

Crisis Communication:

Dilemma Sharing -- When Should You Do It?

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1. *When the situation is a toss-up.*

There is no basis for a decision, even a tentative one. If it's your call, you're waiting for more evidence or flipping a coin. If it's our call, you have no advice for us -- just the information that we're not being foolish whichever way we go.

2. *When you haven't decided yet.*

You are trying to decide what you're going to do or what you think we should do. It's a tough call. You would welcome our help -- our experience, information, opinions, and feelings.

3. *When you have made a tentative decision.*

There is still time to change your mind; your decision (or your recommendation) is tentative and preliminary. Now is the time to explain both your rationale and your doubts, and seek our feedback.

4. *When your decision is firm ... but could still be wrong.*

Make it clear that you have made your choice, at least for now. But it was a close call. Outline your reasons for deciding as you did. But respectfully explain the case for the "losing" position(s) too. You may turn out wrong; say so.

So when *shouldn't* you do dilemma sharing? When the decision is genuinely a no-brainer. The rest of the time -- most of the time -- share the dilemma.