Directions:
1. Read through this packet individually.
2. Discuss content as a group.
3. Write or draw a summary of the content on your chart paper.
4. Make a plan to present your topic to the full group. For example,
   - Who will present?
   - How will you engage all team members?
   - How can you make your presentation engaging for the audience?
As you may have experienced, listening and identifying the problem—the steps in the STATE framework—are important, but they don’t lead to action. Too often after a difficult conversation, people don’t know what will change. On the surface, it may seem like everyone is in a better place, but no commitments are made to move forward with concrete actions.

Getting to these actions and results means going through a decision-making process. What you see on this slide is a very basic model developed by the University of Massachusetts and Dartmouth for helping an individual or a group come to a decision and take action.
Step One

1. Identify the Decision
2. Decide on the Type of Decision Making
3. Identify Possibilities
4. Choose an Option with Accountability
5. Take Action
6. Review the Decision

• What needs to change?
• Who will have the final say on the decision?

First, this decision-making process starts by jointly identifying the decision that needs to be made and who will have the final say on the decision.
Next, you will need to determine the type of decision-making that you will use.

There are generally four types of decision-making:

- **Rule**—an organizational rule is the deciding factor.
- **Authority**—a person with authority makes the decision.
- **Popular vote**—in a group, the majority decides.
- **Consensus**—in a group, everyone agrees on one option.
Step Three

- What solutions exist?
- What are the pros and cons for each solution?

The next step is to lay out the possible solutions to the problem. Weigh the pros and cons as you discuss solutions to determine the best solution.
Step Four

You must clearly define:

- **WHO** will do **WHAT** by **WHEN?**
- **WHEN** and **HOW** will you follow up?

- Once you’ve decided on the best solution through either rule, authority, vote, or consensus, you must answer two action-related questions:
  - Who will do what, by when? In answering who, what, and when, you create an accountability structure.
  - When and how will you follow up? Like every other plan you make as an MCL, you must monitor implementation and make adjustments as necessary.
  - If you do not agree on a timeline and a way to follow up, your colleague might feel offended when you check on progress. Avoid this issue by agreeing on a follow-up process right away.
Step Five

- Once you’ve clarified the accountability, take action!
Step Six

- What is working well?
- What needs improvement?

As you are taking action, regularly monitor and adjust implementation by asking questions like:
  - What is working well?
  - What needs improvement?

As an MCL, you will need to hold yourself and your team teachers accountable for implementation and take immediate action if implementation is not done or if adjustments need to be made. Making adjustments may mean going through parts of the decision-making process again to create a new plan of action.