Group Decision Making

Skill Module
Decision Making Options

• In small groups, identify work situations where you would recommend each of the following options for group decision making:
  – Unilateral  ____________________
  – Delegation  ____________________
  – Consultation  ____________________
  – Voting  ____________________
  – Consensus  ____________________
Personal Preferences for Group Decision Making Options

• Select the decision making option that you personally find most comfortable when you are leading a small or medium sized group and select the option that you personally find most uncomfortable:

<table>
<thead>
<tr>
<th>Most Comfortable</th>
<th>Most Uncomfortable</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unilateral</td>
<td>______</td>
</tr>
<tr>
<td>Delegation</td>
<td>______</td>
</tr>
<tr>
<td>Consultation</td>
<td>______</td>
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<tr>
<td>Voting</td>
<td>______</td>
</tr>
<tr>
<td>Consensus</td>
<td>______</td>
</tr>
</tbody>
</table>

• **Step 1:** Go to the designated area in the room where you are most comfortable
  • Form small groups of 2-3 people to discuss why you made this choice

• **Step 2:** At the instructor’s prompt, go to the area where you are most uncomfortable
  • Form small groups with 2-3 different people and discuss why you made this choice

• **Step 3:** Be prepared to discuss with the full class your insights or observations
Consensus Decision Making

• **Consensus Principles:**
  – Need not be everyone’s first choice
  – Disagree without being disagreeable
  – Everyone should be at least 70% comfortable with the decision and 100% willing to defend the decision as the group’s agreement

  *(based on the consensus principles utilized by the UAW and Saturn Corporation)*

• Checking for consensus -- three questions to ask:

  “Is everyone in agreement?”
  “Does anyone disagree?”
  “Do we have a consensus?”

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Leadership Style and Stages of Group Development

- Stages in Group Development:
  - Forming
  - Storming
  - Norming and Performing

- Situational Leadership:
  - Directing
  - Mediating
  - Coaching and Mentoring

What are the implications for group decision making?

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