

AT A GLANCE: THE COMMUNITY BUILDER

DECISION MAKERS make decisions efficiently within a small, inner circle, but they leave the broader organization in the dark to debate the soundness of those decisions instead of executing them. Decision Makers believe:

- Only a few opinions matter; the others are just noise.

COMMUNITY BUILDERS engage people in debating the issues up front, creating transparency across the organization. Debate drives sound decisions that the team understands and can effectively execute. Community Builders believe:

- Bringing people together to discover and stretch their thinking drives robust decisions.
- Not every decision needs to be debated, but debate is required for the critical decisions.

Three Practices of the Community Builder:

1. *Frame the issue*—Establish what is inbounds and what is out of bounds. They clearly define:
 - a. The Question: What are we choosing between?
 - b. The Why: Why is this an important question to answer?
 - c. The Who: Who needs to give input?
 - d. The How: How will the final decision be made?
2. *Spark debate*—Invite people into the debate by creating safety. Make it worthwhile by demanding rigor.
3. *Drive a transparent decision*—Communicate the decision-making process, hold open forums, and give people time to weigh in before the decision is made.

Becoming a Community Builder:

1. Lead a debate using these three easy *asks*: (1) ask a question, (2) ask for evidence, and (3) ask everyone.
2. Take the *Make a Debate Experiment*.