
TS Method 2:	
TS Method 3:	
Provide a description explaining which methods from each of the three helixes (with decision-making being the DL method) work best for the scenario/ problem identified earlier.	