

# Decision-Making in Consensus Cultures

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**WORK**

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# Adobe Creative Cloud goes down for entire day

By Tom May May 16, 2014

Designers forced to sit on their hands for 24 hours watching deadlines whoosh by.



If you've had trouble logging into Adobe's **Creative Cloud** in the last couple of days then

The login servers for the subscription service - which allow access to Adobe's suite of creative tools including **Photoshop CC**, **Illustrator CC** and **InDesign CC** - were down for more than 24 hours between

INDUSTRIALS MAY 16, 2014 / 11:25 AM / UPDATED 7 YEARS AGO

## Adobe Creative Cloud up after outage, may compensate customers

By Reuters Staff

2 MIN READ



(Reuters) - Adobe Systems Inc said on Friday that access to its Creative Cloud was restored following an outage that disrupted the Web-based, subscription service to top-selling software programs including Photoshop, Illustrator and Flash for about a day.

TechRepublic

Adobe Creative Cloud outage workaround highlights DRM issues

by James Sanders in Cloud on May 19, 2014, 9:41 PM PST

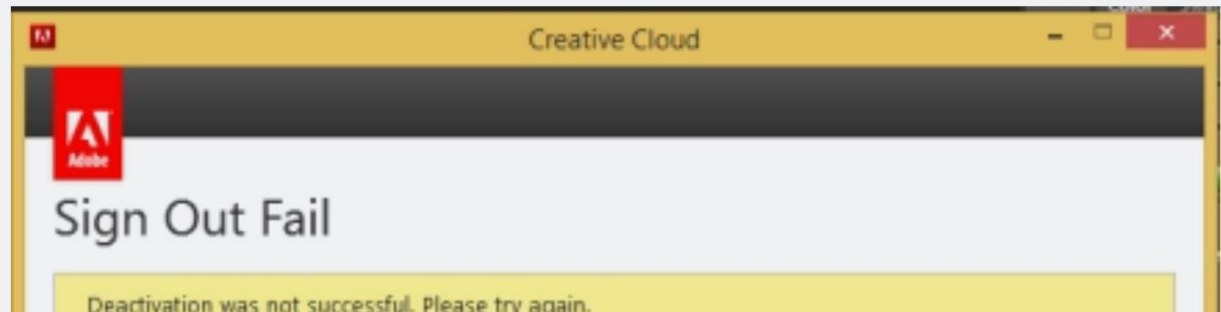
The outage of Adobe Creative Cloud has caused substantive difficulties in the publishing world by tying a DRM scheme to locally installed software.

PLEASE STAND BY —

# Outage of Adobe Creative Cloud, more than a day old, locked out app users

Logging out of an app tied to the service stranded users for over 24 hours.

DAN GOODIN - 5/15/2014, 6:00 PM



# Today's Agenda

1. What kinds of decisions do we own?
2. How do we navigate a consensus culture?
3. Three tools to make better decisions, faster
  - a. Decision Owner Levels
  - b. Stakeholder Mapping
  - c. Resistance as a Resource

# Decisions Managed by TPMs

What scope should we take on?

What resources should we assign?

What risks should we mitigate, & how?



