

Consensus Decision Worksheet

Use these steps systematically to provide structure to an important decision-making process:

Step 1. Write a clear decision statement

What is the item or issue that we'll be deciding on?

Step 2. Identify the desired goal or outcome

How will we know that we have made an effective decision?

Step 3. Set time frames

Indicate the time per each portion of the discussion:

Agenda Item	Time Req'd	Presenter

Total time required =

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Step 4. Clarify Group Norms

What rules do we need to set for ourselves to ensure that we have a really participative and balanced debate instead of heated arguments?

Step 5. Identify the Decision-Making Process

How will we be making the ultimate decision?

consensus _____ majority voting _____
compromise _____ one person decides _____
unanimous _____ multi-voting _____

Comments:

Step 6. Analyze the Situation

Ask: “What are all of the relevant facts that describe the background of the current situation surrounding this decision? What do we all need to understand?” You also need to ask, “What are the assumptions we are operating under? Which of these are valid? What other constraints, boundaries or political realities should we take into consideration?” (*Can use: cause/effect analysis; forcefield analysis; questioning.*)

Step 7. Generate Possible Solutions

What are all of the possible solutions that might work given our analysis? (*Can use: brainstorming, anonymous brainstorming.*)

Step 8. Evaluate Solutions Against Criteria

Ask: “What criteria should we consider to help us sort through all of the possible solutions? Are all of the criteria equal in importance, or do we need to give some greater weight than others?”

Examples of “criteria” include: cost, impact, difficulty/ease, timeliness, urgency, match with priorities, customer need, innovative, cost reduction, impact on quality, employee satisfaction, health and safety, environmental impact, etc.

Use the following **Criteria-Based Grid** to conduct the analysis:

Criteria (weight)	Solutions					
	#1	#2	#3	#4	#5	#6
()						
()						
()						
()						
Totals						

How to rate:

Step 1 – rate how critical each criteria item is to the final decision. Use a scale of 1 to 3, where 1 = somewhat important, 2 = important, and 3 = critical.

Step 2 – rate each solution on how well it meets each criteria item. Use a scale of 1 to 3, where 1 = poorly meets the criteria, 2 = somewhat meets the criteria, 3 = meets criteria very well

Step 3 – weight each solution by multiplying the two ratings together (created in *Steps 1 & 2*) for each criteria item. Add all the criteria weights for each solution to determine each solution’s total weight

Outcome: Identify which solution(s) will be used to make action plans for implementation.

Step 9. Action Planning

Indicate:

What will be done & how?	By Whom?	By When?	Results indicator(s)?

Step 10. Troubleshoot the Action Plan

What are all of the things that can get in the way of implementing our actions?	What can we do about each of these possible blocks?

Step 11. Reporting on Progress

When will we meet to report back on any progress?

How will we report back? (written, verbal)

What do we need to report on?

Whom else in the organization needs to be made aware of our decisions and action steps? How do we communicate with them?

Step 12. Evaluate the Decision Process

Anonymously provide your feedback on today's session. Use the following ratings:

1	2	3	4	5
poor	fair	satisfactory	good	excellent

1. Rate the thoroughness of our process.

1	2	3	4	5
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2. What is the quality of the final decision(s) made?

1	2	3	4	5
---	---	---	---	---

3. How effective was today's use of our time?

1	2	3	4	5
---	---	---	---	---

4. To what extent was true closure achieved?

1	2	3	4	5
---	---	---	---	---

5. How doable are our action plans?

1	2	3	4	5
---	---	---	---	---

6. How well did people do their homework?

1	2	3	4	5
---	---	---	---	---

7. How good were we at really listening and building on each other's ideas?

1	2	3	4	5
---	---	---	---	---

8. What is your level of satisfaction with the final decision?

1	2	3	4	5
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9. What would you do to improve our next decision-making session?

10. What feedback would you like to give to the facilitator?