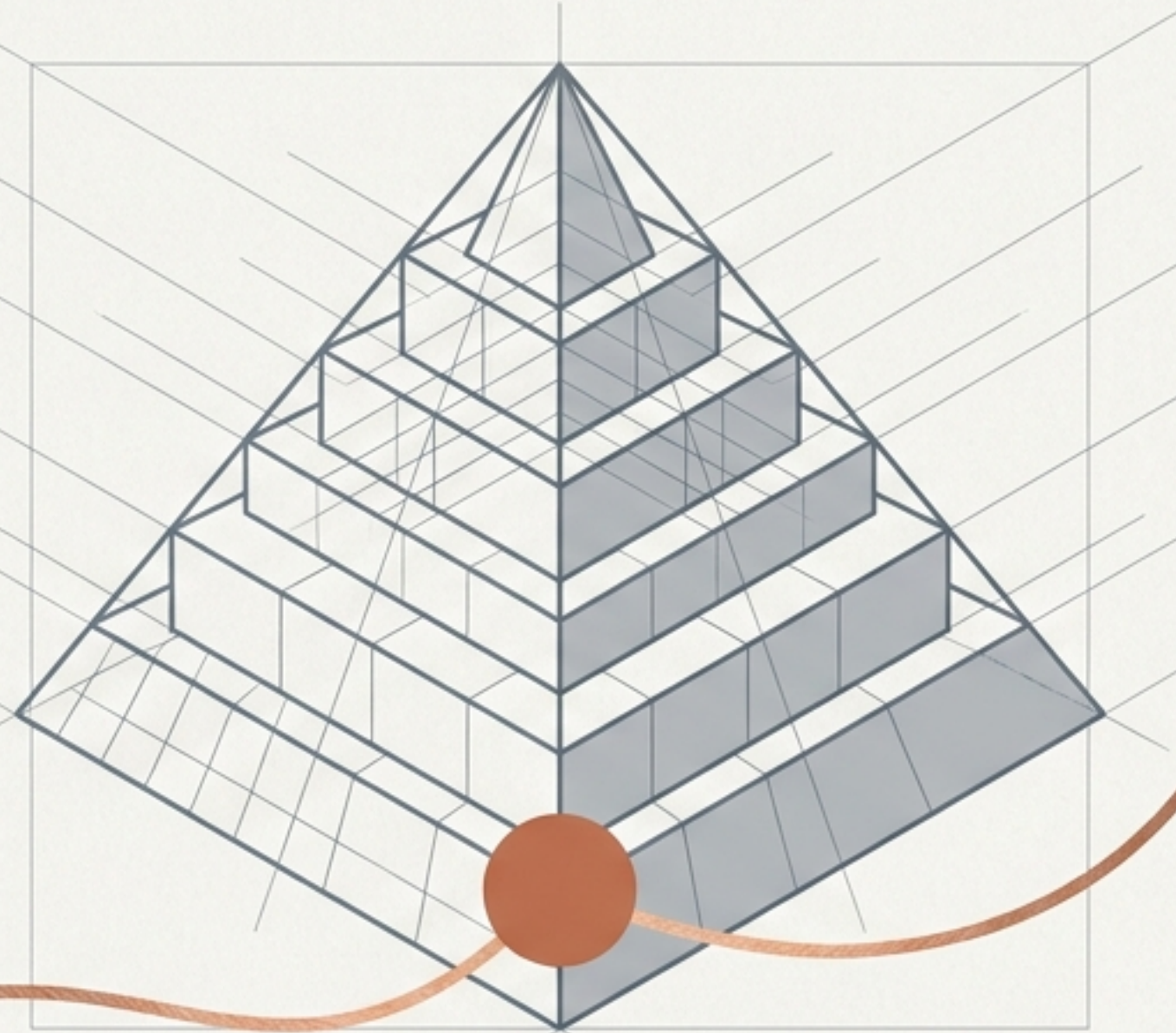


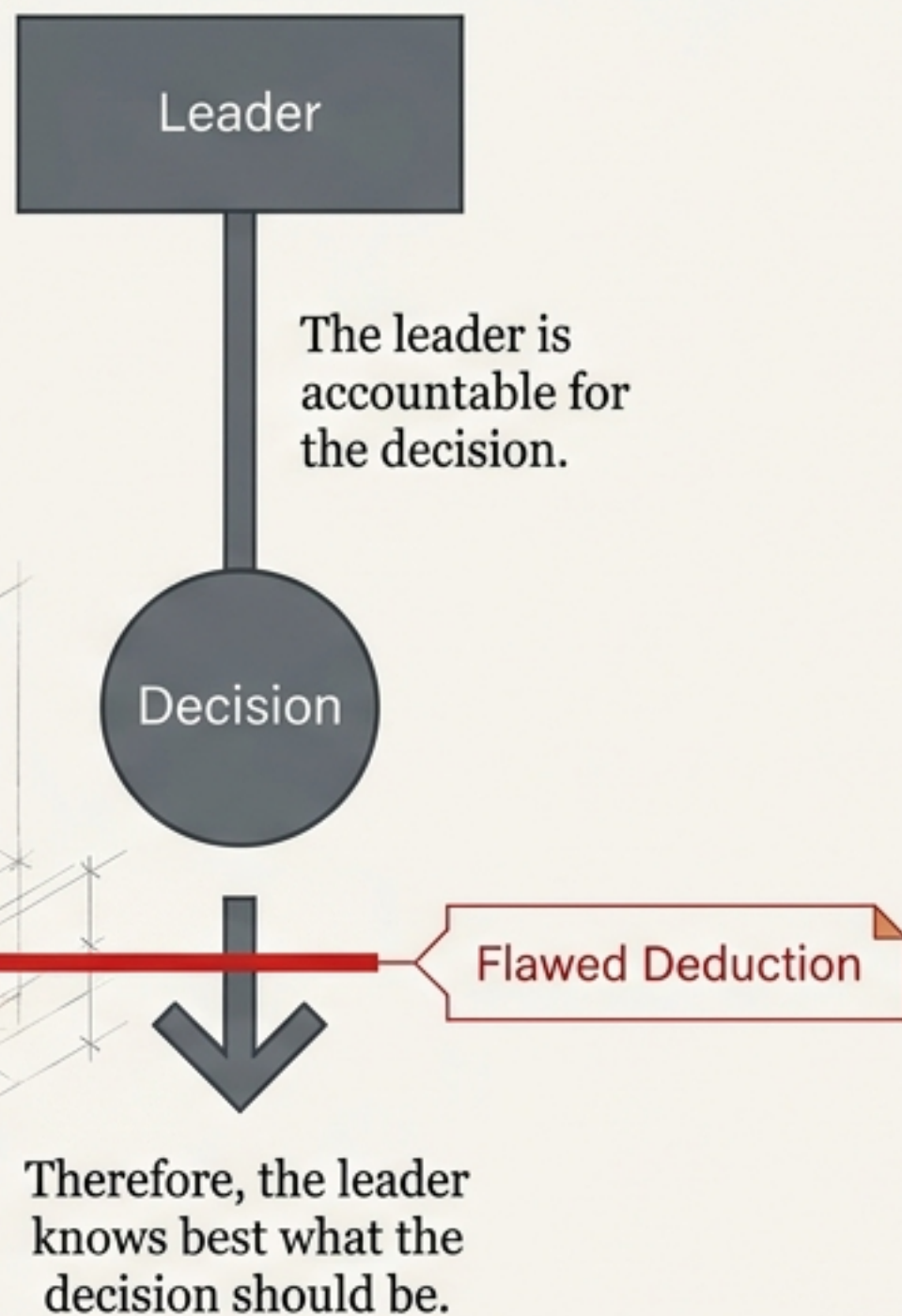
The best idea does not have a job title

Saulius Norvaišas, METACON Insights

