



Where do good ideas come from?

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Where did this idea come from?



what if...

ideas and decisions moved
differently within organizations?

where **do** good ideas come from?

people with
great ideas

=?

best people
to make
decisions



traditional/
hierarchal



consensus-
based

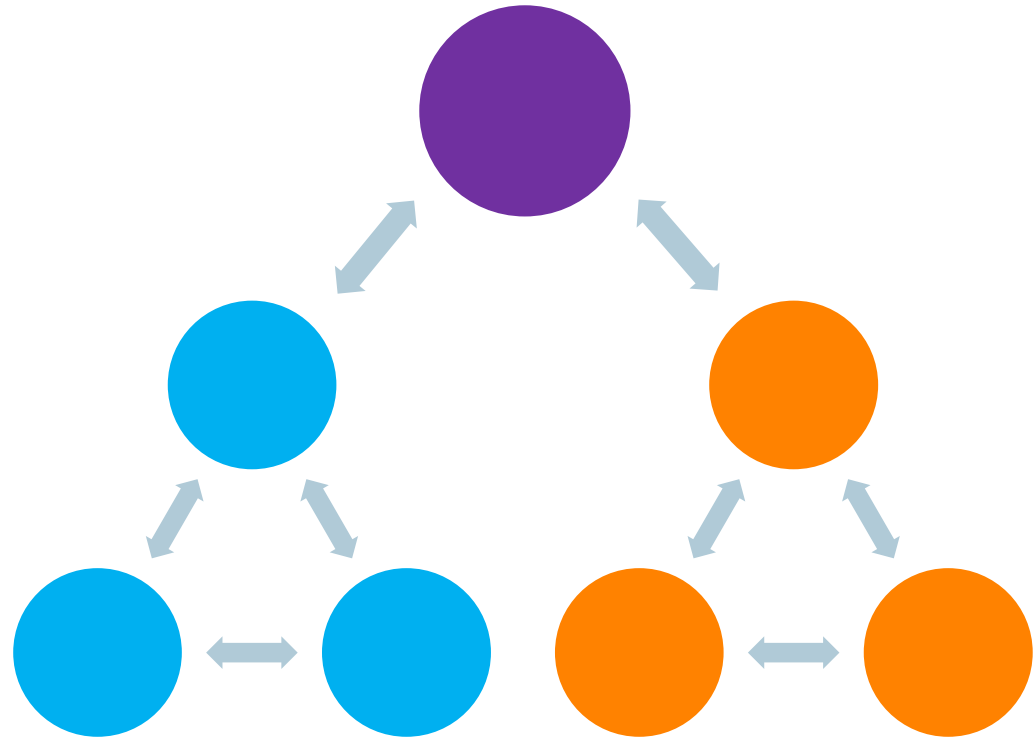


traditional/
hierarchal

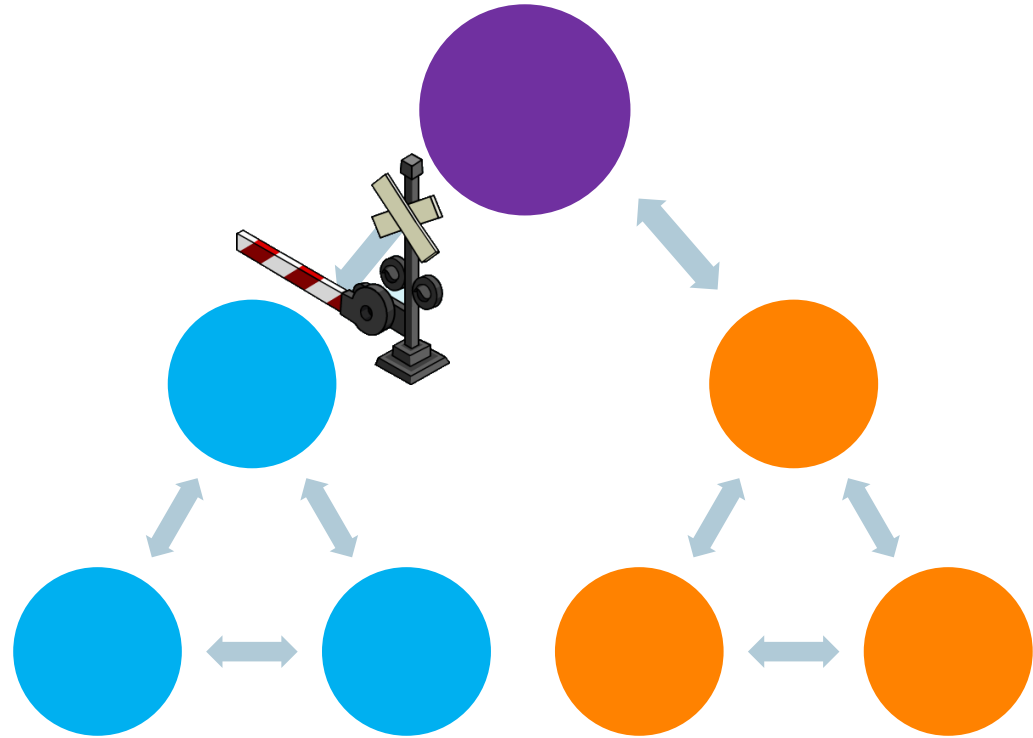


consensus-
based

