



# Where do good ideas come from?

Nicki Pozos, PhD, PE



# 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

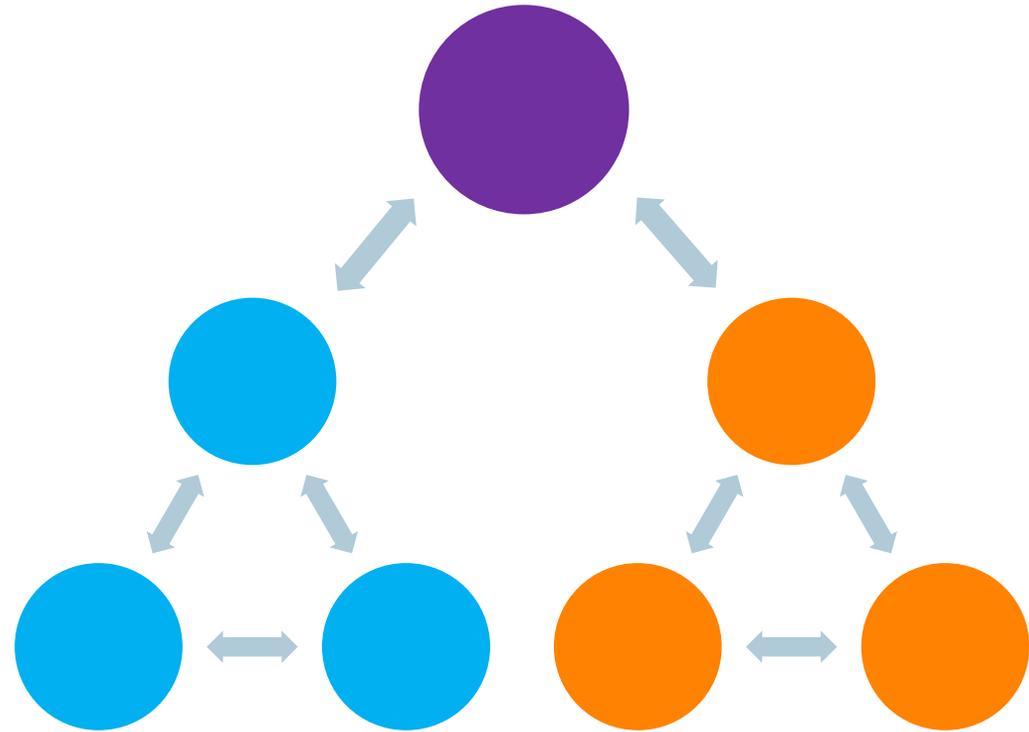


traditional/  
hierarchal

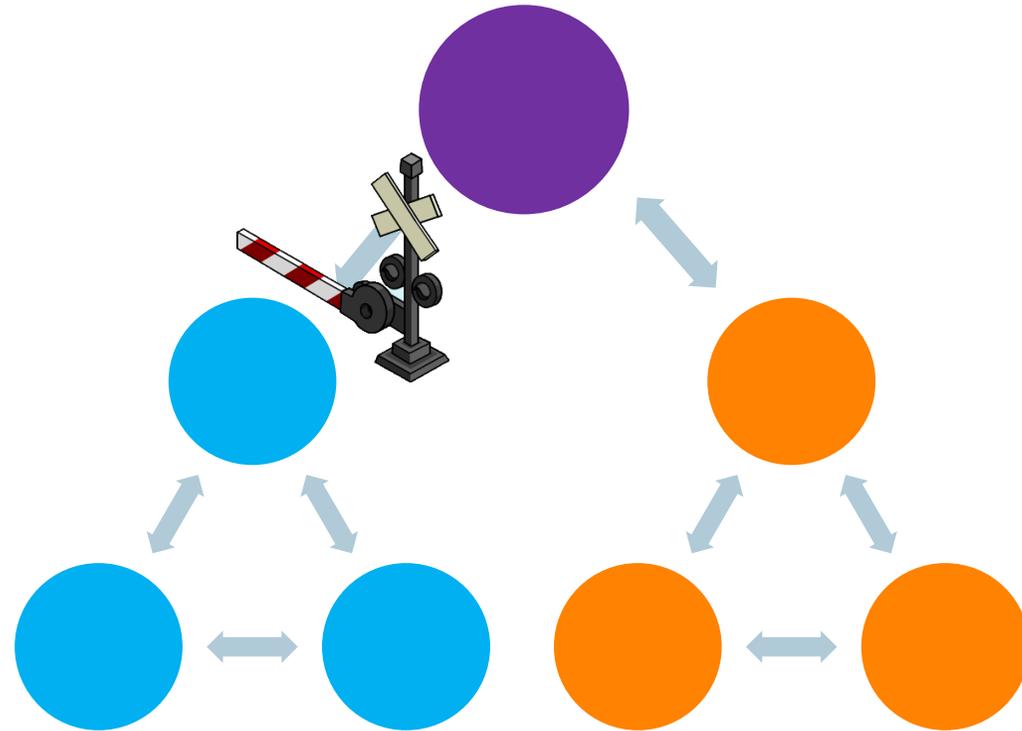


consensus-  
based

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.