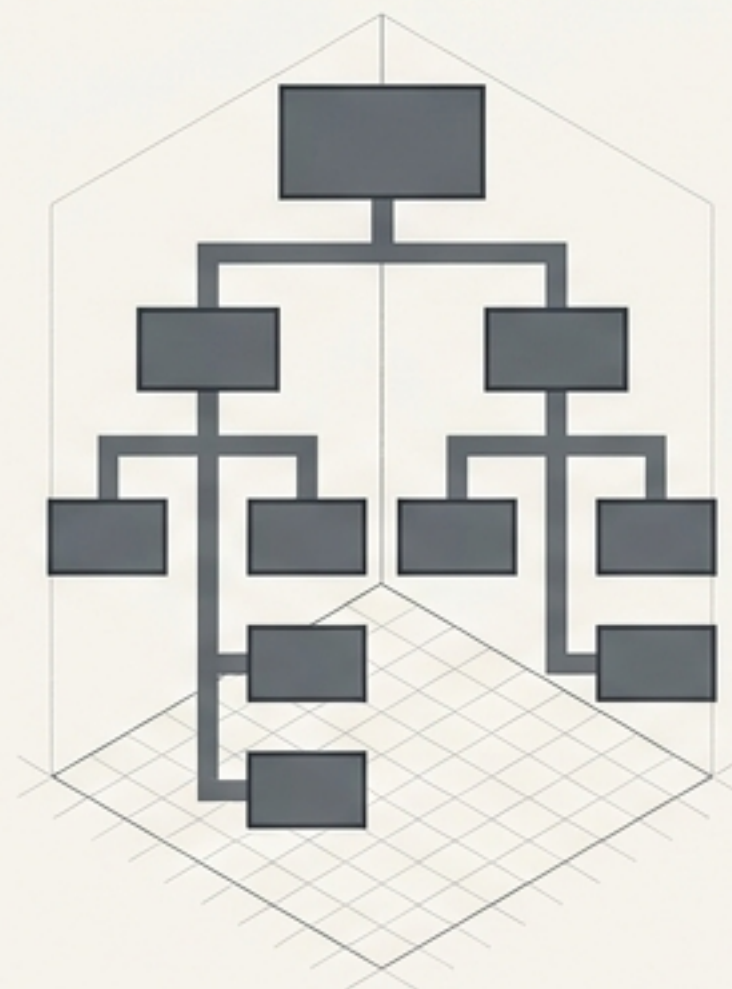


Hierarchy tells us who is accountable for a decision.
It does not always tell us who understands the problem best.

