

# Decision Making: „Team“ instead of „Kingdom“

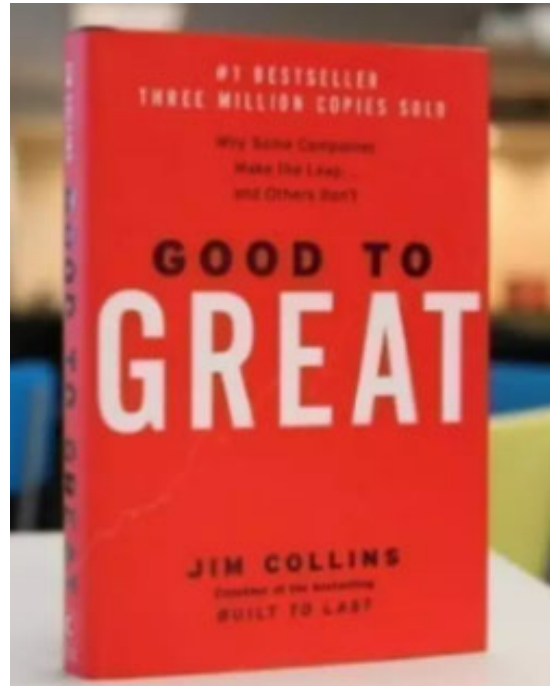
How to train „Level 3“ people to become „Level 4“ or even „Level 5“ in business.