# Decisions Managed by TPMs

- 1) Create your personal "top 5" decisions list
  - Prioritize 1-5

02:00



# Decisions Managed by TPMs

- 2) Create a group list of the top 3
  - *Ignore the O, F, O columns for now*

05:00

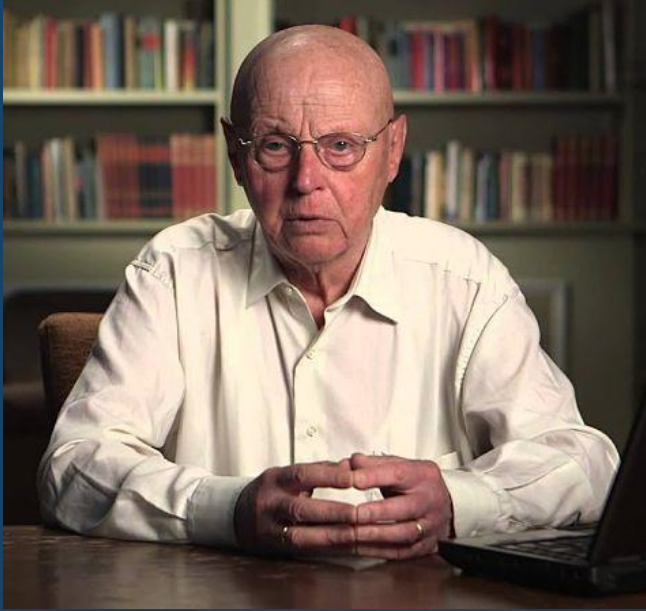


# Decisions Managed by TPMs

Group Priority	Own?	Decision	Facilitate?	Owner
1	X			
2			X	name
3	X			



# What is Consensus Culture?



*Geert Hofstede*  
**Cultural  
Dimensions  
Theory**

## Collectivism

- Group cohesion
- Harmony
- Shared goals
- Loyalty
- People defined by rolls
- Nonverbal cues
- Preserve relationships
- Collaborative decision-making
- group-focus

## Individualism

- Individual over group
- Autonomy
- Personal achievement
- Self-reliance
- People defined by traits
- Direct communication
- Self-expression
- Independent decision-making, hierarchy

02:00





# Group Activity

1. Compare your scores & discuss implications
2. Come up with pros & cons of collective vs. individual values

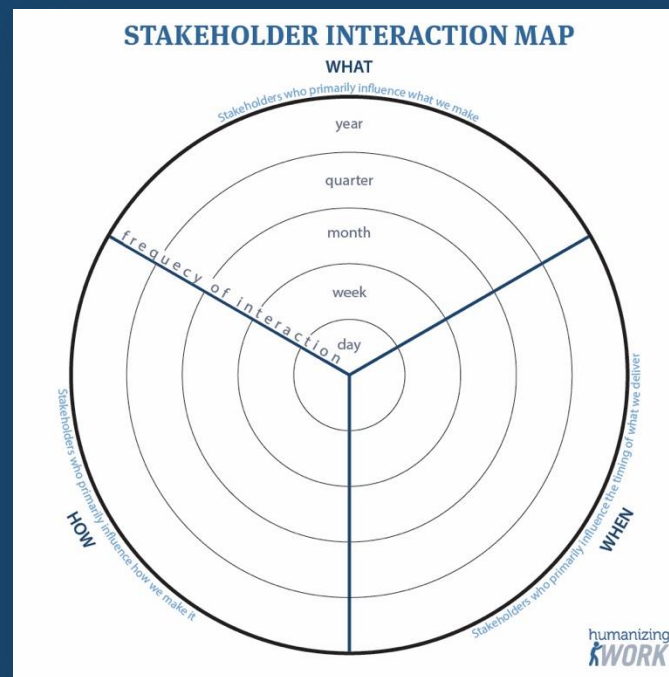
05:00



# Three Tools



1	<b>TELL</b>	Single Decision Maker	
2	<b>SELL</b>		
3	<b>CONSULT</b>		
4	<b>AGREE</b>	Full Group/ Team	
<b>VOTE</b>	<b>PROCESS</b>		<b>CONSENSUS</b>
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## Resistance as a Resource

### Five Layers of Resistance

<b>5</b>	We doubt the <b>COLLABORATION</b> of others
<b>4</b>	There are <b>OBSTACLES</b> to implementing the solution
<b>3</b>	We can see <b>SIDE EFFECTS</b> of the proposed solution
<b>2</b>	We don't agree about the <b>SOLUTIONS</b>
<b>1</b>	We don't agree about the <b>PROBLEM</b>

# Decision Owner Levels



<b>1</b>	<b>TELL</b>	Single Decision Maker	
<b>2</b>	<b>SELL</b>		
<b>3</b>	<b>CONSULT</b>		
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# Group Application