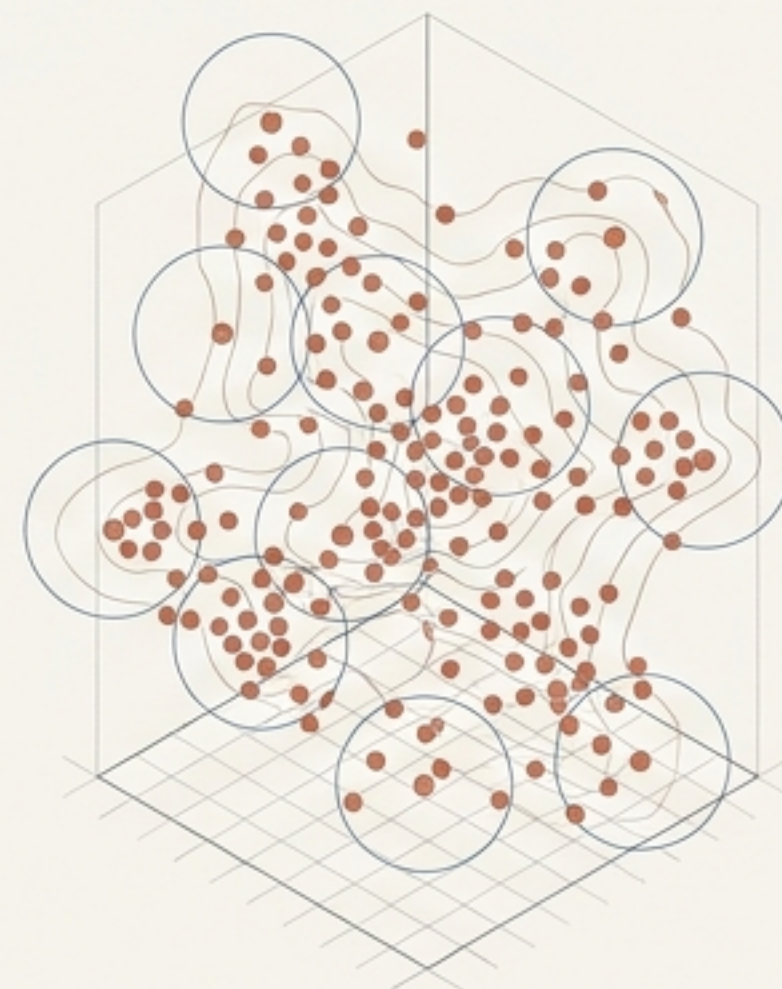
The Assumption



The Reality

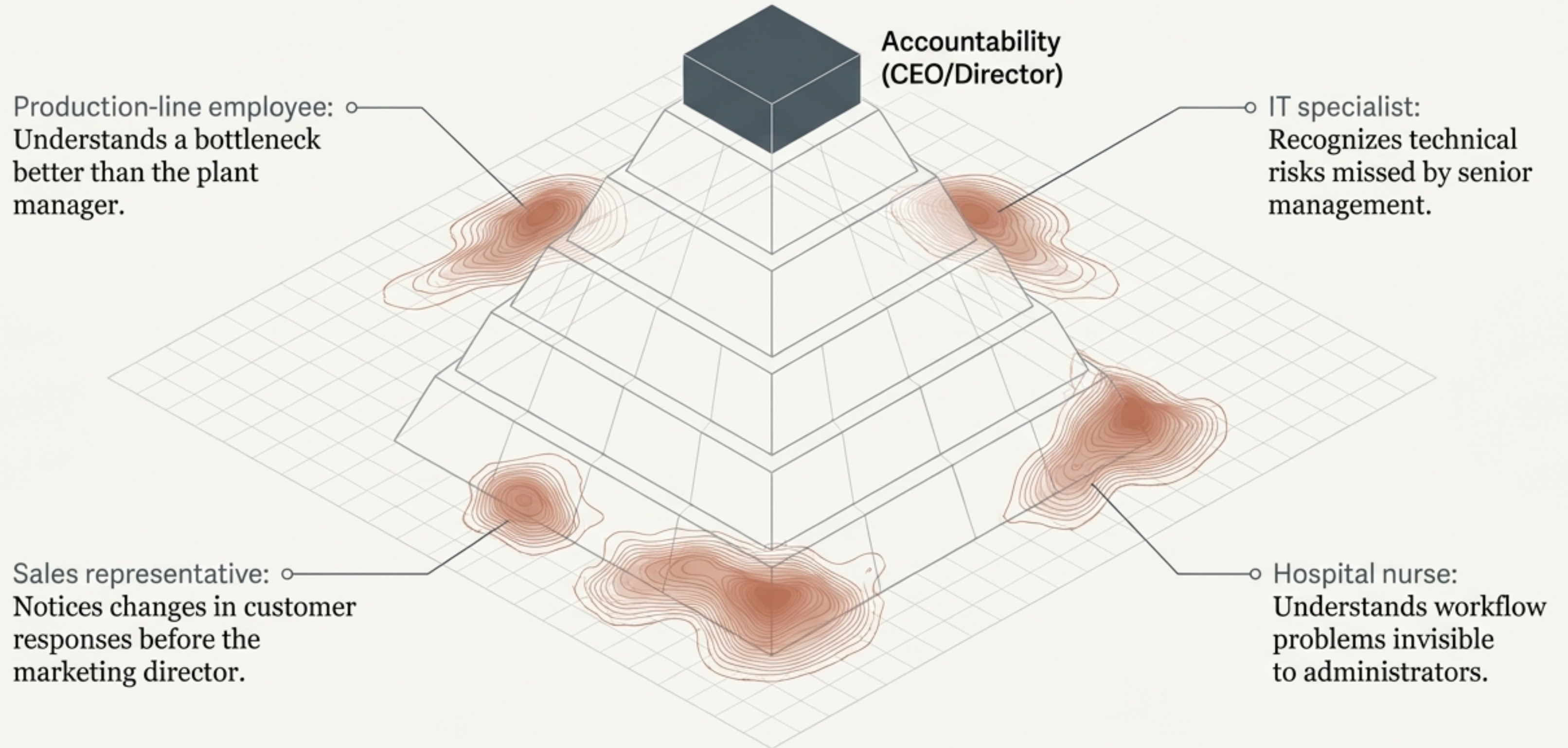


Model 1
Hierarchy distributes responsibility (coordinating action, allocating resources, answering for consequences).



Model 2
Knowledge follows an intricate, localized pattern entirely decoupled from status.

