

Appendix 2

Shared Leadership & Decision Making

IP decision making requires mastery of the following competencies:¹

Establishes interdependent relationships with other health care providers

- Negotiates ground rules to create a safe environment for collaboration
- Respects others' contributions and work ethic
- Is able to determine whom to involve depending on the needs of the patient/client

Shares decision-making with others

- Establishes and focuses on common goals
- Identifies patient/client-centred goals
- Implements joint decisions once all options and evidence are provided and discussed

Maintains professional conduct during IP encounters

- Develops, promotes and exercises non-judgemental and inclusive practice respecting other cultures, values and belief systems
- Practices ethical behaviour in all professional activities
- Displays integrity, honesty and social responsibility
- Adheres to standards of practice (e.g. avoids conflicts of interest)

1 British Columbia Competency Framework for Interprofessional Collaboration reproduced with permission.

Six Decision Making Processes²

- #1 Unanimous** - This happens occasionally when there is solution that is favoured by everyone and 100% agreement seems to be automatic. Unanimous decisions are usually made quickly. They are fairly rare and often occur in connection with trivial or simple issues.
- #2 One person decides** - This is a decision that the group decides to refer to one person to make on behalf of the group. A common misconception among teams is that every decision needs to be made by the whole group. In fact, one person decisions can be a fast and more efficient way to make group decisions. The quality of any one person decision can be raised considerably if the person making the decision gets advice and input from other group members before deciding.
- #3 Compromise** - A negotiated approach when there are two or more distinct options and members are strongly polarized (neither side is willing to accept the solution put forward by the other side). A middle position is created that incorporates issues from both sides. Everyone wins a few of their favourite points but also loses a few items they liked. The outcome is something that no one is totally satisfied with. In compromises, no one feels that they got what they wanted so the emotional reaction is often, "It's not really what I wanted but I am going to have to live with it".
- #4 Multi-voting** - This is a priority setting tool that is useful in making decisions when the group has a range of options before them and ranks the options based on a set of pre established criteria. Dot-motcracy is an example of multi-voting.
- #5 Majority Voting** - Involves asking people to choose the option they favour once clear options have been identified. Usual methods are a show of hands or secret ballot. The quality of the voting is always enhanced if there is good discussion to share ideas before the vote is taken.
- #6 Consensus** - Involves everyone clearly understanding the situation or problem to be decided, analyzing all of the relevant facts together and then jointly developing solutions that represent the whole groups' best thinking about the optimal decision. Consensus is characterized by a lot of listening, healthy debates and testing of options resulting in a decision which everyone says, "I can live with it".

² "Building Better Teams: A Toolkit for Strengthening Teamwork in Community Health Centres: Resources, Tips and Activities you can Use to Enhance Collaboration" (p. 55) Reproduced with permission from The Association of Ontario Health Centers, Toronto.

Advantages/Disadvantages of the Various Decision-Making Processes¹

Method	Advantages	Disadvantages	When to use
Unanimous	Fast, easy, everyone is happy, unites the group	Too fast, perhaps the issue actually needed more discussion and debate	OK when discussion isn't vital on trivial or simple matters
One person decides	Can be fast, accountability is clearly spelled out	Can divide the group if the person deciding doesn't consult and makes a decision that others cannot live with. Lack both the buy-in and the synergy of a group decision	When the issue is unimportant or small, when there is a clear expert in the group who can make the decision, when only one person has the information and is unable to share it, when one person is solely accountable for the outcome
Compromise	Lots of discussion, creates a solution from seemingly very different options	Negotiating can be adversarial if people are pushing their point of view and there are power imbalances, this approach can divide the group, everyone wins but everyone also loses	Compromise is often the only alternative when faced with a strongly polarized group and when there are two options proposed, neither of which is acceptable to everyone
Multi-Voting	Systematic, objective, democratic, non-competitive, reduces power imbalances, everyone wins somewhat, a fast way of sorting out a complex set of options	Often associated with limited discussion and understanding of options, forces choices that may not be satisfactory for people, real priorities may not have surfaced	When there is a long list of alternatives or items to choose from or when applying a set of criteria to options identifies the best course of action

¹ "Building Better Teams: A Toolkit for Strengthening Teamwork in Community Health Centres: Resources, Tips and Activities you can Use to Enhance Collaboration" (p. 56-57) reproduced with permission from The Association of Ontario Health Centers, Toronto.

Method	Advantages	Disadvantages	When to use
Majority Voting	Fast, high quality if used after thorough analysis, creates a clear decision	Can be too fast and low in quality if people vote their personal feelings without the benefit of each other's thoughts, creates winner and loser, hence can divide the group, the show of hands method puts people under pressure to conform	When there are two distinct possibilities and one or the other must be chosen, to decide items where a division in the group is acceptable. When consensus has been attempted and can't be reached. When unacknowledge power imbalances could prevent a consensus process
Consensus	A collaborative effort that unites the group, high involvement, systematic, objective, fact driven, builds buy in and high commitment to the outcome	Time consuming, low quality if done without the proper data collection or if members have poor group skills. Power relations can affect the outcome if not explicit	The most effective decision making process for important decisions where the ideas of the whole group are needed and buy in from all members is essential. The importance of the decision being made must be worth the time it takes to complete the consensus process properly

Behaviours That Help/Hinder Decision Making¹

Helpful behaviours	Hindering behaviours
Listening to others' ideas politely even when you disagree	Interrupting people to promote your personal views
Paraphrasing the main points made by another person to acknowledge their ideas	Not acknowledging the ideas that others have put on the table
Praising others' ideas or giving useful feedback	Criticizing or putting down others' ideas
Building on others' ideas	Pushing your ideas while ignoring others' input
Asking others to critique your ideas and accepting feedback	Getting defensive when your ideas are analyzed
Being open to accepting alternative course of action	Staying stuck on your ideas and blocking suggestions for alternatives
Dealing with facts	Basing arguments on feelings
Staying calm and friendly toward colleagues	Getting overly emotional; showing hostility in the face or any disagreement
Being open about your reservations and concerns	Keeping objections to yourself.

¹ "Building Better Teams: A Toolkit for Strengthening Teamwork in Community Health Centres: Resources, Tips and Activities you can Use to Enhance Collaboration" (p. 58) reproduced with permission from The Association of Ontario Health Centers, Toronto.