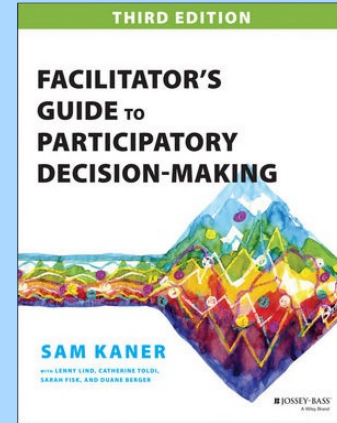


Participatory Decision-Making by Sam Kaner



Participatory Decision-Making Core Values

FULL
PARTICIPATION

INCLUSIVE
SOLUTIONS

MUTUAL
UNDERSTANDING

SHARED
RESPONSIBILITY

The Facilitator's Role

FULL
PARTICIPATION

Encouraging

Fostering

INCLUSIVE
SOLUTIONS

Helping groups do their best
thinking

MUTUAL
UNDERSTANDING

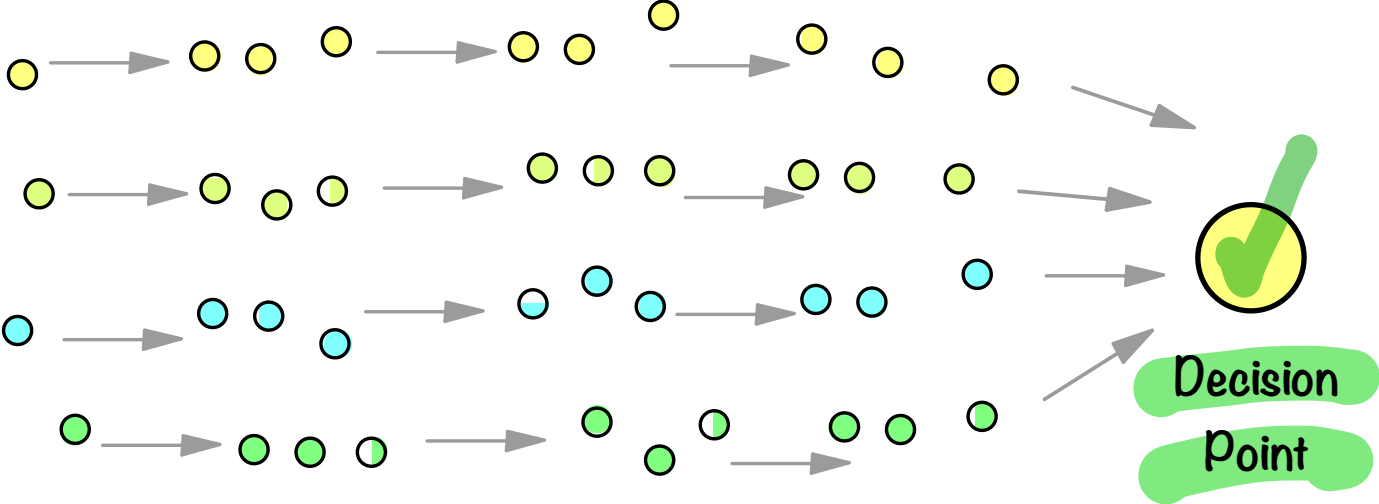