The topography of expertise



Complex problems ignore organizational charts

Expertise is problem-specific.

There is no single, universal scale of expertise across an organization. A complex failure is rarely just one thing.



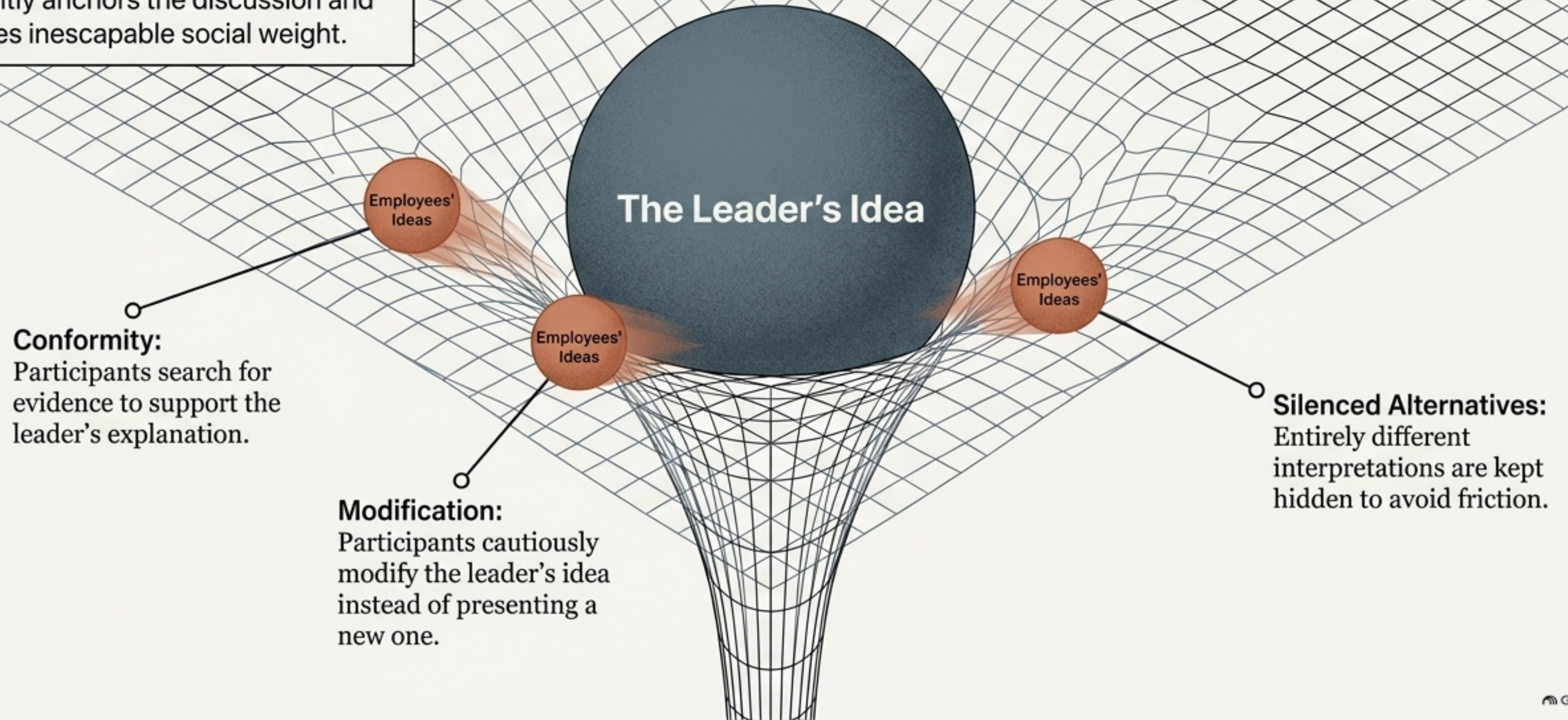
Synthesis is required.

