

## Collaborative Decision-Making Methods

| <b>Consensus</b>   | <b>Democratic (Majority)</b>  |
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| <p><u>Elements:</u></p> <p>“Win-win”<br/>           Participation is inclusive<br/>           Joint responsibility for success<br/>           People are informed<br/>           Common problem definition<br/>           Participants educate each other about issue<br/>           Multiple solutions/options identified<br/>           Shared responsibility for overseeing implementation of solutions</p> <p><u>When to use:</u></p> <p>Issues are complex<br/>           Many parties are involved<br/>           No one organization has decision making power<br/>           Long term planning decisions<br/>           Issues are negotiable<br/>           Parties willing to participate</p> <p><u>Potential pitfalls:</u></p> <p>Takes time<br/>           Requires high level of communication<br/>           Facilitator bias</p> | <p><u>Elements:</u></p> <p>“Win-lose”<br/>           Support from more than 50% of group<br/>           Options fully discussed with members<br/>           Results in a “losing” group<br/>           Losing side agrees to support decision<br/>           “Winners” usually take on key leadership to implement solutions</p> <p><u>When to use:</u></p> <p>Group needs to decide “meta” issues<br/>           Issues are less complex and require less group buy-in<br/>           Parties agree to abide by decision and process<br/>           Many parties are involved<br/>           Issue requires immediate response</p> <p><u>Potential pitfalls:</u></p> <p>Potential for creating “silos” or factions<br/>           Lack of group commitment to implementing actions<br/>           Losing potential buy-in/options of the other 50%</p> |

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| <p><b>Delegation</b></p> <p><u>Elements:</u></p> <p>Delegation of decisions to small groups, committees, ad hoc groups<br/>         Gain specialized knowledge, skills, or resources required to make certain decisions<br/>         Small group often comprised of individuals most affected by a decision<br/>         Report back to large group with recommendations or decision<br/>         Increases productivity in larger governance structures<br/>         Saves time</p> <p><u>When to use:</u></p> <p>Specialized information, skills, knowledge needed<br/>         High level of trust exists in the group<br/>         Potential to motivate, inspire less representative groups<br/>         To create deeper understanding and community-specific solutions</p> <p><u>Potential pitfalls:</u></p> <p>Requires clarity on the authority to act<br/>         Agreed upon mechanisms for large group reporting<br/>         Maintain connection to the vision/goals at the coalition-wide level and accountability<br/>         Appearance of “favoritism” based on who participates at the small group level</p> | <p><b>100%</b></p> <p><u>Elements:</u></p> <p>Everyone agrees to the decision<br/>         People are informed<br/>         Common problem definition<br/>         Everyone commits to implementing solution<br/>         May take more time<br/>         Often considered a sign of solidarity, unity</p> <p><u>When to use:</u></p> <p>Great deal of general agreement<br/>         Issues requires full commitment of resources<br/>         To build or re-build trust<br/>         Actions require talents and assets of all members</p> <p><u>Potential pitfalls:</u></p> <p>May not reach any agreement because of the 100% rule.<br/>         Time constraints<br/>         Group may not be able to move forward<br/>         Impatience with process of debate<br/>         Decisions based on use of power or fear</p> |
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