Promoting

Cultivating

SHARED
RESPONSIBILITY

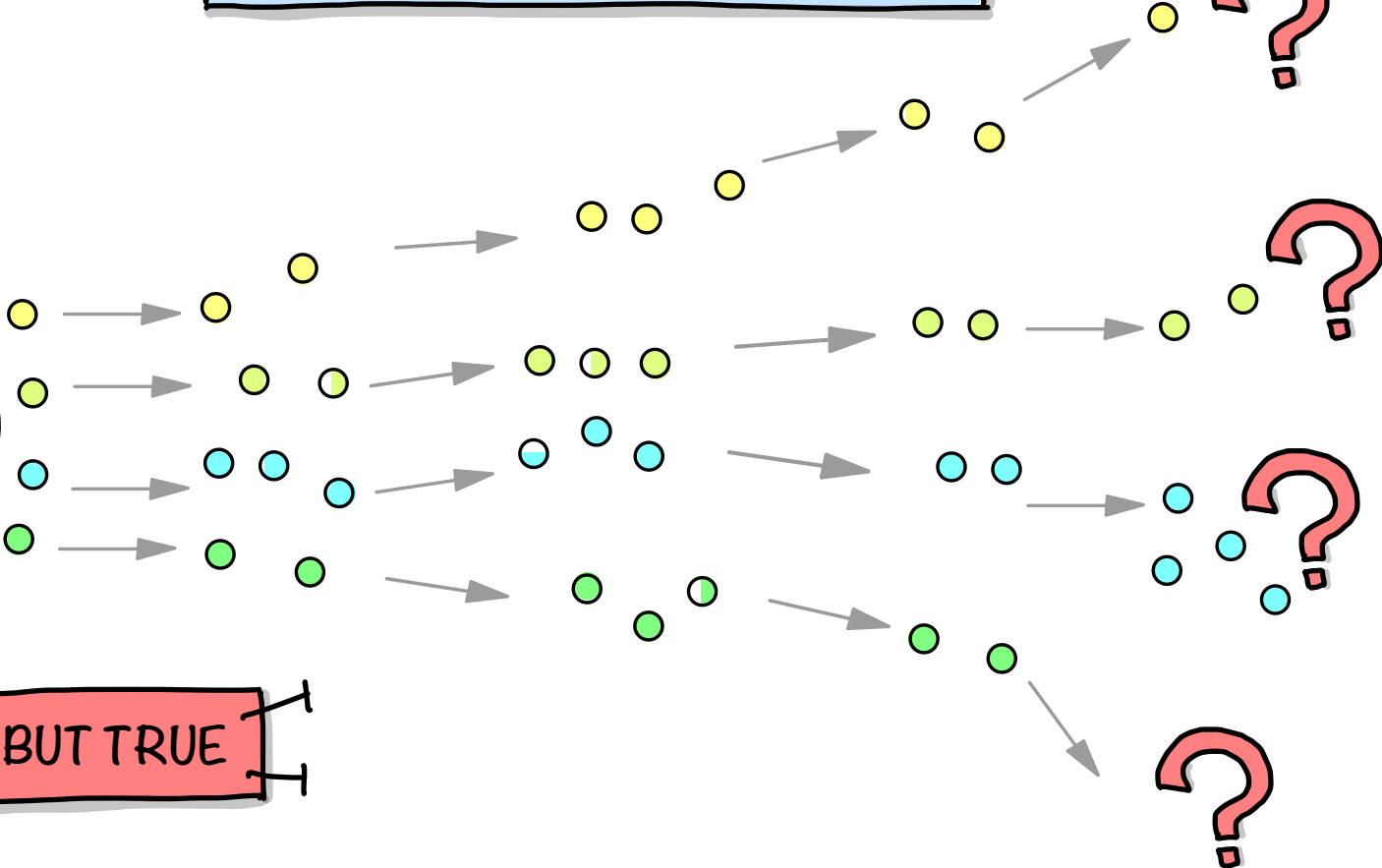
Dynamics of Group Decision-Making

New Topic



Dynamics of Group Decision-Making

New Topic

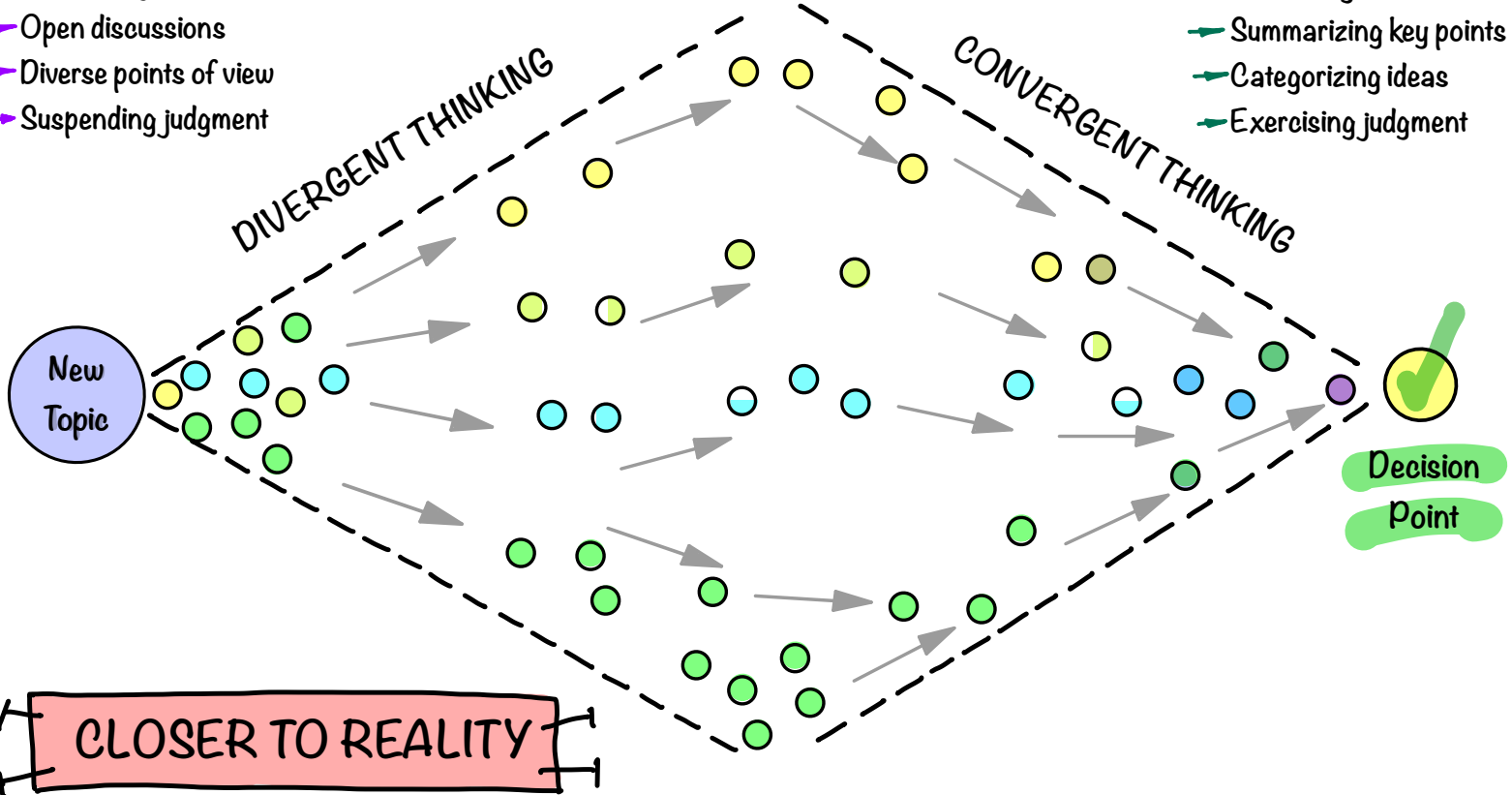


SAD BUT TRUE

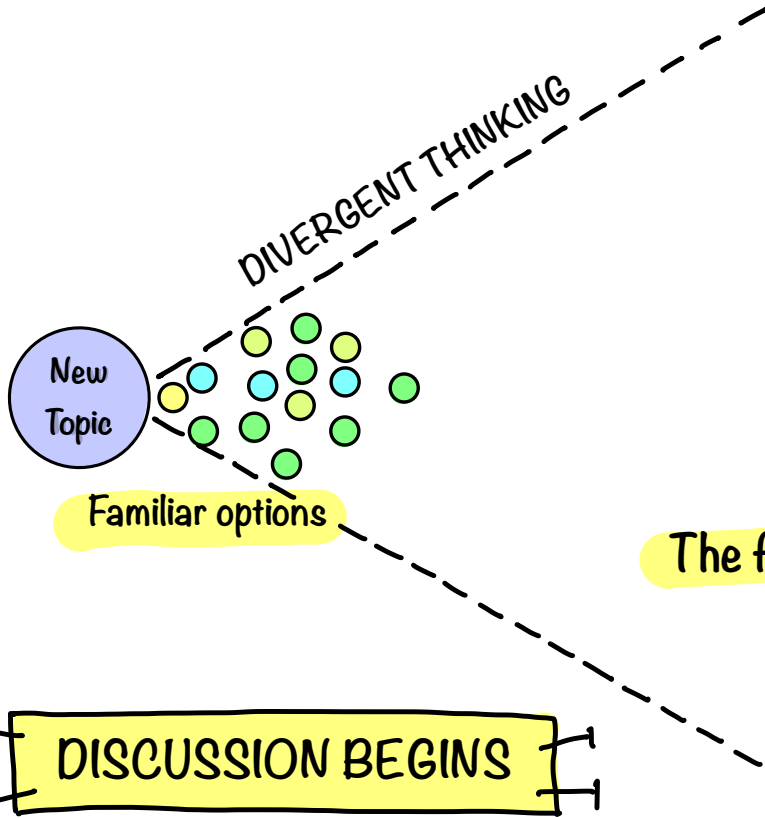
Dynamics of Group Decision-Making

- Generating ideas
- Open discussions
- Diverse points of view
- Suspending judgment

