

INTRODUCTION TO KNOWLEDGE-BASED DECISION-MAKING (KBDM)

In the traditional way of doing business, we tend to deliberate a motion without the understanding of the why behind it that led to the motion. In the traditional way, when we had a discussion it was with an end in mind. For example, a motion was presented – we chose our position whether pro or con and each side would gather evidence to support their particular position – so the discussion always took place with the intended end in mind – either for or against. In other words we operated out of reaction not pro-action. With our knowledge based governance value system, we now enter into a dialogue on a particular subject with an open mind rather than a closed mind. In other words, we engage in “open dialogue before deliberation or decision making”.

Here are some points to remember in considering this new way of thinking and operating:

- This knowledge-based model is focused on information and insight.
- Collaboration and cooperation are the fundamental driving forces in getting things done.
- Knowledge-based culture is sensitive to different thinking and working styles.
- It values diversity in thinking and is committed to getting full advantage from different perspectives.
- Who makes the decision is not as important as the decision being made.
- Instead of reacting to what is, we are creating what will be.

Some of the benefits of knowledge based decision making are:

- Group members are more likely to support decisions made.
- Group effort is more likely to yield better results.
- Participants become an integral part of the process and more voices are heard as solutions are generated.
- There is recognition that responsibility for action lies with everyone.
- People tend to think and act for the greater organizational good.
- Negativity is diffused.

Knowledge-based Decision-making has four essential elements:

- Based on a philosophy of open communication between leadership and membership
- Dialogue before deliberation
- Common access to all information for all involved in making a decision
- Exists in a culture of trust

How does this relate to the Twelve Concepts of Service?

It is based on the following:

- Mutual trust
- Designated authority- traditional and legal
- Participation
- Leadership
- Right of Decision
- Our spiritual foundation

Why it is a good model?

- Allows thorough examination of mega issues without an end in mind
- Who makes the decision becomes far less important than the fact that a good decision is made
- It is a process for ongoing strategic thinking and strategy development
- Allows us to develop a reputation for value and nimbleness in carrying the message

What Does This Mean For Al-Anon as a Whole?

- Recognition as a credible organization
- A reputation for value
- A culture built on trust and communication

5 Knowledge Based Decision Making Questions:

- KBDM Question 1: What do we know about our members' or prospective members' needs that are relevant to this discussion:
- KBDM Question 2: What do we know about the resources and our vision for the organization that is relevant to this discussion?
- KBDM Question 3: What do we know about the current realities and evolving dynamics of the world and our fellowship that is relevant to this discussion? What are the Pros and Cons?
- KBDM Question 4: What are the ethical implications of our choices? In other words, will our decision be consistent with our spiritual principles?
- KBDM Question 5: What do we wish we knew, but don't?