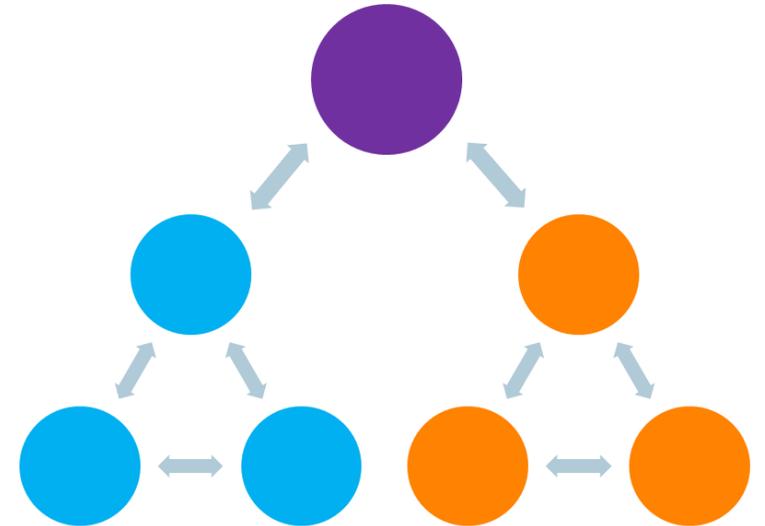
[wikipedia.com](https://www.wikipedia.com)



Photo from NASA

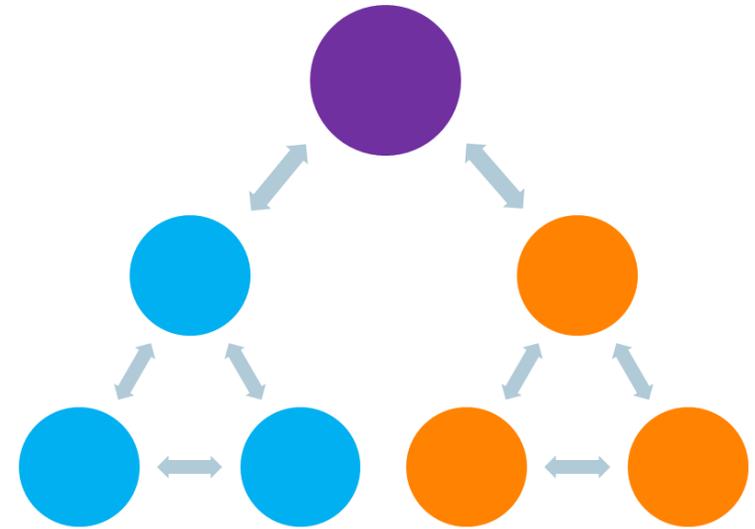
# how do decisions move through the hierarchy?