- Evaluating ideas
- Summarizing key points
- Categorizing ideas
- Exercising judgment



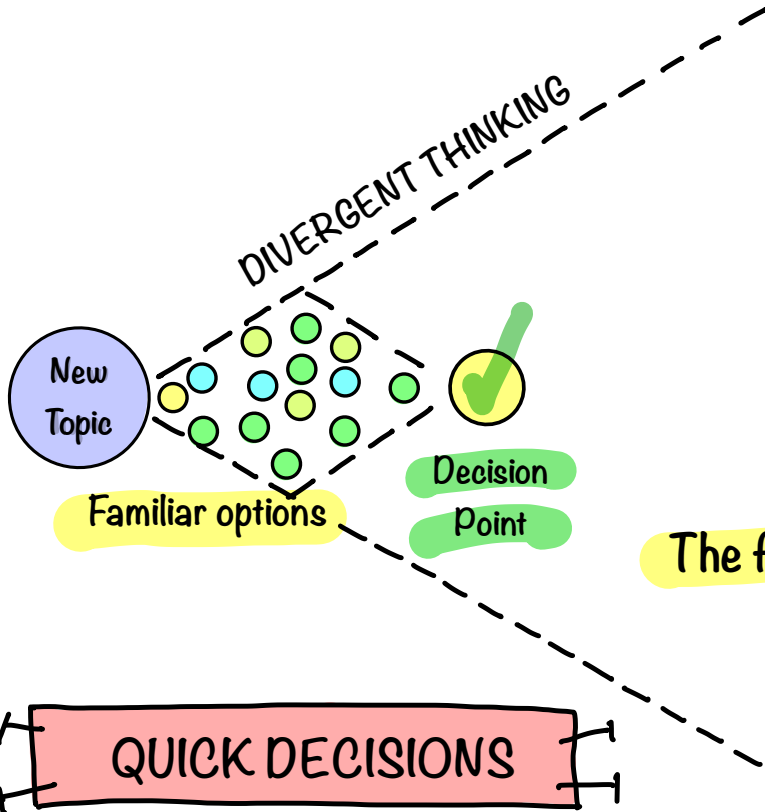
Dynamics of Group Decision-Making



- Conventional wisdom
- Obvious solutions

The first ideas we express are the ones that are easiest to think about

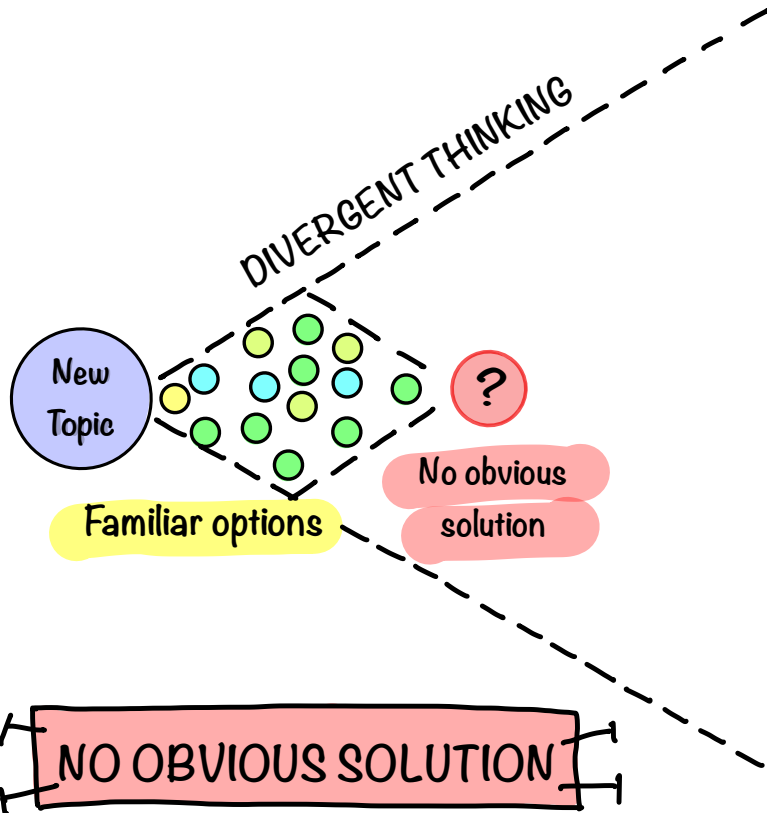
Dynamics of Group Decision-Making