One person rarely understands all these dimensions. A strong solution emerges only when partial perspectives interact and inform one another.

The gravity of status

The Anchor Effect:

When a leader states a position first, it instantly anchors the discussion and creates inescapable social weight.



Social weight versus substance

The Conventional Meeting Winner



Metrics of Success:

- Formulates thoughts fastest
- Sounds most confident
- Speaks loudest
- Holds the most senior position
- Controls the discussion

The Unused Intelligence



Metrics of Value:

- Needs time to analyze
- Needs time to argue
- Prefers not to argue
- Less visible in the hierarchy
- Speaks only when certain

A conventional meeting systematically leaves a large portion of the organization's intelligence unused.

The substitution of expertise

~~Is this a good idea?~~
Who said it?

People do not evaluate ideas in isolation. A CEO's proposal carries extra weight before its substance is examined. The same proposal from a junior employee is overlooked. Authority, loyalty, and fear of disagreement quietly turn status into a substitute for competence.

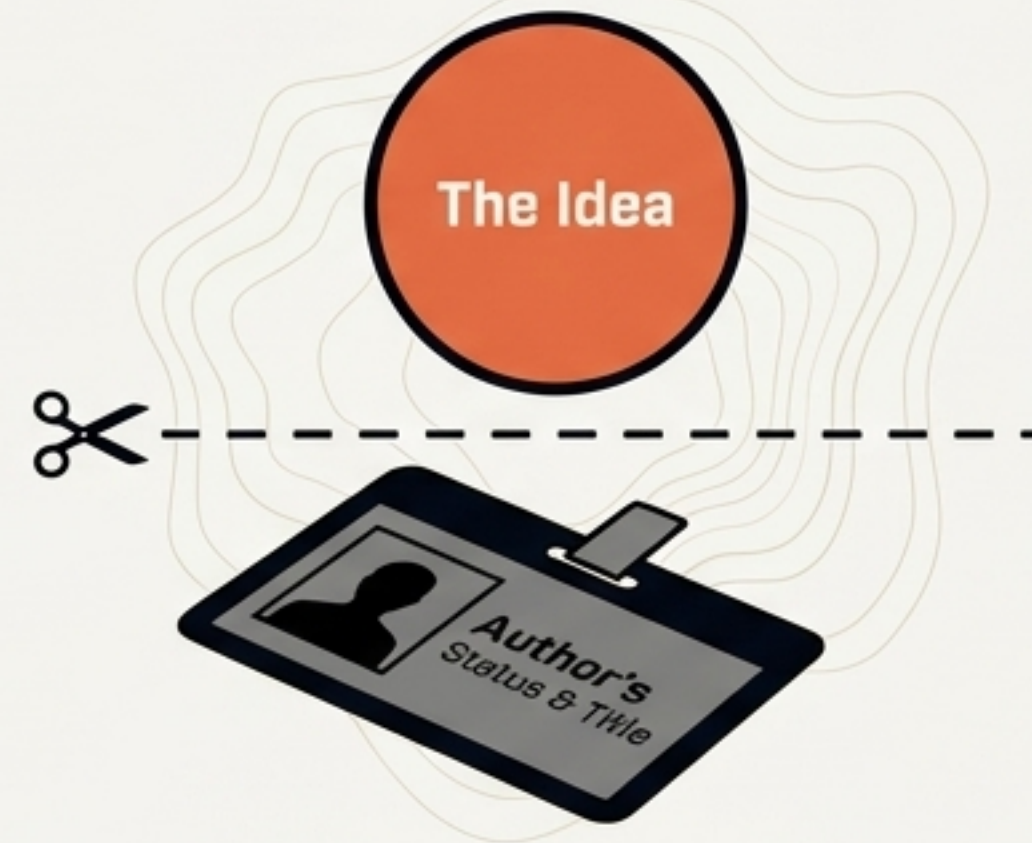
Evaluating the idea on its substance



The Old Model



Collective Decidement



The Methodology

Introducing Collective Decidement. A structured collective decision-making process developed to visually and systematically separate an idea from its author's status.