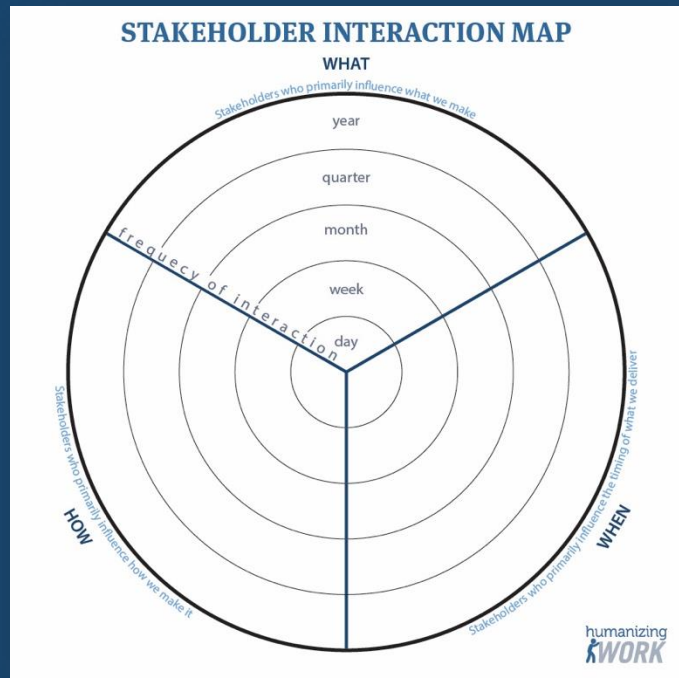


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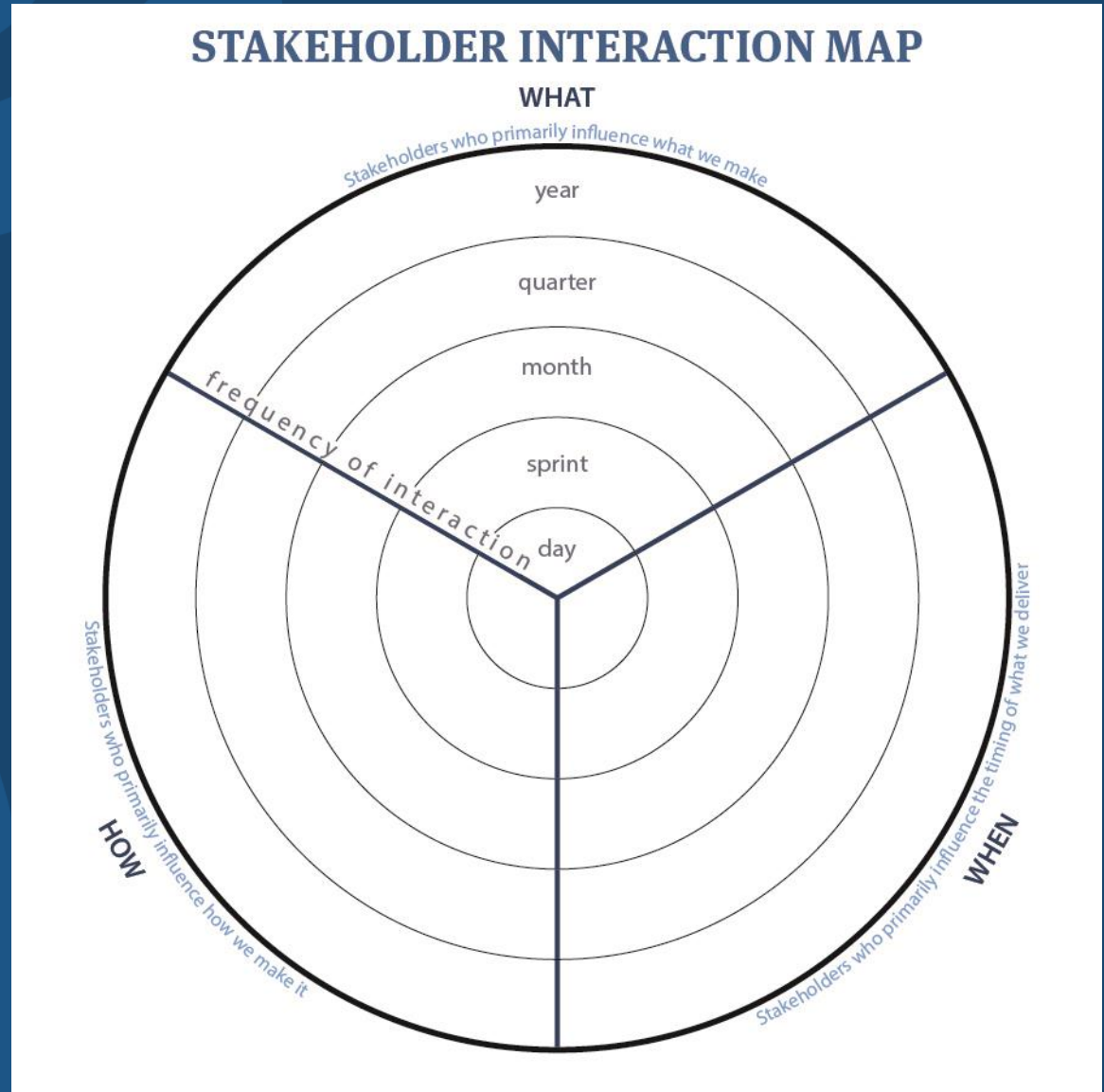
- Pick a decision from your 'Top 3'
- Identify a specific current example
  - Decide who the owner is
  - Agree on which level the owner should use and why
  - If it's a "4," discuss the trade-offs of vote, process, and consensus