- Conventional wisdom
- Obvious solutions

The first ideas we express are the ones that are easiest to think about

Dynamics of Group Decision-Making

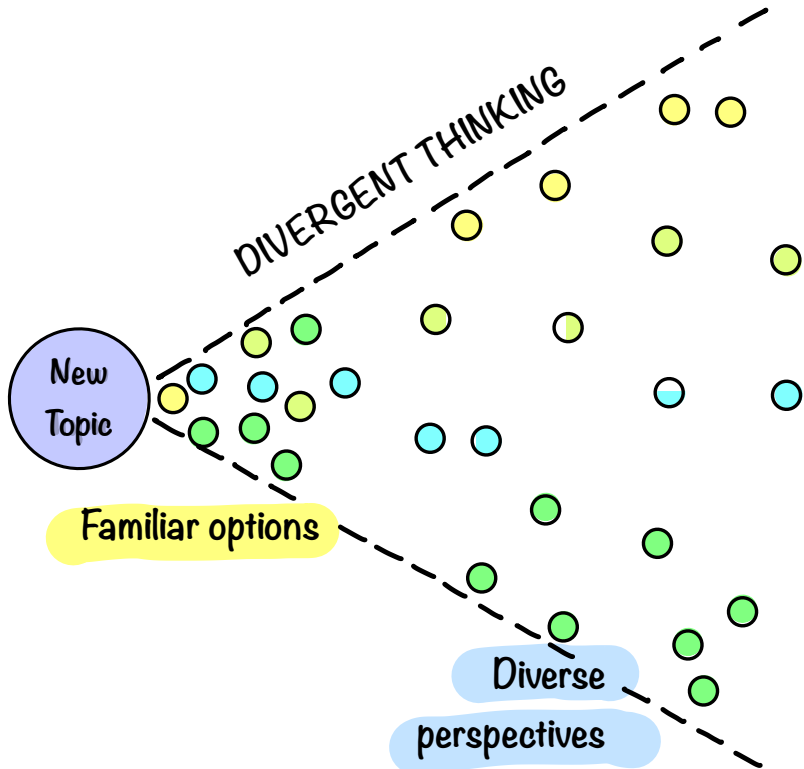


- Some problems don't have easy solutions

We need to explore a wider range of possibilities

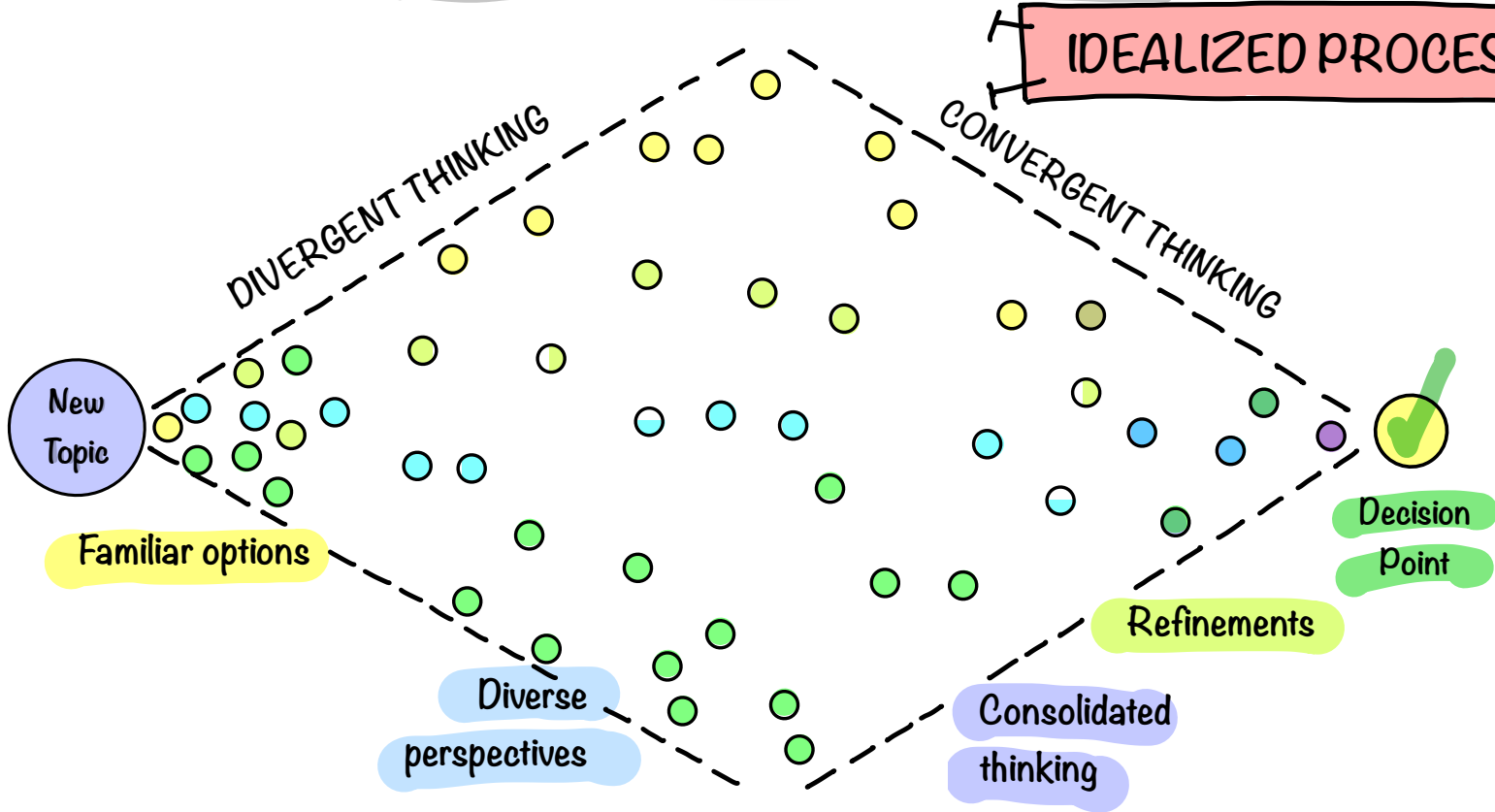
