



conversant

# Conversations Are the Work of Decision Making

**CONVERSANT**

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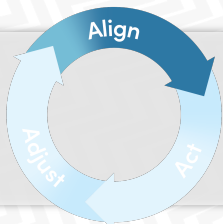
# Conversations are the work of Decision Making

## Decisions are made through conversation

If well-designed, those conversations impact the quality and effectiveness of your decisions and unlock the highest contribution of those executing on them.

## What is it time for now?

Great decision-making means making a smart, well-educated choice that gets successfully implemented. There are two phases of any important decision:



Prior to the Decision

## Inclusion & Learning

### **What** are we deciding, and why does this decision matter?

Before engaging in the decision-making process, it's critical to be clear on *what* decision(s) are being made, the *purpose or impact* of those decisions, and the *results* those decisions are intended to drive.

### **What** criteria will guide our decision-making?

Clear *Decision Criteria* that are based on the purposes and results at stake provide a framework for ensuring the conversations that follow are valuable. Instead of debates of individual opinion, the criteria will be the basis for comparison of alternatives.

### **Who** is deciding?

1. *Identify the "Crucial Few"*: A small but influential group of people who will accurately represent the system that will be impacted by the decision
2. *Select a Decision Maker*: Someone who can see the system that will be impacted. They will be responsible for learning from the crucial few and for reporting to others what they learned that informed their final decision.

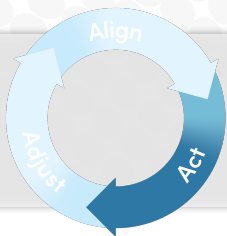
### **How** will we decide?

The method you select should best serve your circumstances, including urgency and the level of alignment you'll need in order to execute effectively.

#### Four Basic Types of Decision-Making

Authoritative  
Voting  
Consensus  
Contributive

# Conversations are the work of Decision Making



Following the Decision

## Aligned Implementation

Successful implementation of a decision requires gaining accurate and authentic commitment from those who need to take action.

### Engage

Craft the story that will communicate the plan for action, engage important actors, and inspire support across the system.

### Clarify & Close

Clarify expectations for everyone involved, so that people know what they are accountable for and what success will look like. Make clear promises and requests that ensure committed action.

## Conversations for Action

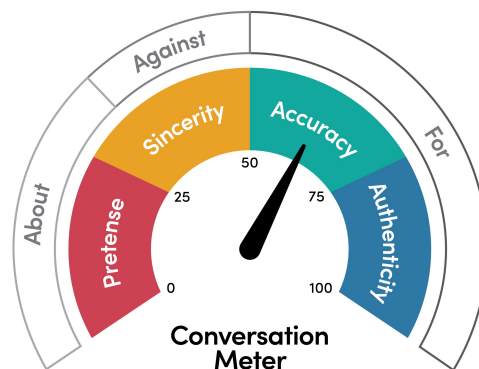
Conversations that inspire committed action are focused on what you are *for* rather than what you are *against* and include:

**Purposes** A declared intention

**Facts** Mutually observable evidence that something is true (and explanations that add valuable understanding)

**Promises** A leader's pledge to produce a specific result by a specific time

**Requests** Asking another to produce a specific result by a specific time



*There is a design to conversations that produce effective decisions, committed action, and meaningful results. Conversant's proprietary tools and approach, grounded in the science of human behavior, can help you increase the value of your decision-making conversations.*

# About Conversant

**We create organizational evolution  
through inspired human connection**

## **Our Conviction**

We are a global community of dedicated professionals with a shared conviction: building human connection unleashes collective brilliance and is the fuel for sustained evolution.

## **Our Experience**

Our backgrounds include vast experience in human connectivity from design thinking and organizational psychology to systems engineering and hostage negotiation. Founded in 1991, we speak eight different languages and have worked in over 100 countries and 450 organizations around the world.

## **Our Approach**

We are a practical, no-nonsense team, and we respect the magic that happens when all the right parts come together to unleash latent potential. Our approach relies on 30 years of experience and our range of tools, methods, concepts, and practices are based on our understanding of how humans interact and what they need to grow and evolve.

