FRAMEWORK 6

Disagree and Commit

PURPOSE: *Move a team forward after a genuine disagreement: debate openly, decide clearly, then have everyone commit fully, including those who disagreed.*

Decision: *One sentence*	**Decision-maker:** *Enter name*	**Date:** *MM/DD/YYYY*

HOW TO USE THIS FRAMEWORK

Sometimes teams need to move forward despite disagreement. The principle: once a decision is made, everyone commits fully, even those who disagreed. It allows debate without requiring consensus, speeds decisions, maintains cohesion, and makes clear when debate ends.

Before you use it, check that it fits. Disagree and commit is not appropriate for ethical concerns (don't commit to unethical decisions), for decisions that require genuine buy-in to succeed, or when the disagreement stems from missing information you have.

PHASE 1: DISAGREE OPENLY

Who	Their perspective or concern	How it was considered

PHASE 2: DECISION POINT

Here's what we're doing	*The decision, stated clearly*
I heard these concerns	*Name them so people know they were heard*
I considered these factors	*What weighed in the decision*
Here's my reasoning	*Why this call, in plain language*

PHASE 3: COMMIT PUBLICLY

Everyone commits to support the decision, including those who disagreed. Commitment means:

- ☐ No passive resistance

- ☐ No “I told you so” if it goes wrong
- ☐ No undermining the decision with complaints
- ☐ Full support in execution

PHASE 3: COMMIT PUBLICLY — NOTES

WHAT TO SAY

> As decision-maker: “I want everyone to disagree openly during this discussion. But once we decide, I need everyone to commit fully, even if this wasn’t your preferred option. Can you do that?”
>
> As a team member who disagrees: “I disagree with this direction for *[reasons]*. But if this is the call, I’ll commit fully to making it work.”

CREATING THE CULTURE

Review this list each time you use the framework.

- ☐ Model it yourself when YOUR boss makes calls you disagree with
- ☐ Thank people who voice disagreement thoughtfully
- ☐ Hold people accountable for commitment (no backstabbing)
- ☐ Acknowledge when decisions don’t work out without blaming dissenters

> **Watch-Out:** This requires authenticity. You can’t fake commitment. Your behavior must match your words.