how do ideas move
within hierarchies?



at each level
managers act as
information
gate keepers



Challenger space shuttle disaster

Engineers wrote to the manager of the Solid Rocket Booster project on several occasions suggesting that the field joint design was unacceptable. But the manager did not forward these memos to the contractor, and the field joints were accepted for flight in 1980.

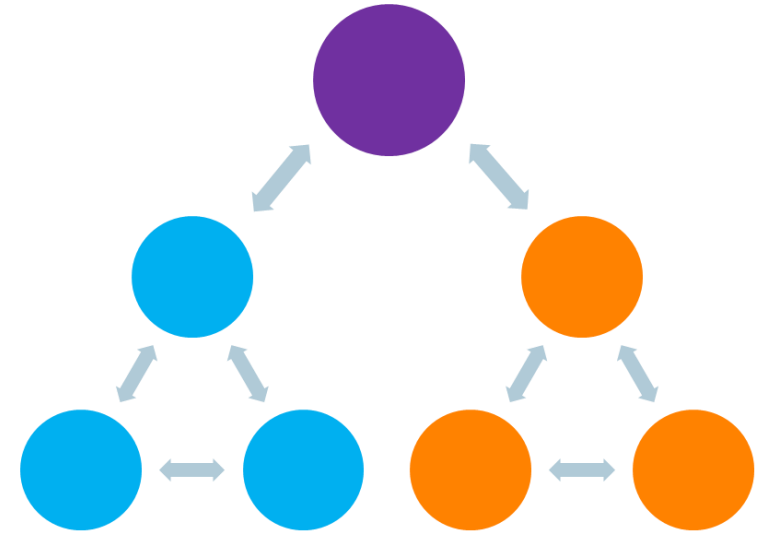
[wikipedia.com](https://en.wikipedia.com)



