MODULE OVERVIEW

# Meetings that end in a decision: Who decides and how

Adaptive module | ~20 min

Many meetings end without anyone knowing what was decided, or by whom, and this lack of clarity costs more in lost motivation than in lost hours. This module covers the whole decision chain: framing the roles upfront, the gestures that make consent visible in person or remotely, and the follow-up that keeps the decision from fading.

## LEARNING OBJECTIVES

01 Frame upfront: phrase the question, set the criteria, choose the decision method, and assign roles with DACI.

02 Facilitate the three phases of Sam Kaner's diamond, then gather consent with the three gestures of sociocracy.

03 Organize a remote decision asynchronously, so those who need time contribute as much as the others.

04 Anchor the decision after the meeting: written record, execution plan, visible sponsor, and follow-up meeting.

## WHO IT'S FOR

Managers who want meetings that end in a decision, and team members who want a say in what gets decided.

- **Prerequisite:** none

## HOW THE MODULE WORKS

Self-paced, with practice tailored to each learner.

1 **Self-assessment**: on 9 dimensions, to gauge current habits and guide the practice.

2 **Expert video**: 10 minutes, with 3 pauses for reflection.

3 **Practice scenarios**: the first 2 chosen from the self-assessment, then 16 optional ones. Every answer gets feedback: what it leads to, and one way to improve.

4 **Dated commitment**: one action to try, written by the learner or picked from the suggestions.

5 **Memo to download**: key takeaways, questions, commitment, personal notes and checklists.

## ASSESSMENT AND COMPLETION

Pass mark: 80%

The score takes into account your answers to the practice scenarios, your commitment and, where relevant, any additional learning activities. Passing requires a commitment and a score of at least 80%.

### METHODS & MODELS

- DACI framework (Driver, Approver, Contributors, Informed) – created at Intuit in the 1980s, popularized by Atlassian and Asana
- Diamond of Participatory Decision-Making – Sam Kaner
- Decision meeting in 4 stages – Afthonios method

### SOURCES & REFERENCES


- Sam Kaner – Facilitator's Guide to Participatory Decision-Making (1996), the "Diamond of Participatory Decision-Making" model
- DACI – created at Intuit in the 1980s, popularized by Atlassian and Asana
- GitLab and Buffer – "async-first" practice documented in their public handbooks
- Lind, Kanfer & Earley (1990) – participation and the sense of fairness in decisions



Module created by Afthonios.com.

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