Who's Making the Decisions Around Here?

Presenter: Andrew Sanderbeck

Tools and Techniques for Making Decisions as a Team

What We Will Discuss

• The situational challenges of team decision making
• Six approaches to making decisions including Team Consensus and the advantages and disadvantages of each
• Techniques to ensure participation when team member help is needed
Polling Question #1

The majority of important decisions for my team are made:

Authoritatively

Collaboratively

Where the situation is complex, consequences are significant, commitment and buy-in are important, and where team members can work together maturely, team decision making is often best.

While many of the decisions we make on a daily basis are quite simple, some are not.
These decisions may involve assimilating a huge amount of information, exploring many different ideas, and drawing on many strands of experience.

The consequences of the right or wrong decision may be profound for the team and the organization.

Why not just make all the decisions yourself?
There’s a limit to how much information any one individual can process, and a limit on how many perspectives one person can see.

Think Differently!!

See Differently!
Slide 16

Where is The Hidden Tiger?

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

Slide 17

Many decisions need full group participation to explore the situation, provide input, and make a final choice.

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

Slide 18

Groups can often make better decisions than any one person operating on his or her own.

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________

___________________________________
Many decisions need "buy-in" from the people affected by them if they're to be implemented successfully, and it's hard to get this buy-in if people haven't been involved in the decision-making process.

The Challenge of Team Decisions

As the saying goes, if you put three people together in a room, you'll often get four opinions. People can often see issues differently – and they all have different experiences, values, personalities, styles, and needs. Team decision-making strategies should therefore be used when you want to get participation and achieve consensus.

When time is of the essence, a good decision is one that's made quickly. That doesn't usually happen with full team decision making.
When one or two people have the necessary expertise to make the decision, it doesn't make sense to involve the whole team.

The challenge is that when you bring other people into the decision-making process, you need to approach decisions differently.

These approaches vary, depending on a number of different factors, including:
- The type of decision
- The time and resources available
- The nature of the task being worked on
- The environment the group wants to create
- The amount of buy-in needed
Six approaches to making decisions

1. A designated leader makes the decision without input from the group.
2. An expert selected from the group considers the options and makes a decision.

3. Decision made by authority after group discussion.
4. Decision by majority vote –
requires 50% or more of group
5. Decision by super majority vote – a designated percentage, e.g. 75%

6. Decision by consensus – a collective decision is made by the group after effective communication
With consensus, there's often compromise. Not everyone gets everything they want out of the final decision. However, because everyone has fair input, the decisions reached are often ones that all can live with.

Ensuring Participation
A consensus decision depends on hearing everyone's opinion. In a team situation, that doesn't always happen naturally: assertive people can tend to get the most attention. Less assertive team members can often feel intimidated and don't always speak up, particularly when their ideas are very different from the popular view.
Team Consensus Methods

The Stepladder Technique

Team Consensus Methods

Multi-Voting

Team Consensus Methods

The Delphi Method
Closing Thoughts

Team decision-making is often time-consuming, meaning that it makes sense to prepare for it properly. Before you organize full team participation, make sure that it's appropriate, and that you have the necessary time and resources for it.

Closing Thoughts

Teams can often commit more enthusiastically to decisions reached through consensus. Using a variety of techniques, you can achieve this in such a way that everyone has a chance to contribute to the final result.
Join Us!
Working with Team Conflicts
For Our Next Program!!

Thanks for Attending!!