The Mechanism

When participants cannot see who submitted a proposal, the influence of status is neutralized. An idea from a director and an idea from a junior specialist are presented identically. Evaluators must respond solely to the content.

The mechanics of collective deciderment

3. Compete on Substance

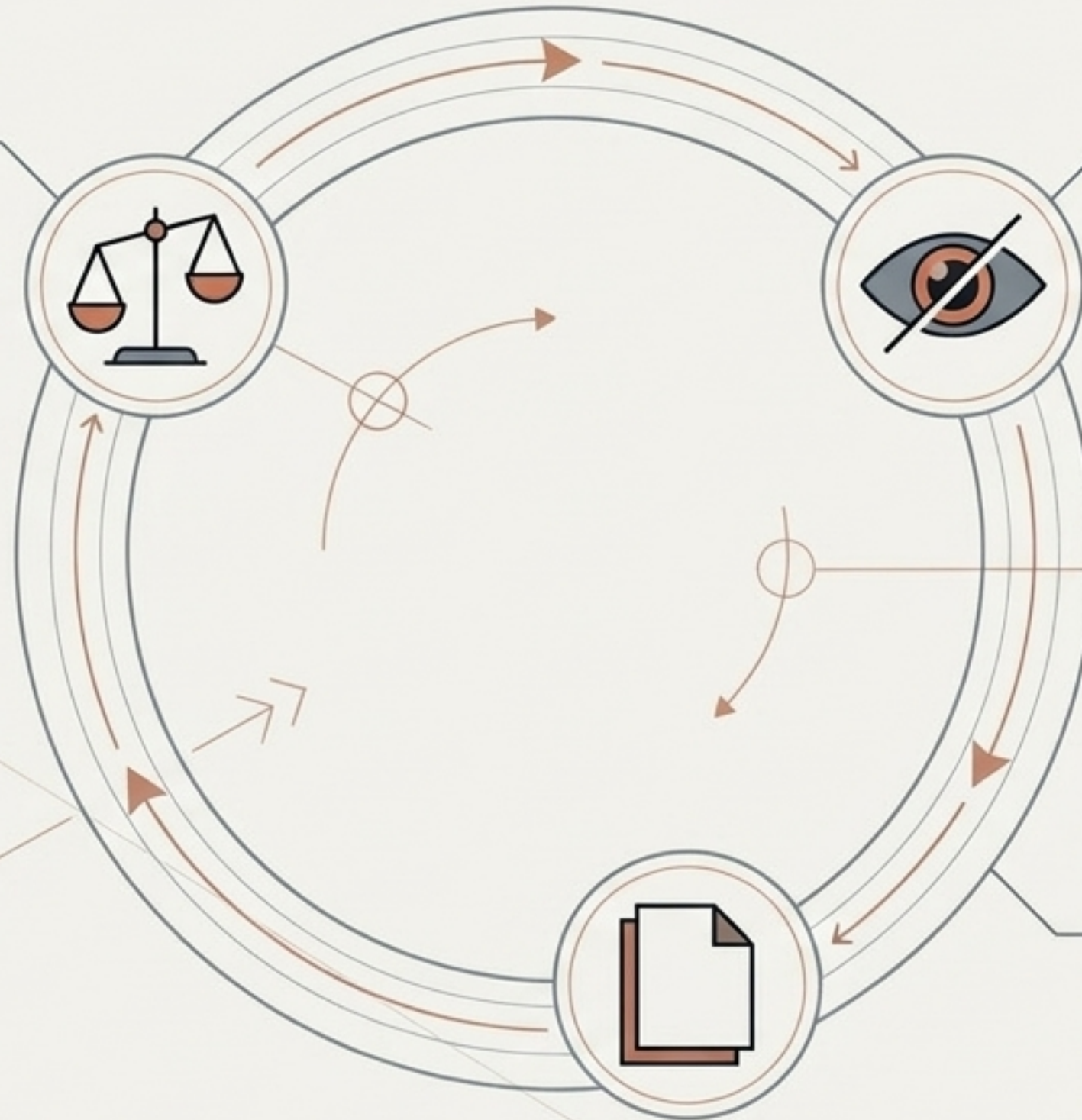
Ideas are judged purely on merit, not social weight. The cycle iterates, distilling the best available answer.

1. Evaluate Prior Proposals

Participants review earlier submissions blind. Authors and interim aggregate results remain entirely hidden.

2. Submit Novel Idea

If a participant has new value to add, they submit one clear, original, non-repetitive idea anonymously.