Webinarto on 24.11.2021

By Martin Schweiger

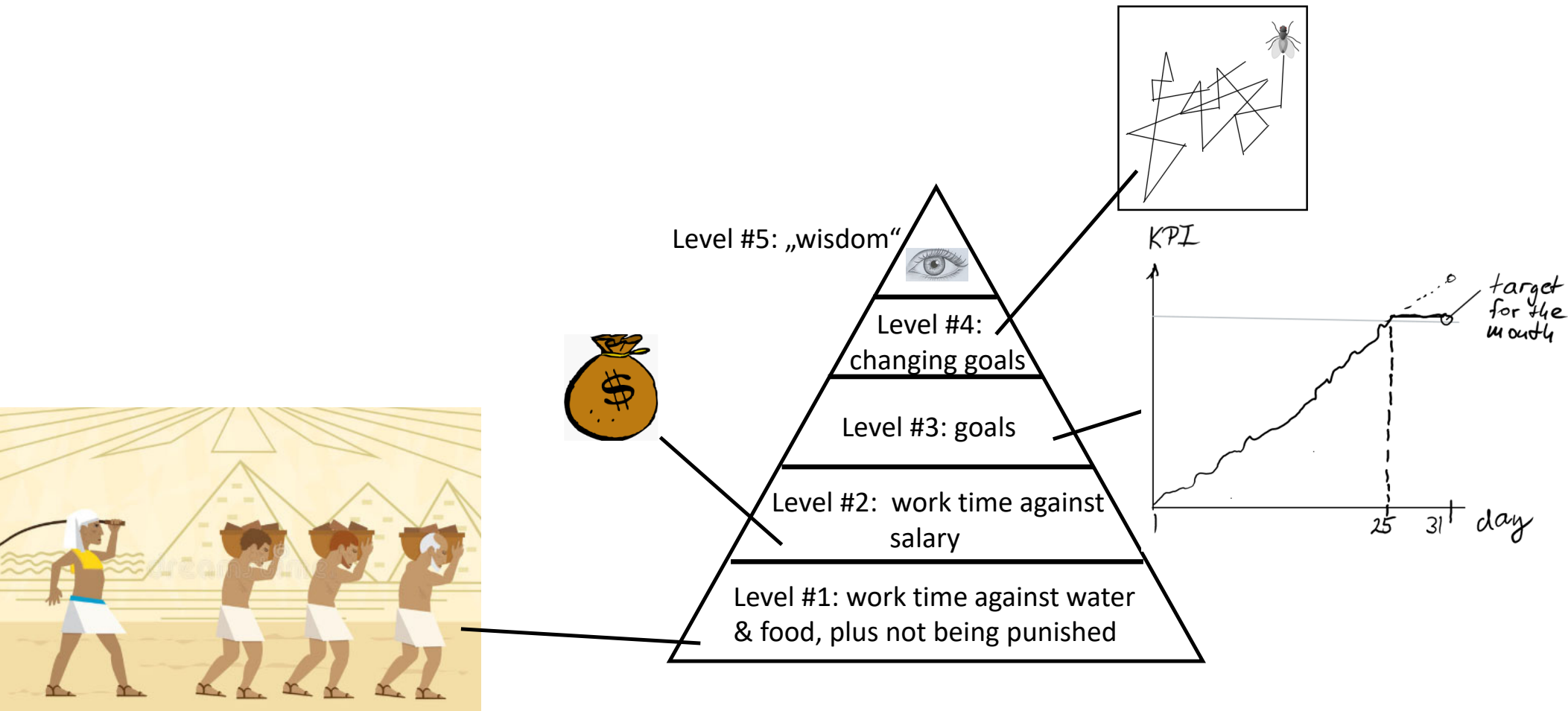
# Recap: Good-to-Great Levels

Read the Jim Collins „Good to Great“ book!