## **Our Purpose**

We stand with you to design and build human connection that unleashes collective brilliance

# Real Business Results

Our clients have documented returns as high as 100:1 based on actual business metrics. We have worked with people on six continents in organisations including:



**Humana**



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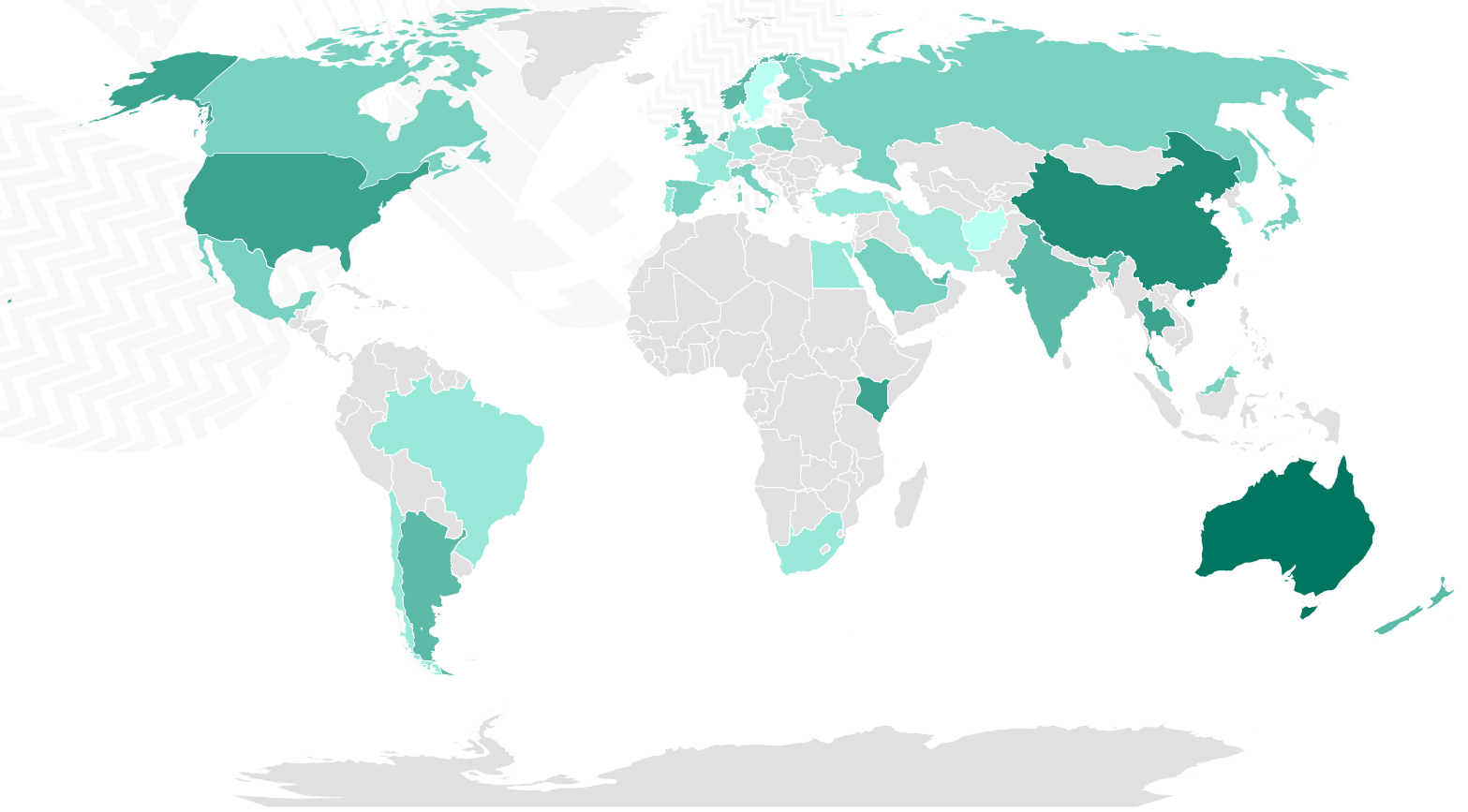
The Conversant principles & tools helped us go from a culture of disconnected silos to a global system & that has brought hundreds of millions of dollars to the bottom line. Conversant's monthly sessions with our executive team were crucial to our success.

”

**Greg Merten**

*EVP Hewlett-Packard Ink Jet Business*

# Our Global Reach



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**Conversation  
is powerful.  
Let's start one.**

**conversant**