Accountable anonymity

The Arena - Anonymity

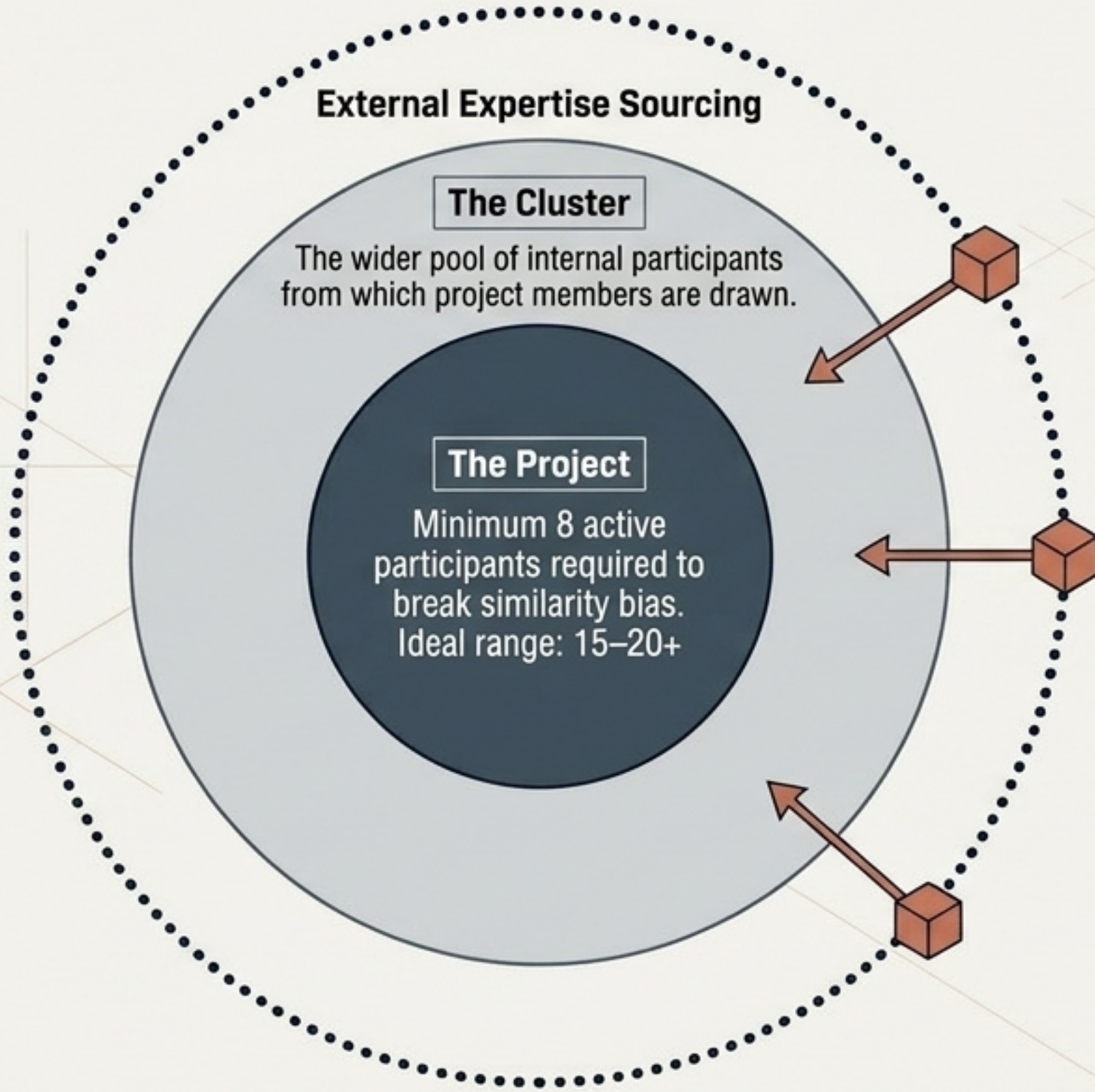
Participants remain anonymous to one another during evaluation.

The Ledger - Accountability

The system preserves the connection between a person and their actions.

Expertise is demonstrated through observable, consistently useful contributions, not just formal qualifications or job titles.

Scale and external sourcing



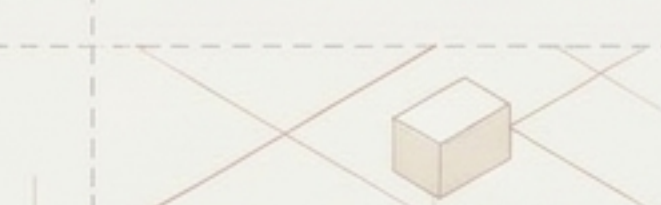
Missing Knowledge:

Sometimes the required expertise is missing altogether (e.g., unfamiliar AI tech, new regulations).

External experts, researchers, or customers can join the shared space, supplying missing knowledge without taking over the decision authority.