Dynamics of Group Decision-Making

Exploring possibilities

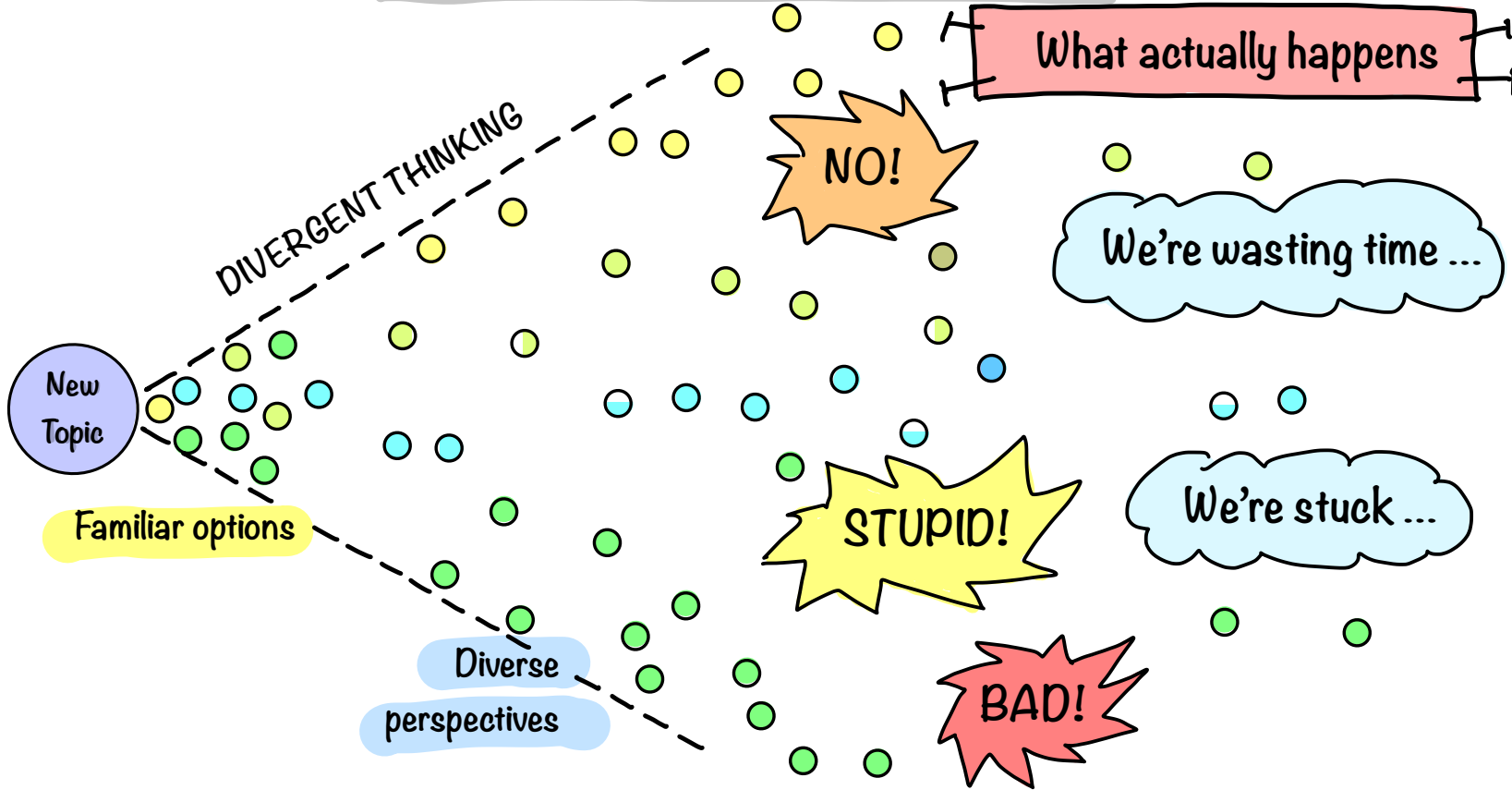


Dynamics of Group Decision-Making

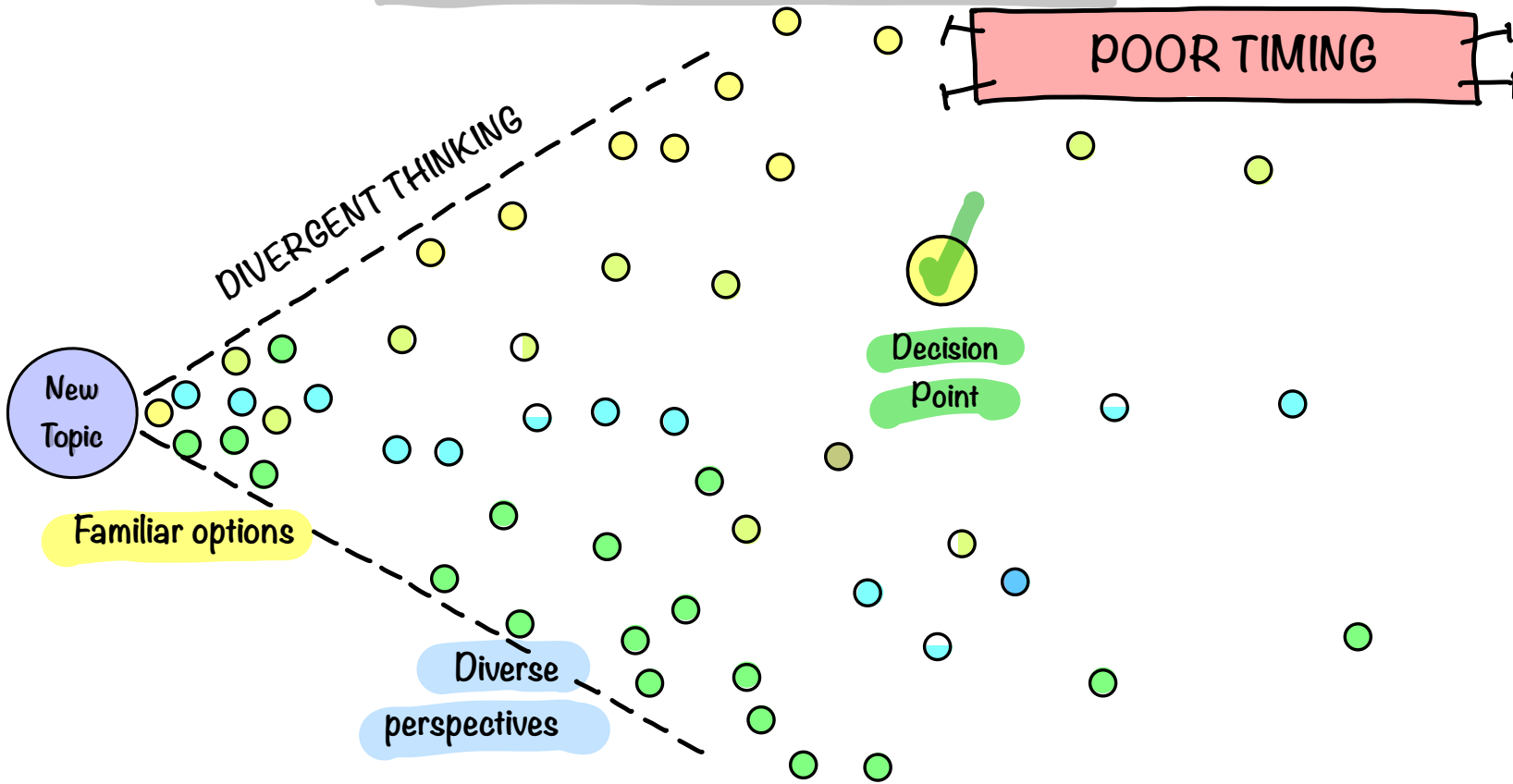
IDEALIZED PROCESS



Dynamics of Group Decision-Making

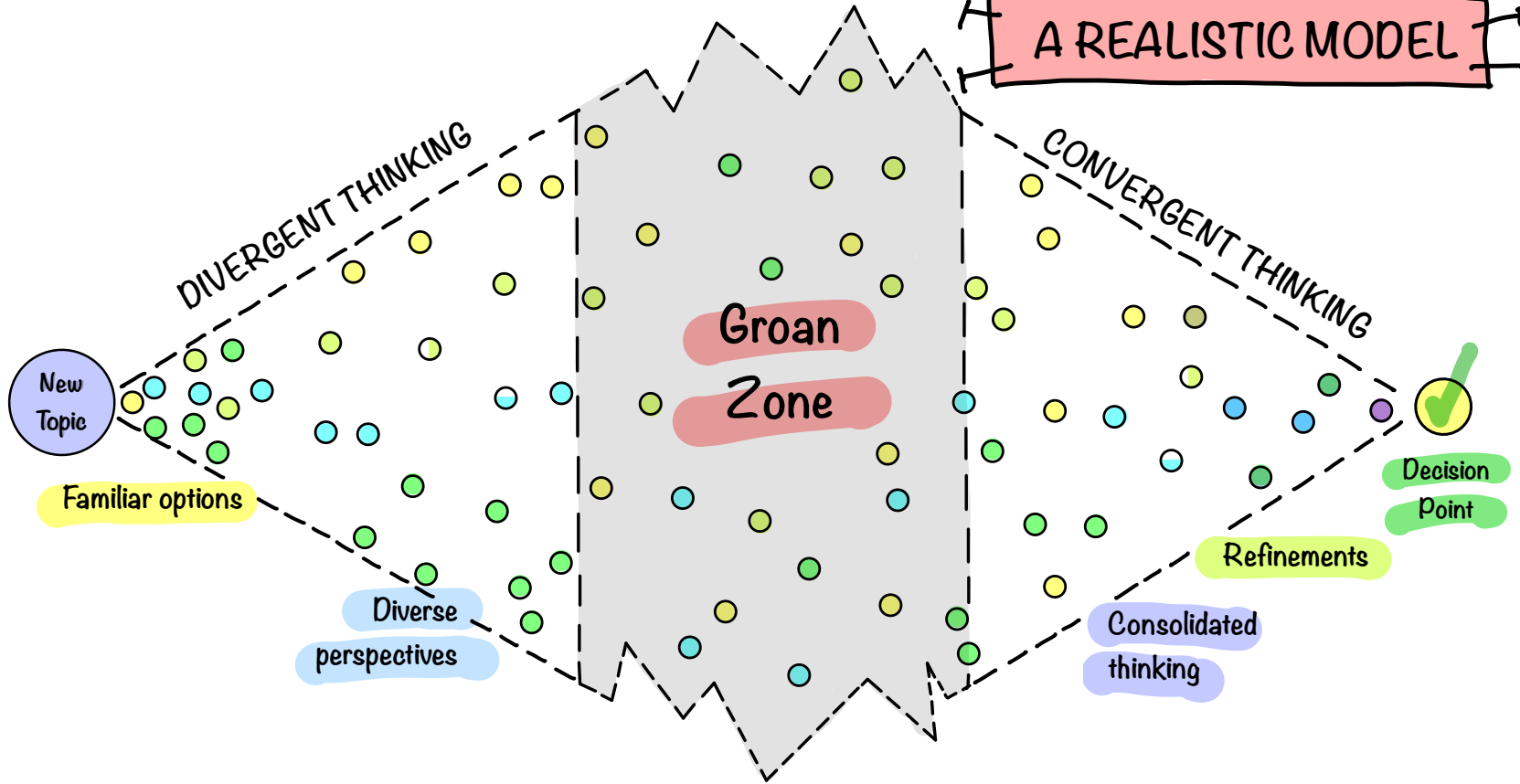


Dynamics of Group Decision-Making

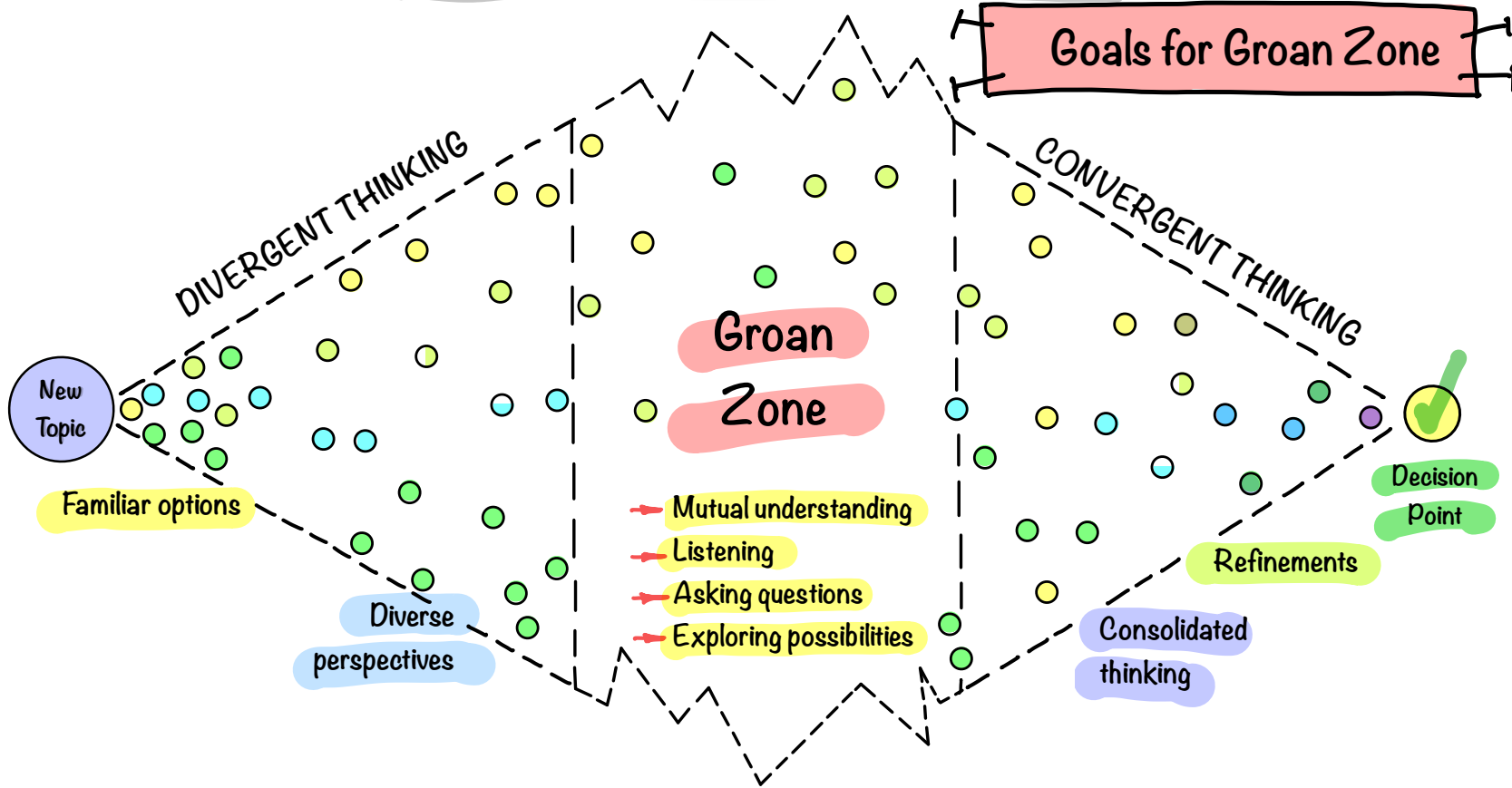