Photo from NASA

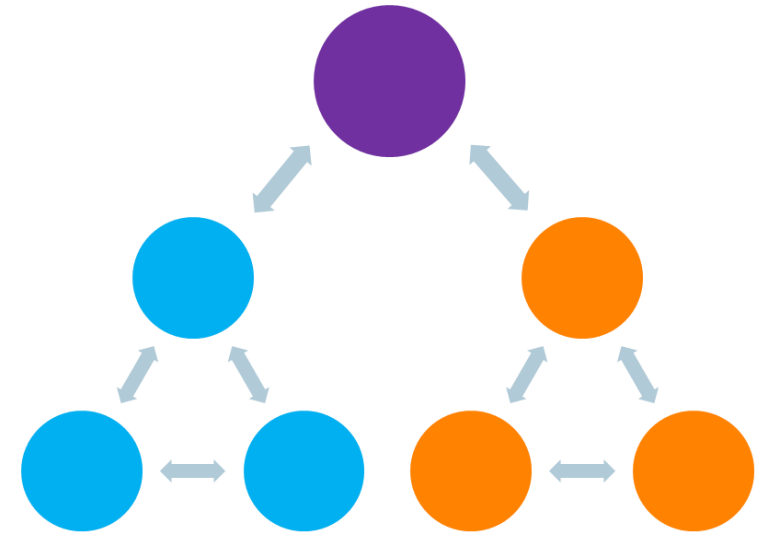
how do decisions move through the hierarchy?

- ➔ along organizational lines
- ➔ quickly and efficiently
- ➔ clear responsibility



what are some limitations?

- ➔ silos
- ➔ lack of decision delegation
- ➔ harder to innovate
- ➔ gender, culture, generations



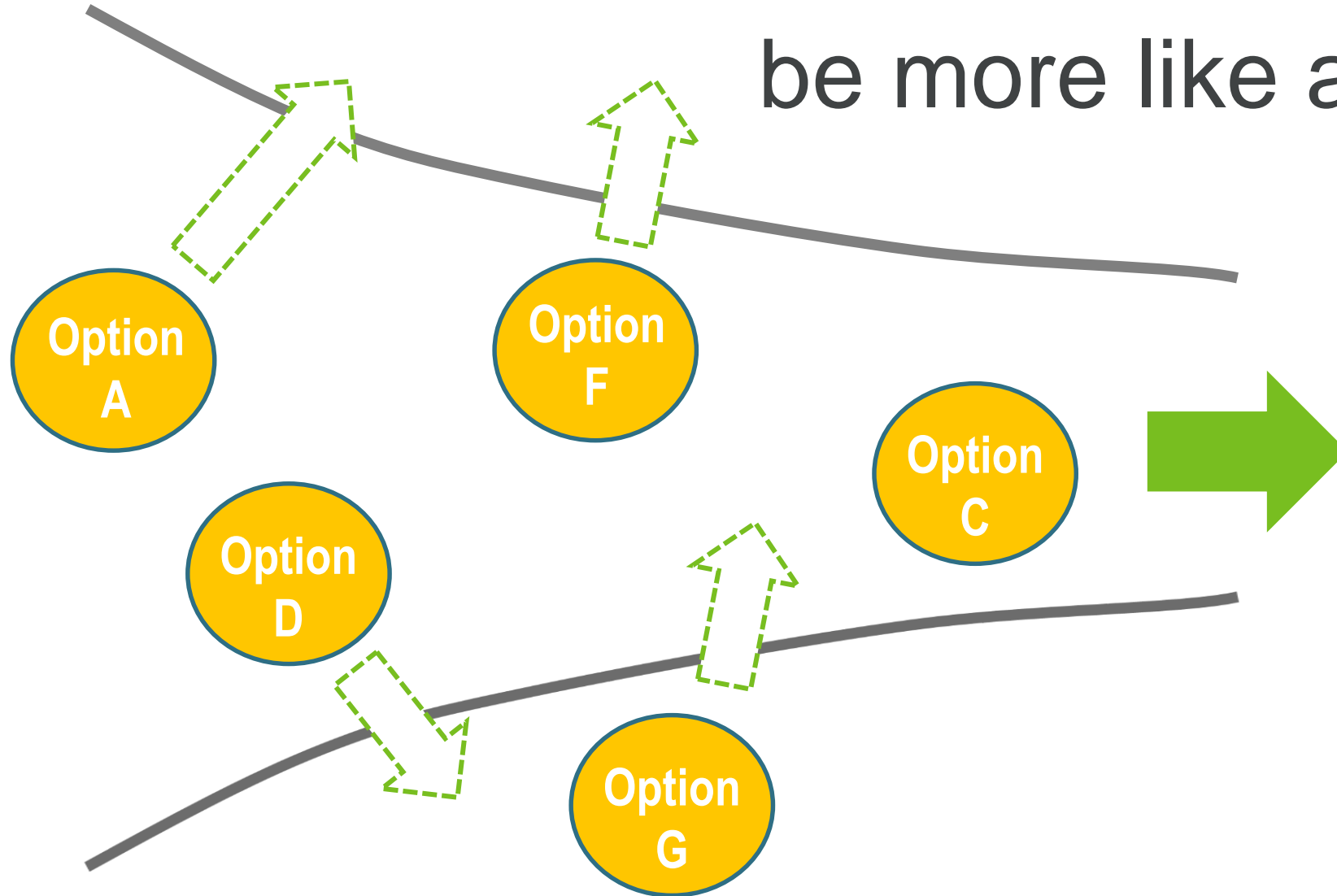
how about
consensus based
organizations?



