

Collaboration

Engaging stakeholders and subject matter experts **increases participation**. As people feel more engaged with decision-making and planning, they will also **feel more motivated**. Both increased participation and motivation can further lead to **higher job satisfaction**. Studies have shown how better inclusion of different opinions and backgrounds doesn't just **provide better results**, but also **improves relationships**. When management and employees are not divided and kept secret, **communication between the two groups improves**.

Collaboration tools include:

- Virtual whiteboard. Participants share and control a common virtual whiteboard as they brainstorm for:
 - Objectives (Criteria)
 - Alternatives (Projects, Vendors, Strategies, Prospects, Controls, Candidates, etc.)
 - Pros and Cons of Alternatives
 - Sources (Hazards, Threats) of Risk Events
 - Risk Events
 - Controls (Treatments) to reduce Risk
- TeamTime™ evaluation (voting) sessions. Facilitators elicit judgments from stakeholders. The shared session promotes discussion and understanding.
- AnyTime evaluation (voting) sessions. Conveniently elicit judgments from participants any time and any place.
- Screen sharing analysis of priorities, sensitivity, consensus

Next: Roles

<https://www.cleverism.com/management-by-objectives-guide/>

Peter Drucker, "The Practice of Management", 1954

Forman, Ernest H. and Mary Ann Selly. Decision by Objectives: How to Convince Others That You Are Right. World Scientific Publishing Company, 2001.