Dynamics of Group Decision-Making

A REALISTIC MODEL



Dynamics of Group Decision-Making

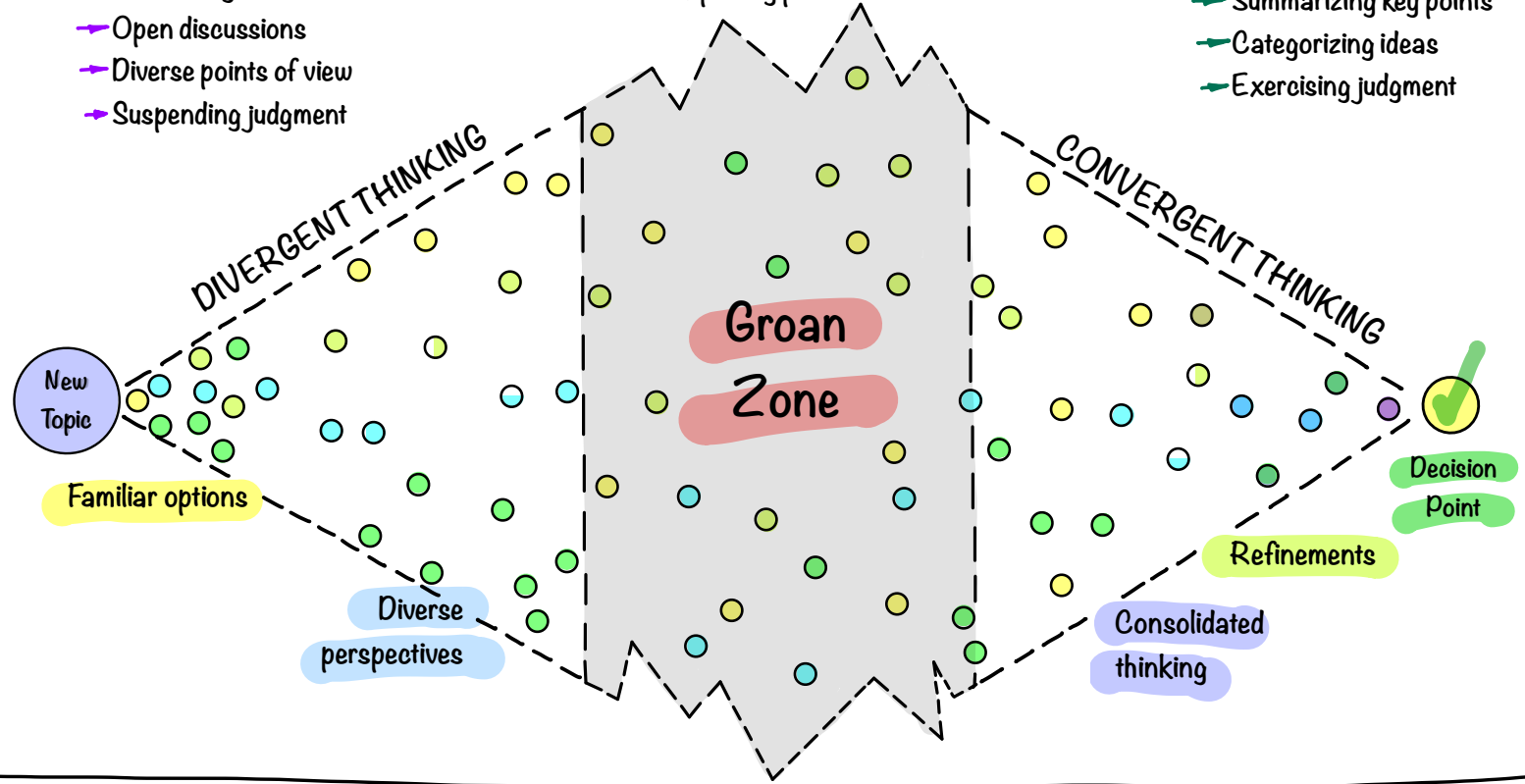


Facilitation during different stages

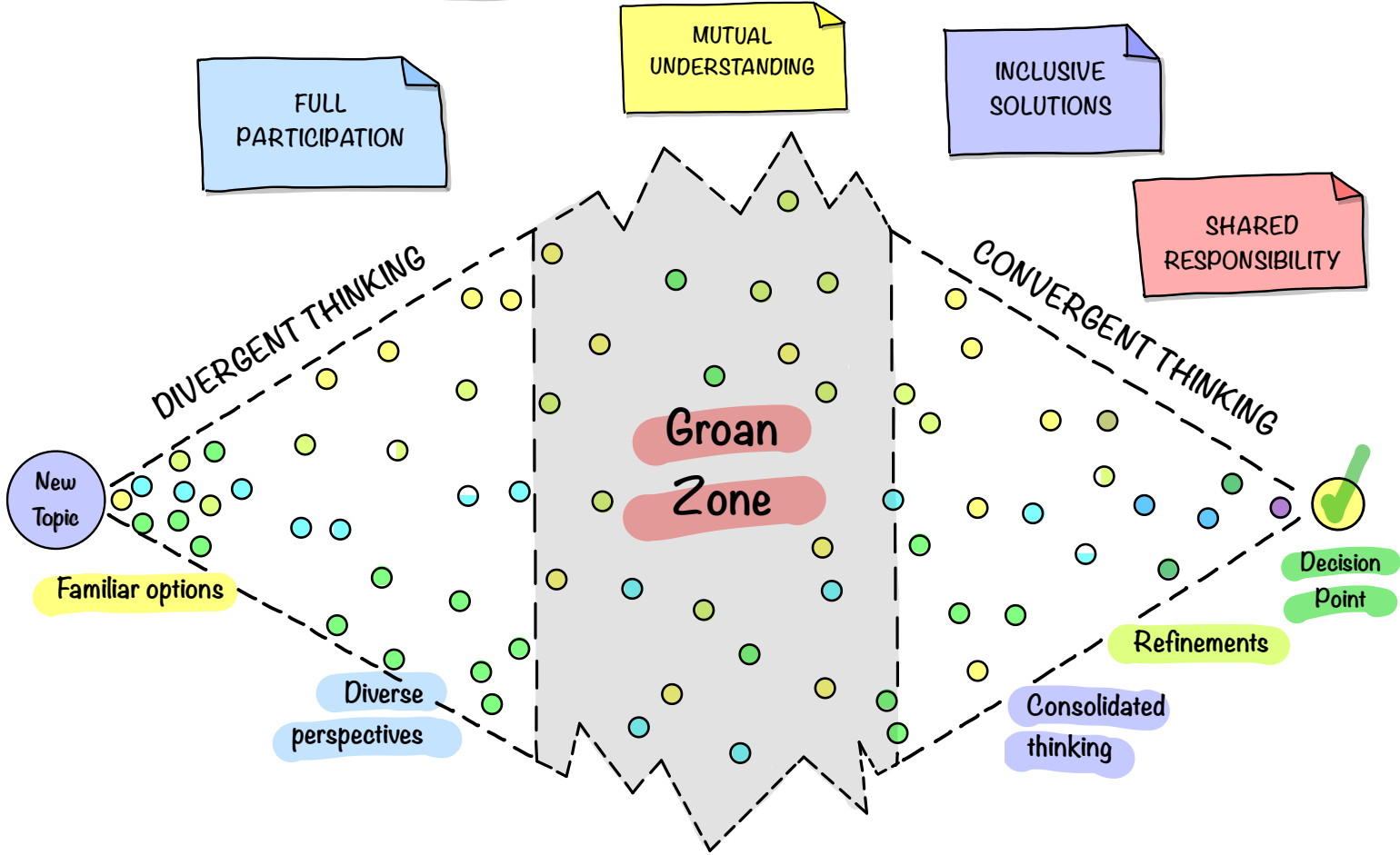
- Generating ideas
- Open discussions
- Diverse points of view
- Suspending judgment

- Mutual understanding
- Listening
- Asking questions