a very long
workshop



decision making can
be more like a funnel



hierarchy is still present
at decision time

but often behind
closed doors
(don't hear feedback)



what are some limitations?

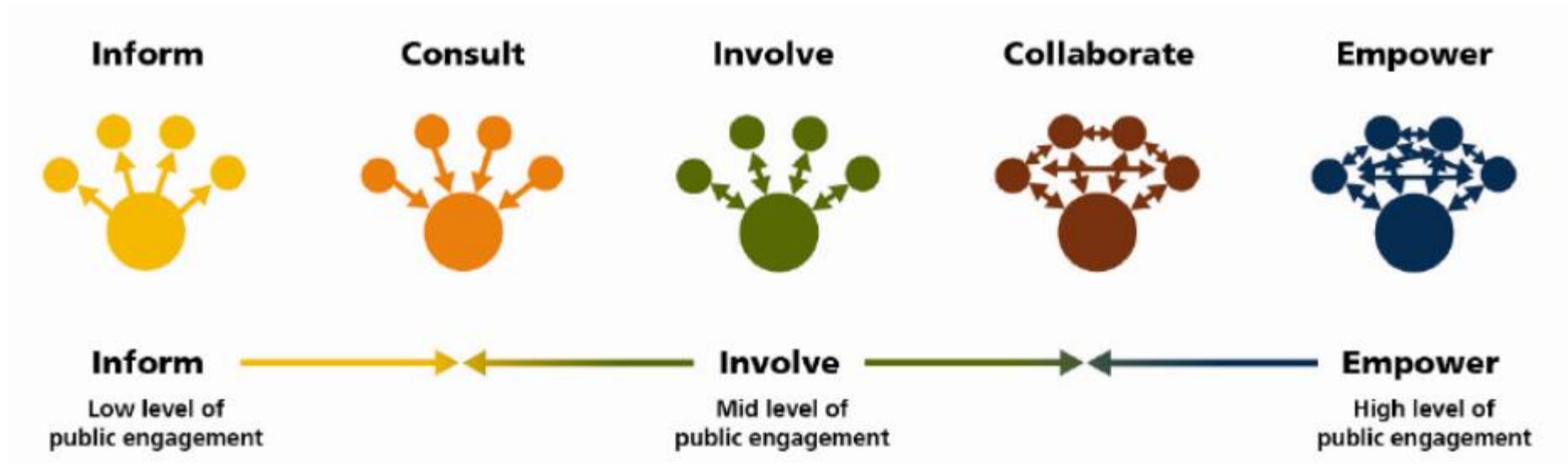
- ➔ silos are still there!
- ➔ inefficient
- ➔ overestimate influence on decisions
- ➔ influence less overt, is not necessarily more inclusive





so where do we go from here?