Two systems of organizational intelligence



	Traditional Decision System	Collective Decidement
Metric of Value	Social weight (Who said it?)	Substance (What is the idea?)
Visibility of Talent	Job title, tenure, manager assessment	Observable, peer-validated contribution
Idea Origin	The highest-paid person in the room	Anywhere in the cluster, including external
Core Philosophy	Assume we know who has the expertise in advance	Allow the process to reveal evidence of competence

The leader as architect



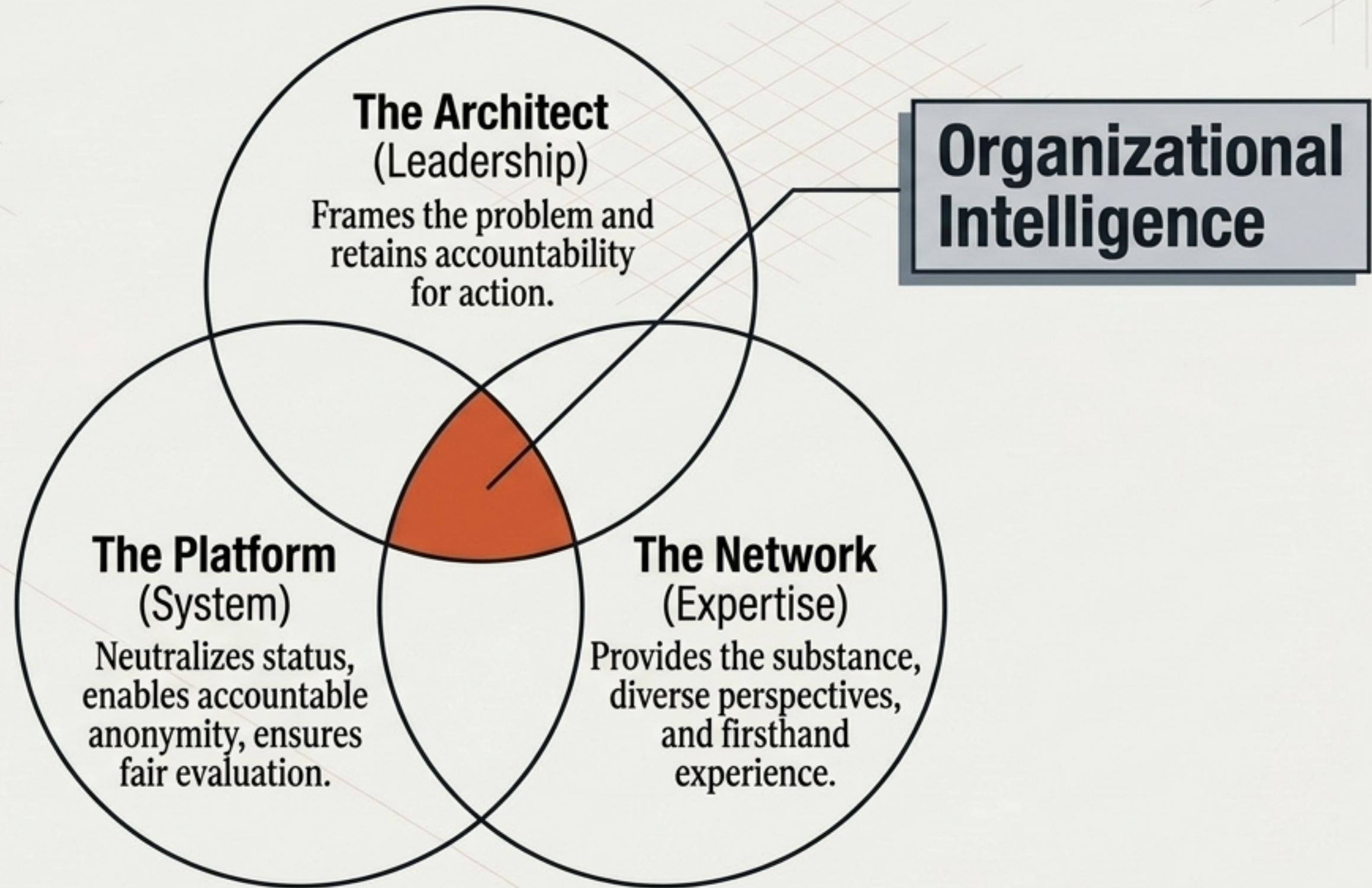
The Evolution: The leader's role shifts from generating the best solution to every problem, to creating a system in which a strong answer can emerge.

The New Demands:

1. Frame the problem accurately.
2. Bring together the relevant cluster.
3. Establish conditions for independent interaction.
4. Limit distortions caused by status.
5. Take responsibility for final action.

The Central Question: How can I create a system that helps the organization discover its best available answer?

The architecture of organizational intelligence



Discovering the intelligence within

Organizations compete fiercely for talented people. But employing them is only part of the challenge. If the decision process prevents their knowledge from influencing action, action, their expertise remains unused.

Human Resources asks:
Do we have good people?

**Organizational Intelligence asks:
Can our decision system recognize
when this particular person knows
something that others do not?**

**A well-designed organization does not need to know
in advance where its best idea will come from.**