- Exploring possibilities

- Evaluating ideas
- Summarizing key points
- Categorizing ideas
- Exercising judgment



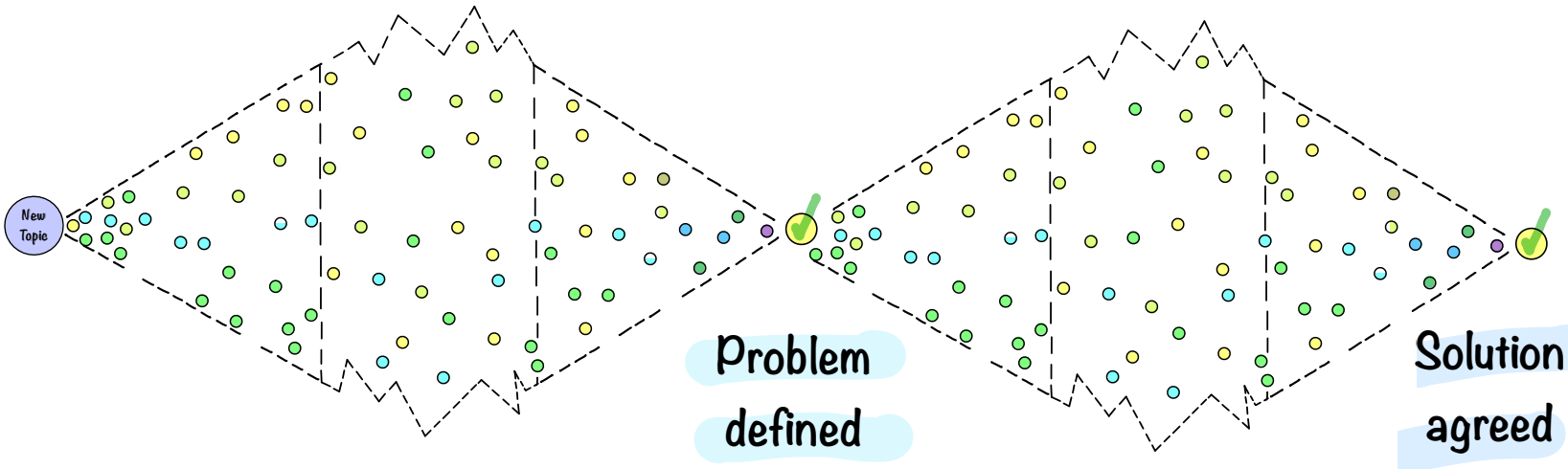
Facilitation during different stages



Multiple Iterations

Understanding a problem

Developing a solution



Problem defined

Solution agreed

Doing the right things

Doing things right

CYNEFIN

Facilitation suits
best for solving
problems in
Complex
domain

UNORDERED
Unpredictable

COMPLEX

Probe
Sense
Respond

*Emergent
practice*

COMPLICATED

Sense
Analyze
Respond

Good practice

CONFUSED

CHAOTIC

Act
Sense
Respond

*Novel
practice*

CLEAR

Sense
Categorize
Respond

Best practice

ORDERED
Cause and
Effect Are
Predictable