07:00

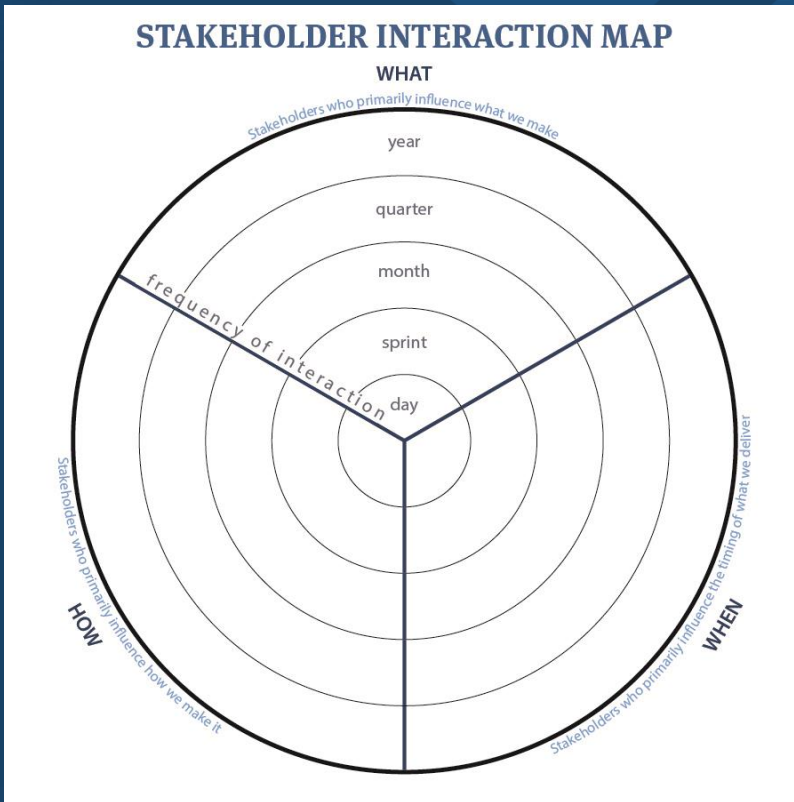
# Stakeholder Interaction Map



# Stakeholder Interaction Map



# Individual Application



- Pick a decision from your 'Top 5'
- Identify stakeholders and write them at the appropriate locations
- Current reality vs. future state

03:00

# Resistance as a Resource



## Resistance as a Resource

### Five Layers of Resistance

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2	We don't agree about the <b>SOLUTIONS</b>
1	We don't agree about the <b>PROBLEM</b>

Harsh Reality:

you can't make anyone do anything

Hopeful Reality:

you might be able to change a point of view





A large, stylized blue silhouette of a human figure is positioned on the left side of the image, facing right. The figure is composed of solid blue shapes, with a circular head, a rectangular torso, and a curved leg. The background is a solid dark blue color.

