

## **Five Levels of Decision Making**

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Management experts often say that every decision is really two decisions—who gets to decide and then the actual decision. Many times, conflict related to decision making is not about the decision, but rather about who got to decide. Leaders gain respect and credibility with their team members when they are clear—prior to the decision—about who is going to have the final say. Varied use of all five levels produces the strongest empowerment result in a team.

### **Level One**

**You decide and inform me.**

### **Level Two**

**You decide, and I want to contribute these ideas.**

### **Level Three**

**You decide, and here are the parameters you must include in your decision.**

### **Level Four**

**I decide, and I want to hear your ideas before I do.**

### **Level Five**

**I decide.**

adapted from Robert Crosby

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#### **Discussion Questions:**

- 1. What is your dominant style of decision making?**
- 2. Which level are you most comfortable with and why?**
- 3. Which level are you least comfortable with and why?**
- 4. Why is it not empowering to team members for the leader to heavily favor Level One decisions?**