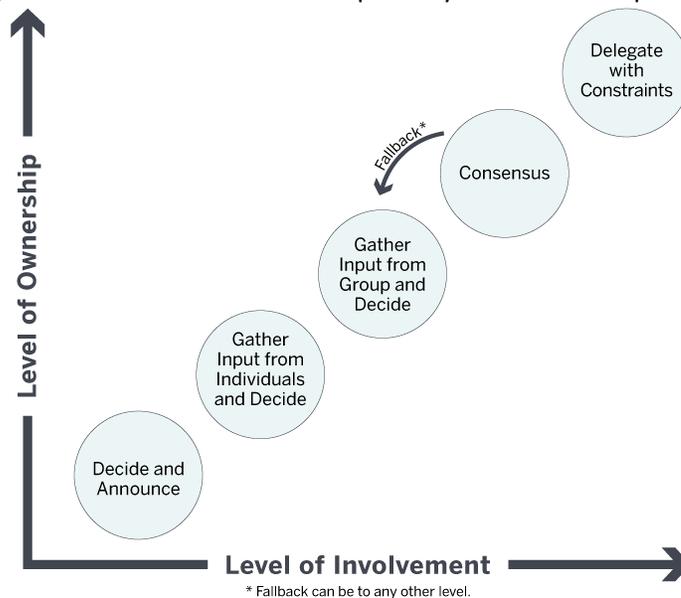


Establish Decision-Making Processes

Levels of Involvement in Decision Making

In order to achieve maximum appropriate involvement, leaders must first (1) be clear about the decision to be made, and (2) decide how much to involve key stakeholders in that decision. A rule of thumb: as the level of involvement in decision making increases, so does the level of ownership or buy-in to both the process and the outcome.



Method	Definition
Decide and Announce	The leader makes a decision with little or no input, then announces the decision to those who will be affected by, or must carry out, the decision.
Gather Input from Individuals and Decide	The leader asks selected individuals for input (ideas, suggestions, information). The leader then makes a decision.
Gather Input from Team and Decide	The leader asks the team members to share their ideas in a meeting. The leader decides after hearing from the team.
Consensus	A consensus decision is one that each member of the team is willing to support and help implement. All Key Stakeholders have had an opportunity to give their opinion and to understand the implications of various options. All members, including the leader, have the same formal power to support or block proposals. If consensus cannot be reached, the leader has a fallback decision-making option.
Delegate Decision with Constraints	The leader defines the decision that needs to be made in the form of a question(s), clarifies the constraints on the decision (e.g., budget, timeframe, quality requirements), and delegates the decision to others. The leader does not alter the decision if it adheres to the constraints.

Sharing these definitions with the coalition can help leaders collectively decide which strategy is most helpful to use as the overall decision making approach for this group

Even if coalitions have decided the method by which decisions will be made within the larger coalition, some groups also need different decision-making processes for different buckets of work or specific activities, based on the responsibilities held by different members of the group and/or requirements related to funding streams.

1. At a meeting of your collaborative, brainstorm a list of the kinds of decisions that will need to be made (e.g., budget decisions, hiring decisions, strategic planning decisions, discussions monitoring the collaborative process, etc.). (For tips on brainstorming, visit: <https://ctb.ku.edu/en/table-of-contents/leadership/leadership-functions/make-decisions/tools#tool1>)
2. For each kind of decision, use the questions below to help guide your answers to determine what type of decision-making process is most appropriate for your partnership:
 - What are the politics of the decision?
 - What groups must be represented in the decision-making body?
 - Who understands the issue best?
 - How important is this issue?
3. Place each kind of decision in one of the following columns, according to your discussion.
4. Consider the difference in decision-making processes within your coalition structure. For instance, coalitions have many types of working groups (steering committees, subcommittees, executive committees, boards, etc.) and the decision-making approach may vary at each.

Majority Vote	Unanimous Vote or Consensus	Task Force/ Subcommittee Decides	Board, Steering or Other Committee Decides