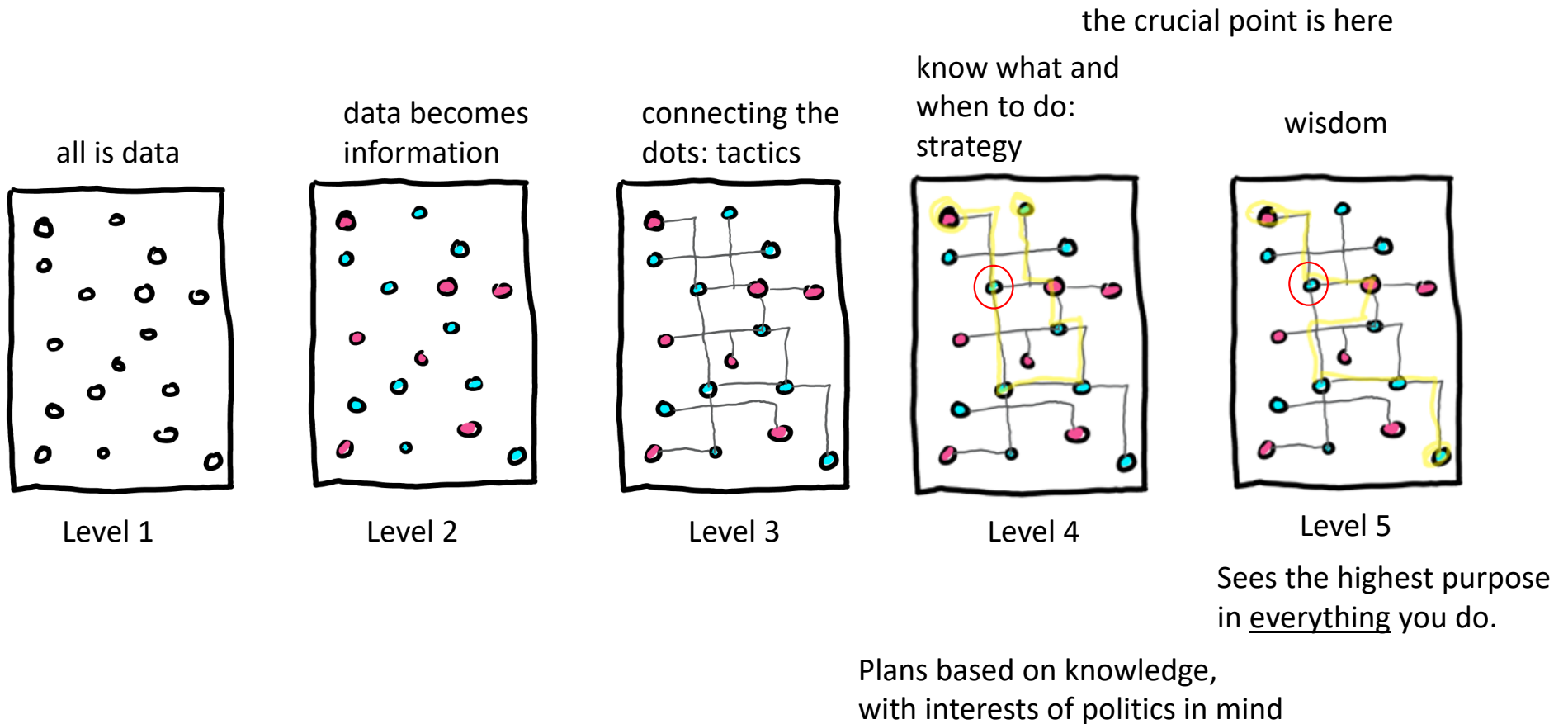


# Insight & Contribution Levels

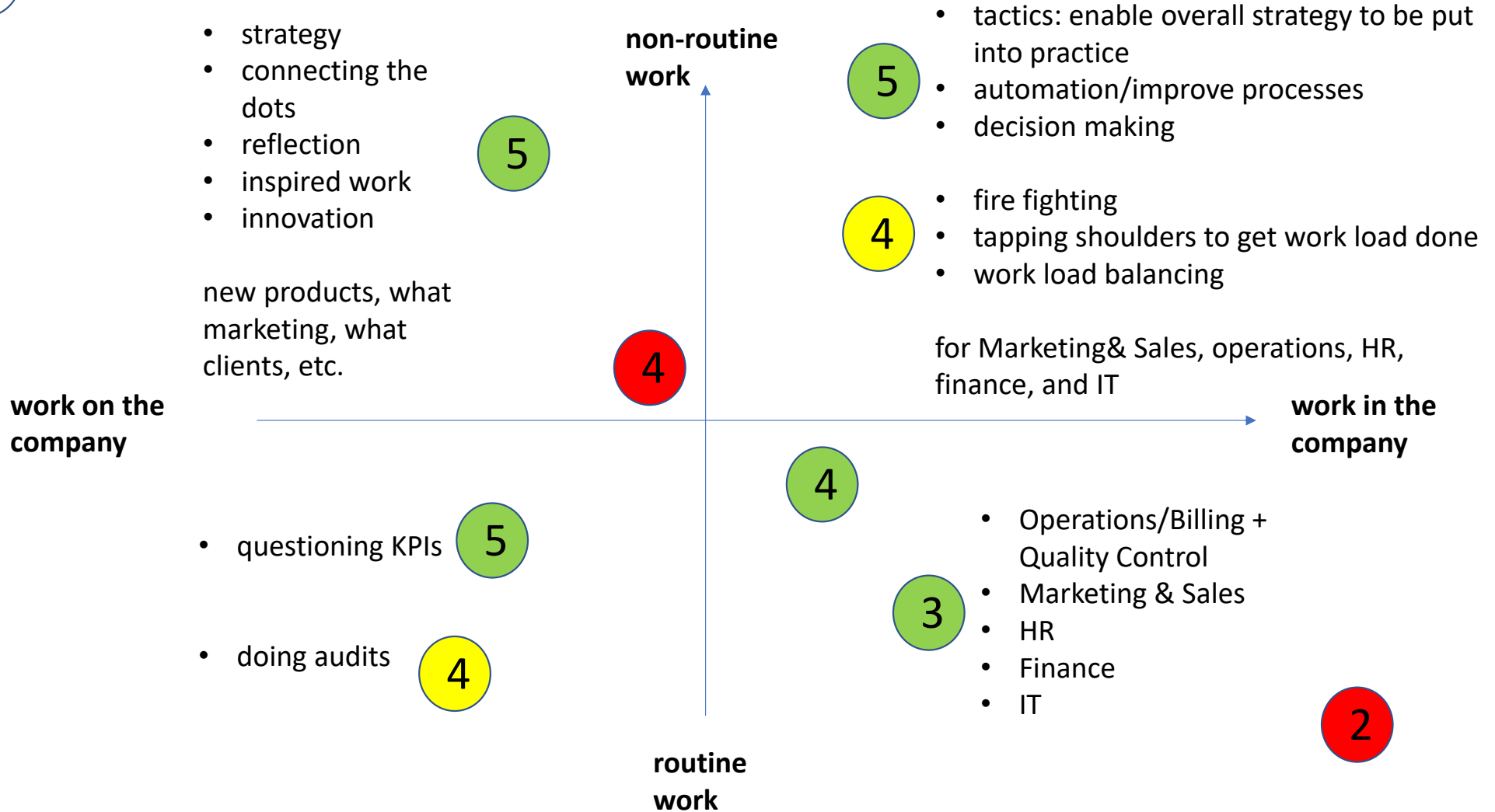
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# 5 Levels of Insight & Contribution



X = wisdom level



# Can everyone become a Level 5 wisdom contributor?

- In insight & contribution, the Level 5 of wisdom is difficult to reach.
- While I do not think that each and everyone can learn to achieve Level 5 wisdom, I do know that many carry the seed for Level 5 wisdom within themselves.