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



# what are some limitations?

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



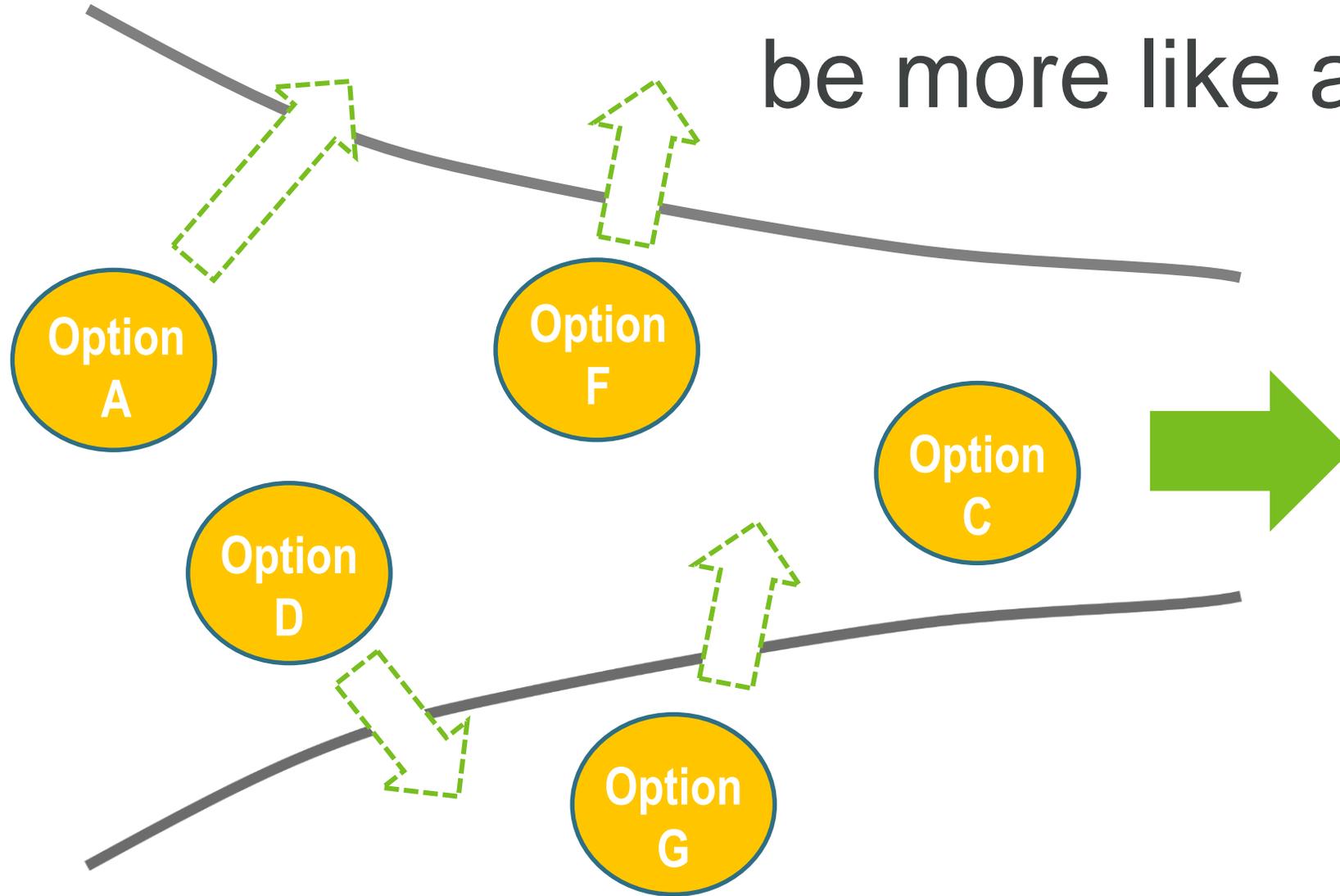
how about  
consensus based  
organizations?



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?

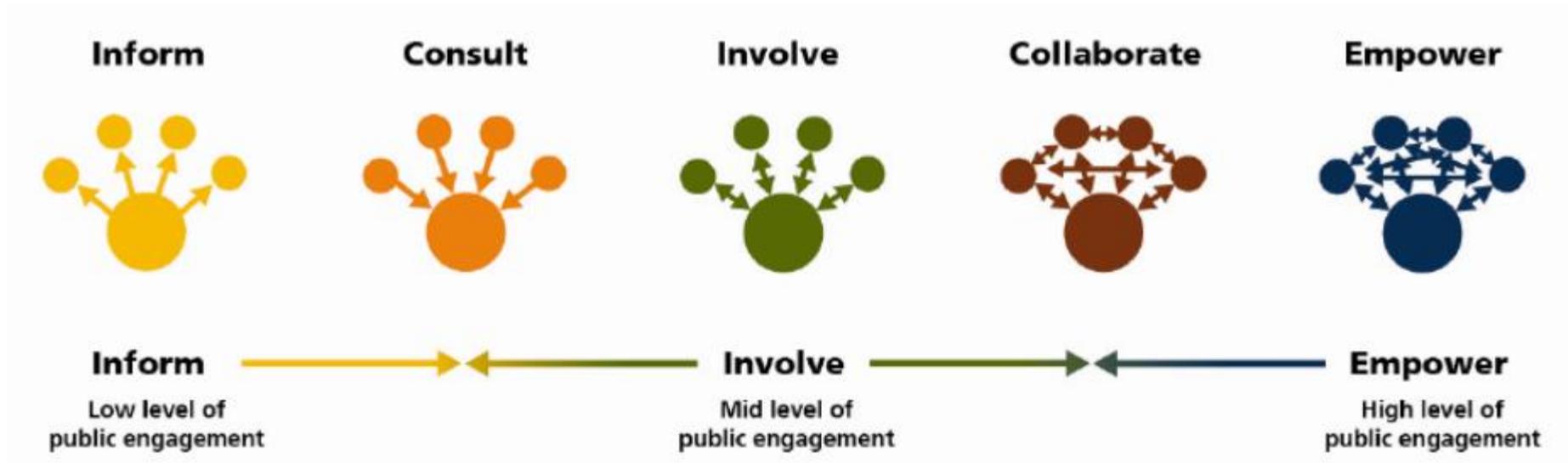
- ➔ silos are still there!
- ➔ inefficient
- ➔ overestimate influence on decisions
- ➔ influence less overt, is not necessarily more inclusive



so where do we go from here?



