

perc^olab

GENERATIVE DECISION MAKING PROCESS

CC BY 2016

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.

- 1 RIPENESS**
- 2 PROPOSAL VERSION 1**
- 3 CLARIFICATIONS**
- 4 REACTIONS**
- 5 PROPOSAL VERSION 2**
- 6 OBJECTIONS**
- 7 VISUAL CONFIRMATION**

I. RIPENESS



Is the time ripe for the decision?

Is the context clear?

Is there information or data that needs to be gathered?

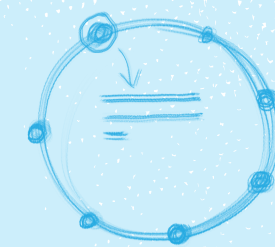
Could a free conversation help develop the ripeness?

HOSTING TIP

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

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

2. PROPOSAL V1



Invite the group – would someone like to make an initial proposal?

This will help the group move forward into action and there will be lots of opportunities to finetune the proposal together.

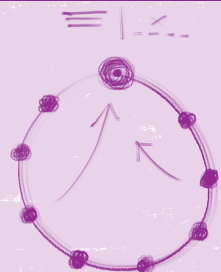
HOSTING TIP

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

Avoid the proposal spreading into multiple proposals.

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

3. CLARIFICATIONS



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

The proposer has two options to answer:

- i) Provides the answer or
- ii) Says « Not specified » if the answer is unknown.

HOSTING TIP

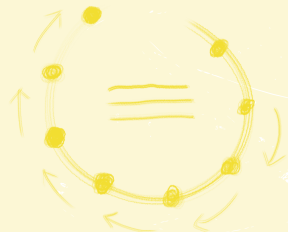
If someone is speaking without a question (ie. reaction) remind him that this is a question period. Reactions will follow.

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).

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

4. REACTIONS



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 take notes.

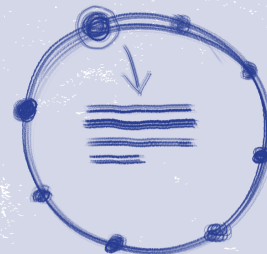
Afterwards the proposer will craft a new version of the proposal.

HOSTING TIP

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

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

5. PROPOSAL V2



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

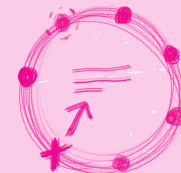
The host ensures that it is written and visible to all and reads it out loud.

HOSTING TIP

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

If you sense that the proposer needs support in formulating the second version, remind her that it is possible to ask for help – however do not rush into saying this.

6. OBJECTIONS



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

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

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

(Then the objection round is repeated).

HOSTING TIP

Sometimes people might express personal concerns that are not in fact organisational risks.

This needs to be differentiated.

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

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

7. VISUAL CONFIRMATION



So that everyone sees that everyone can live with the decision, raise your thumb.

If a person is struggling to raise their thumb, it will be seen. At this point the group needs to return to the part of the process that was not fully addressed.

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

HOSTING TIP

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