

Connect the Dots Consulting, we are committed to providing practical and timely leadership coaching and development. At a time when leaders are stretched to the limit, we want to share a Toolkit for effectively leading and connecting with your teams.

## Leadership Connect Toolkit: Decentralized Decision-Making

Organizations had to abandon their decision-making processes to react and respond to the dynamics of the pandemic. Fast and focused decision-making became a key factor to an organization's ability to position itself to navigate uncharted waters. Most leaders and team members are working to leverage this positive outcome of a challenging time and imbed this preferred approach to decision-making into their cultures.

Of course, there are many factors that contribute to an organization's decision culture. At the core is how decentralized the process is. Leaders may not have a clear or aligned understanding of how decisions are actually made.

This assessment allows leaders to gain an understanding of their current state and determine a roadmap to address factors that are getting in the way of decentralized and fast decision making. ***In our next toolkit we will outline strategies to help bridge gaps that the assessment surfaces.***

### Assess Your Understanding of Decentralized Command\*

<b>Instructions:</b> Place a check in the box to the right of each category to indicate how accurately it describes your situation	<b>0</b> Not at all	<b>1</b> Somewhat	<b>2</b> Moderately	<b>3</b> A Lot
<b>1. Sharing responsibility with other team members:</b> Do you like to share responsibilities?				
<b>2. Trusting your junior leaders:</b> Do you trust that your junior leaders can make good decisions?				
<b>3. Communicating well with the team:</b> Do you keep your seniors/juniors informed of recent developments in operations?				
<b>4. Allowing less control of the situation:</b> Do you feel good about not having to control everything?				
<b>5. Understanding the overall mission:</b> Do you believe your team members fully understand what is expected of them?				
<b>6. Confidence to make decision:</b> Do you believe you can make good decisions without having to wait for your leader's approval?				
<b>7. Confidence in one's senior leader:</b> Do you believe your senior leader will back your decisions?				
<b>8. Knowing what to accomplish and why:</b> As a team member, do you fully understand what your team needs to do and why and why you need to do it?				
<b>9. Asking for clarifications:</b> If you have doubts, do you always ask your leader questions to clarify team plans and instructions if you have doubts?				
<b>10. Understanding limits:</b> Do you understand the limits of your decision-making powers and know when to defer a decision to your leader?				
<b>TOTALS</b>				
<b>FINAL SCORE</b>				<b>(# of check marks times number rating)</b>
<b>Final Score</b>	<b>Degree of Understanding</b>			
0 to 7	Has very little understanding of the importance of Decentralized Command			
8 to 14	Understands Decentralized Command but needs to understand more			
15 to 21	Has adequate knowledge about the importance of Decentralized Command			
22 to 30	Fully understands what Decentralized Command means and its importance to the team's success			

\*Excerpted from *Extreme Ownership*, by Jocko Willink and Leif Babin

We would appreciate hearing from you about which strategies that are working or not working in our evolving workplaces. Please drop us a note, follow us on LinkedIn and Twitter, or check out our [website](#).