Lightning Workshop: Decision-Making

Facilitation Script

`2 hours`

`5 min` **Introduction**

Clearly state the decision to be made, any constraints (budget, timeline, resources), and the decision timeline. Clarify who the final decision-maker is.

OPENING

"We're here to make a decision on *[specific decision]*. By the end of this session, we will have chosen an option, documented our reasoning, and identified next steps. The constraints we're working within are: *[budget, timeline, resources, etc.]*"

DECISION RIGHTS

"To be clear, *[name/role]* has final decision authority here. But we want the decision to be informed by everyone's perspective. The goal is that even if you disagree with the outcome, you feel the process was fair and your input was heard."

`15 min` **Options on the Table**

List all viable options without evaluating them. Include "do nothing" if it's truly an option. Ensure options are distinct and comparable.

PROMPT

"Let's get all the options on the board. What are the viable paths forward? We're not evaluating yet, just listing. Even options that seem unlikely should go up if they're technically feasible."

COMPLETENESS

"Are we missing any options? What about *[alternative]*? What would an outsider suggest? Is 'do nothing' or 'delay' a real option here?"

CLARIFY

"Before we move on, let's make sure each option is clear. Can someone describe *[Option A]* in one sentence?"

`15 min` **Criteria Generation**

Brainstorm criteria for evaluating options. Include practical criteria (cost, timeline) and strategic criteria (alignment, risk). Aim for 8-12 criteria.

PROMPT

"What should we consider when evaluating these options? What would make an option good or bad? Think about cost, risk, timeline, strategic fit, stakeholder impact, reversibility, and anything else that matters."

EXPAND

"Let me push on this. What about *[criteria not mentioned]*? What would *[skeptic/stakeholder]* care about?"

10 min **Criteria Weighting**

Give each participant 5 dots to vote on the most important criteria. Identify the top 4-6 criteria for the decision matrix.

VOTING

"You each have 5 dots. Put them on the criteria you think are most important for this decision. You can put multiple dots on one criterion if you feel strongly."

RESULTS

"Looking at the votes, our top criteria are: *[list]*. These are what we'll use to evaluate options. Any major concerns about what's missing?"

15 min **Scorecard**

Create a matrix with options as rows and criteria as columns. As a group, rate each option against each criterion (1-5 scale or Low/Med/High).

SETUP

"We're going to score each option against each criterion. Let's use a 1-5 scale: 1 is very poor, 5 is excellent. We'll discuss each cell briefly and aim for rough consensus."

PROCESS

"Option A on *[criterion 1]*. How would we rate it? *[Discussion]* I'm hearing *[X]*. Let's put it at *[score]*. Any objections?"

10 min **BREAK**

20 min **Discuss Outliers**

Look at the completed scorecard. Discuss surprises, close calls, and anything that seems off. Surface qualitative factors the numbers might miss.

REVIEW

"Looking at the scorecard, Option *[X]* is leading. Does this feel right? Where are the surprises?"

OUTLIERS

"I notice we scored Option *[Y]* low on *[criterion]* but some people seemed to disagree. Let's discuss that."

MISSING

"What's this scorecard missing? Are there factors that are hard to score but matter a lot? Gut feelings we should surface?"

10 min **Fist-to-Five Vote**

Do a fist-to-five vote on the leading option(s). 5 = fully support, 3 = can live with it, 1 = serious concerns. Surface and discuss any 1s or 2s.

VOTE

"Let's check alignment on Option *[X]*. On the count of three, hold up fingers. 5 means you fully support this choice. 3 means you can live with it. 1 means you have serious concerns that need to be heard. 1, 2, 3."

CONCERNS

"*[Name]*, you showed a *[low number]*. What concerns do you need to voice?"

Formally document the decision, the key reasons for it, and any dissenting views. This becomes the record of why this choice was made.

> **DOCUMENTATION**
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> "Let's document this decision. The choice is: *[option]*. The key reasons are: *[top 3 criteria/factors]*. The concerns that remain are: *[dissents]*. This is our record of why we made this choice."

10 min   **Wrap-up**

Identify immediate next steps and who communicates the decision to whom.

> **NEXT STEPS**
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> "What needs to happen in the next 7 days to move forward on this decision? Who does what?"

> **COMMUNICATION**
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> "Who needs to know about this decision and who will tell them? Let's be specific about messaging."

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Complete facilitator script with sample dialogue