# How to Not Become Level 4: Model „Loose Cannon“

- Not recognizing that you are making a decision, or (worse) recognizing that you are making a decision and deliberately ignoring that you may need input for getting the right decision
- Not preparing an evaluation of the available options. Just take whatever gives you the most immediate pain killing
- Don't talk with others about your decision
- Execute your selected option
- If there is an after-check: fiercely defend your earlier selection with good reasons and/or deviate to another issue at hand
- Don't document that situation, and don't create a SOP, Checklist, Asana task. Not will that expose you to criticism. Your personal knowledge is your treasure and your insurance against unwanted job-loss

# Check out this training conversation

Option 1: Attendee only

Attending the conference @ USD 100 only wherein the benefits are:

- Listen and learn from knowledge intriguing sessions by the industry experts.
- Access to the whole day conference.
- Quick video speed networking with your preferred buyers.
- 5 minutes' introduction of your expertise and firm in the conference.
- One-time branding of your firm on our Social Media Network (Any latest article/practice/or product) that you would like to highlight and promote.

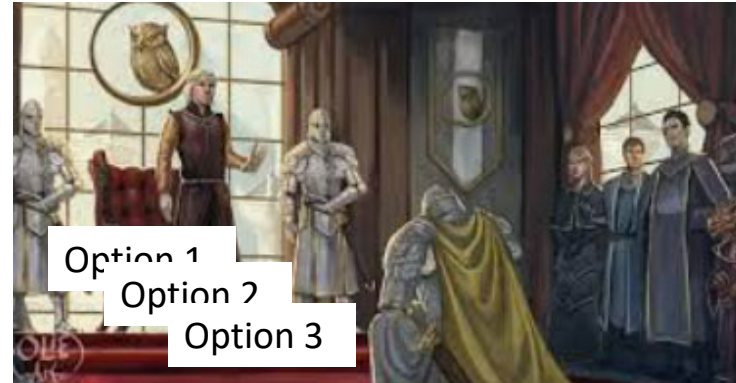
Option 2: Speaker for one day

1 Speaking opportunity in a conference/Associate Partner branding/full access to the conference/access to the delegate list – post conference/ Social Media Promotion @ USD 250.

Option 3: Speaker for one days

We can offer speaking opportunity in 2 conferences @ USD 399 only. 19:59

[@Martin Schweiger](#) We only have about a week for marketing this in case you want to talk in this event. So please let me know how you would like to proceed. 20:01



this is our main point, as seen from future Rol: I want access to the delegate list for both events

and I want to spend as little as possible

so what option do we take?

why are you still not able to make this evaluation yourself?

Option 2

Can I make decision myself?

not yet. You can tell me what you would do, and why. and then I say yes or no, plus explanation. If you get "yes" for a long time then you would at one point in time not ask anymore 11:53



## Level 4/5 Self-Training sequence

- Recognize that you are making a decision
- Prepare a little evaluation: available options, plus decision criteria
- Suggest a preferred option, plus a reasoning why you select that option as „preferred“
- Ask any level 5 team member for 4-eyes review
- Execute selected option
- After-check: did you take the right choice?
- Document that situation for future reference: SOP, Checklist, Asana task

# Communication style: management summary + detailed evaluation

## Example

*management summary:* for the next ABC conference, we need to decide which option to take. I believe that we need option 2, because only then do we get the list of attendees, and we spend the least time and the least money. Please confirm.

*Detailed explanation:* these are the 3 available options:

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# Communication discipline is important in a Cloud Office Environment

- keep messenger exchanges short
- One single message for each matter (not two or three messages, don't „spoon-feed“ your colleague, think through what you want to write before you start typing)
- Only one matter per message, and not two or three matters (that makes it easier to reply and to forward to others)
- Start with your short call-to-action, followed by a detailed description

## Again: Level 4/5 Self-Training sequence

- Recognize that you are making a decision
- Prepare a little evaluation: available options, plus decision criteria
- Suggest an preferred option, plus a reasoning why you select that option as preferred
- Ask a level 5 team member for 4-eyes review
- Execute selected option
- After-check: did you take the right choice?
- Document that situation for future reference: SOP, Checklist, Asana task