lesson from public involvement – set expectations



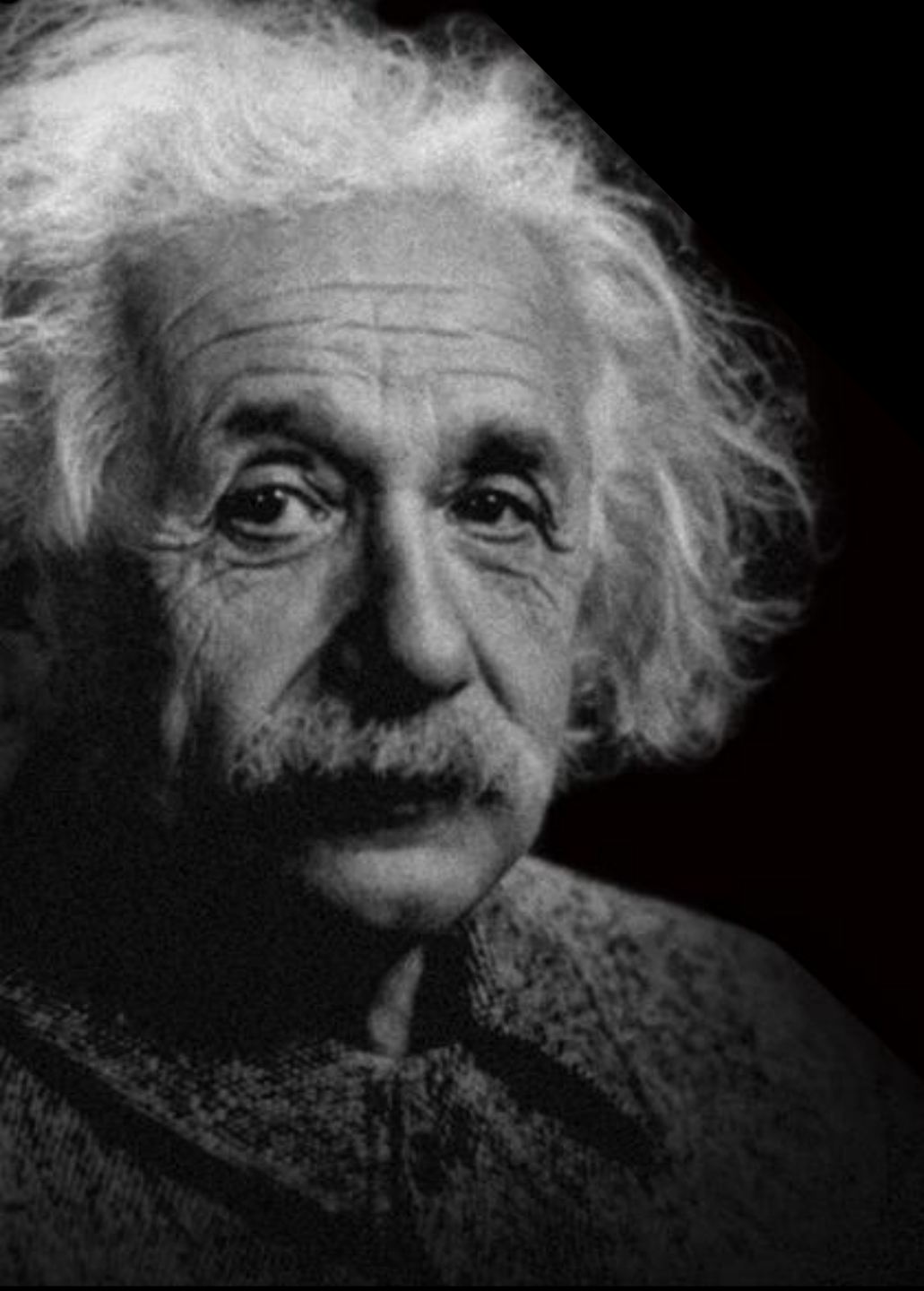
disagree and commit



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focused project collaborations





“We cannot solve our
problems with the same
thinking we used
when we created them.”

- *Albert Einstein*

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