**RESISTANCE  
IS A  
SOURCE OF INFORMATION  
about**

**Them**

**The Proposed Solution**

**Me**

A stylized, light blue silhouette of a human figure is positioned on the left side of the image, facing right. The figure is composed of simple, rounded shapes for the head, torso, and limbs, set against a dark blue background.

**RESISTANCE  
IS A  
SOURCE OF INFORMATION  
Get Curious!**

Pull when  
your opponent  
pushes



Kazuko Kudo

Pull when  
your opponent  
pushes



Eli Goldratt

# FIVE LAYERS OF RESISTANCE

5.

**PROBLEM**

4.

3.

2.

▶ 1.

# FIVE LAYERS OF RESISTANCE

5.

**SOLUTION**

4.

3.

▶ 2.

**1. PROBLEM**

# FIVE LAYERS OF RESISTANCE

5.

**SIDE EFFECTS**

4.

▶ 3.

2. **SOLUTION**

1. **PROBLEM**

# FIVE LAYERS OF RESISTANCE

5. **OBSTACLES**  
to implementation YES!
- ▶ 4.

---

3. **SIDE EFFECTS** NO!
2. **SOLUTION**
1. **PROBLEM**



# FIVE LAYERS OF RESISTANCE

▶ 5. DOUBT about the COLLABORATION of OTHERS

4. OBSTACLES

---

3. SIDE EFFECTS

2. SOLUTION

1. PROBLEM

A stylized, light blue silhouette of a human figure is positioned on the left side of the image, facing right. The figure is composed of simple, rounded shapes for the head, torso, and limbs, set against a dark blue background.

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# Group Application



## Resistance as a Resource

### Five Layers of Resistance

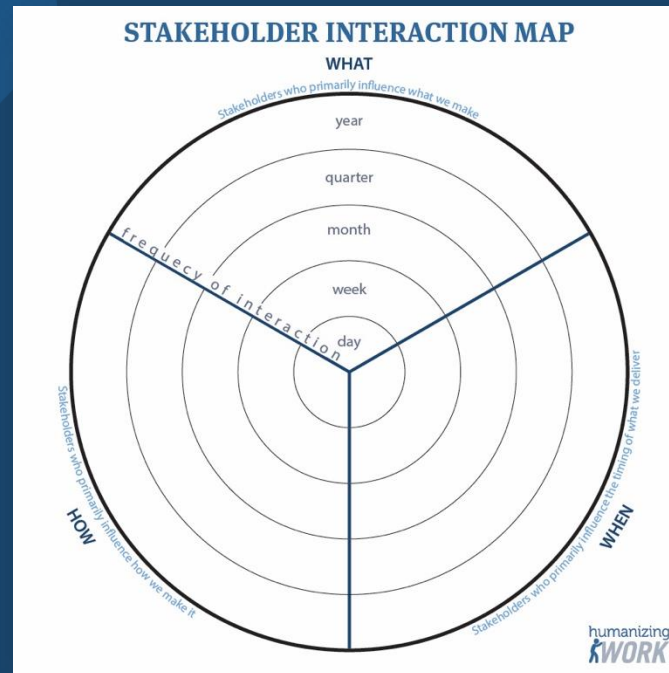
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- Pick a decision from your 'Top 3'
- Identify a specific current example
  - Brainstorm what resistance to a decision would sound like at each layer

07:00

# Application?

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What ideas from today's discussion are you going to try out?

02:00