Growth Performance

CHOOSE THE RIGHT PROCESS

Team Decision-Making Guide

One of the most common sources of team frustration is mismatched expectations about how decisions get made. This guide gives teams a shared language and a clear framework for every significant decision.

The core principle: Different decisions need different processes. The right approach depends on who has the relevant information, who will be affected, the stakes involved, and the time available.

THE FOUR DECISION TYPES

Type 1: Autocratic. "I Decide"

When to use: Genuine time pressure, clear leader accountability, or matters of policy/compliance where consultation isn't appropriate.

- [ ] I have the relevant information to make this decision
- [ ] I am fully accountable for the outcome
- [ ] Consulting others would not change the outcome or would take too long
- [ ] People will understand and accept this being my decision

DECISION & RATIONALE TO COMMUNICATE:

Type 2: Consultative. "I Decide After Input"

When to use: You have decision authority but others have relevant information or will be significantly affected. You consult, genuinely, but retain the final call.

- [ ] I have identified who has relevant information or perspective
- [ ] I have explicitly invited their input, not just informed them
- [ ] I have explained that I will consider their input but retain the final decision
- [ ] I have fed back how their input influenced the outcome

WHO WAS CONSULTED & KEY INPUTS:

Type 3: Consensus. "We Decide Together"

When to use: High interdependency, need for strong ownership across the team, or when quality of decision depends on collective input. Requires time and genuine participation.

- ☐ The right people are in the room and have the information needed
- ☐ Everyone understands the criteria for a good decision
- ☐ There is enough time for a genuine conversation, not a rushed vote
- ☐ All voices are heard, including the less confident ones
- ☐ When consensus is reached, everyone commits, even those who preferred a different option

CONSENSUS REACHED & SUMMARY:

Type 4: Delegated. "You Decide"

When to use: The person or sub-group is best placed to make this decision. Delegation develops capability and frees the leader. Most under-used decision type.

- ☐ I have been clear about the scope and boundaries of the delegation
- ☐ I have confirmed the person has the information, capability, and confidence to decide
- ☐ I have agreed how and when I want to be updated
- ☐ I am genuinely prepared to support their decision, even if I would have decided differently

DELEGATED TO & SCOPE:

DECISION RECORD

DECISION	TYPE (1/2/3/4)	DECISION-MAKER	DATE	COMMUNICATED TO

REFLECTIONS, ARE WE USING THE RIGHT DECISION TYPES? WHERE ARE WE GETTING IT WRONG?

Want help putting this into practice?

Growth Performance builds the human advantage in an AI-driven world, with people, teams and leaders.

growthperformance.co.uk/contact
hello@growthperformance.co.uk