

Gebhard Borck
unleash the power of auto-organization

Whitepaper Decisionmaking-Design



We Do What We Set Out To Do



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Sensible Decision-Making

The key is to implement decisions

«Only if we decide quickly, can we take action.» «At best, we consult the brightest minds.» «The decision is beyond my pay grade.» «I can't expect that from anyone who's accustomed to following instructions for years or even decades.» Do these sentences sound familiar – or similar ones? Then you know the world of seemingly rational decisions. Today, I introduce you to a slightly different piece of teamwork. The land of scientifically advisable resolutions.



Back to the Future

What's the situation like at your company? Is stability highly valued there? Does it guide your actions? I can't believe in it anymore. Everything I find out about it reinforces my view:

„It's only a matter of time before your, my, our world becomes unstable again.“

Constancy is the exception. Upheaval is normal. It doesn't make much sense for the same people to decide about the well-being of an organization for years, sometimes even decades. My suggestion is to think from the situation about who should logically make the decision. This temporarily leads to medium to large teams. The criteria for membership? We're probably talking about the second paradigm shift...

Life Beats Birth

Do you have a child or children? If so, do you remember the state you were in before the birth of your first offspring?

For me, everything revolved around the due date. Eventually, the inevitable happens. I realized – I admit, only afterwards – that focusing on the birth date was quite exaggerated. Because what happens afterwards is far more impressive.

You should treat decisions the same way. The moment of decision-making is far less important than what emerges from it. Our temporary teams and leadership structures from above therefore consist of all those who should change their behavior following the decision. Feel free to let that sink in, because it leads to an additional paradigm shift.

The Treasure

Almost all companies put the responsibility for decisions in the hands of executives. The higher the rank, the greater the influence.

All these people face the same challenge. They must convince their employees of the sense, benefit, and necessity of their decisions. They call it smart communication. Some also use the term professional. Others, very traditionally linked, use the command-obedience scheme.

I recommend that they simply abandon this. All of it. They should already reject responsibility for the decision. Because implementation works significantly better when we involve those who are supposed to change their behavior already in the understanding process before the decision.

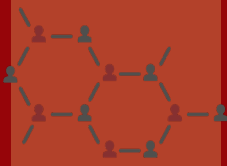
Instead of convincing them of something, the communication then aims to enable them to choose the best consequences for them. This means two paradigm shifts. The first is to involve them during the decision preparation. The second is a shift from convincing to taking responsibility for the decision.

3 x New Behavior for Your Success

In a leadership system, your organization improves its decisions by:

- 01 Setting up and dismantling temporary, situation-specific teams and leadership structures.
- 02 Focusing less on the decision itself and more on its action-changing consequences.
- 03 Including those affected from the very beginning, making them responsible for implementing the solution, instead of convincing them later that leadership has come up with something smart.

*„Do we want to continue to believe that we will someday find the intelligently humble - the right - leader?
I know:
Together, we can easily do without that and simply succeed in chaos today.“*



Thank You



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