# lesson from public involvement – set expectations



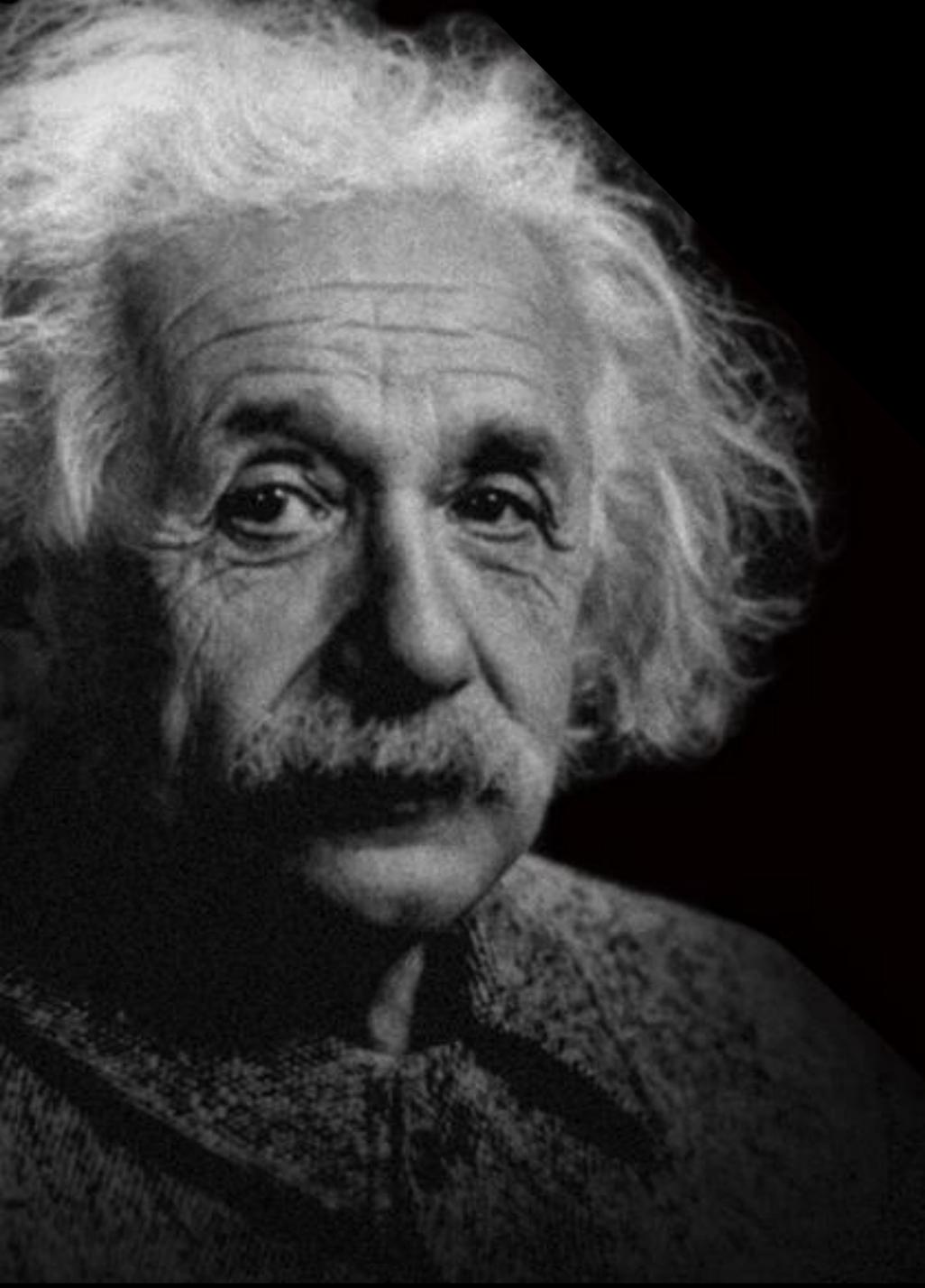
disagree and commit



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focused project collaborations





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

- *Albert Einstein*

Nicki Pozos, PhD, PE

[nickipozos@barneyandworth.com](mailto:nickipozos@barneyandworth.com)

503-481-8611

