Advice Process for Effective Organizational Decision-Making
Michael Sahota

~5 Years Culture & Leadership
~15 Years Agile
~20 Years IT

agilitrix
helping you grow your organization

An Agile Adoption and Transformation Survival Guide
Working with Organizational Culture
by Michael Sahota
Forewords by Jurgen Appelo and Henrik Kniberg

Toronto Canada
This is a Teaser.
No Slides in Workshop
How Do We Make Decisions?
Centralized  Distributed
Predict & Control

Emergent
Decision-Making is the Genetic Code for Control
Consensus

“A camel is a horse designed by a committee.”
- Sir Alec Issigonis
The Boss Decides
Advice Process
Decisions = Power

Why?
» Better Decisions!
» Engaged People
» On the Job Education
“Any person can make any decision after seeking advice from:
1) Everyone who will be meaningfully affected, and
2) People with expertise in the matter.”

http://www.reinventingorganizationswiki.com/Decision_Making
ADVICE PROCESS

- Better Decisions
- More Engagement
- On the Job Education

Advice from:
- Experience
- Perspective
- Impacted

Seek Advice

Decider
- Ownership
- Accountable

Who?
- Close to Issue
- Knows:
  - Context
  - Day-to-Day Details
  - Big Picture

Foundation
- Value
- People
- Safety
- Trust
- Learning
“The most amazing and rewarding experience with Teal so far has been taking on an initiative of my own and implementing the advice process.”

- Carla Tancredi @Fitzii

How to Give Away Power.

Who is the best person to make this decision?

What is their:
Knowledge of details? Context?
Experience making decisions?
Advice Cards
Boss: “You can handle it. I don’t need to be involved.”

Worker: “I am partly familiar with this. I want your expertise.”

“Agreed.”

“Agreed.”

Decision Poker
Decision-Making Models
How to Decide?

- **Shared Ownership**
  - **Decider Protocol (Consent)**
  - **Advice Process**
- **Asymmetric Ownership**
  - **Advice Process**
  - **Advice Process**

- **Org.**
  - **Advice Process + Social Media**
Lean A3 Process
<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td><strong>2</strong></td>
<td><strong>3</strong></td>
<td><strong>4</strong></td>
</tr>
<tr>
<td><strong>TELL</strong></td>
<td><strong>SELL</strong></td>
<td><strong>CONSULT</strong></td>
<td><strong>AGREE</strong></td>
</tr>
<tr>
<td>I WILL TELL THEM</td>
<td>I WILL TRY AND SELL IT TO THEM</td>
<td>I WILL CONSULT AND THEN DECIDE</td>
<td>WE WILL AGREE TOGETHER</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>5</strong></th>
<th><strong>6</strong></th>
<th><strong>7</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ADVISE</strong></td>
<td><strong>INQUIRE</strong></td>
<td><strong>DELEGATE</strong></td>
</tr>
<tr>
<td>I WILL ADVISE BUT THEY DECIDE</td>
<td>I WILL INQUIRE AFTER THEY DECIDE</td>
<td>I WILL FULLY DELEGATE</td>
</tr>
</tbody>
</table>

---

**Delegation Poker**

version 1.01

This game is part of the Management 3.0 course. You can find a description of the game at the following location:

http://www.management30.com/delegation-poker/
Use “I INTEND to ...”
Develop:
» Competence
» Clarity

Leader-Leader
Group Decision

» Progress
» Consent

Core Protocols - Decider
```
<table>
<thead>
<tr>
<th>Hand Sign</th>
<th>Fingers</th>
<th>Agreement?</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>I am all in. I completely agree</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>I like this idea, sounds good.</td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>I will support the idea.</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>I have some concerns, but I'll go along and try it</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>I have serious reservations with this idea: question or alternative.</td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>I am an absolute NO. (Exceptional, rare use)</td>
<td></td>
</tr>
</tbody>
</table>
```

Team Decisions - Decider
Further Reading
Really great source for understanding complexity of shifting (decision-making) culture.

See Video