



Lesson 3. Group Decision Making



FEMA

Visual 3.1
Decision Making and Problem Solving (IS-241.b)

Lesson 3 Objectives

- Identify when group decision making is a good approach.
- Describe advantages and limitations of group decision making.
- Identify methods for promoting an effective group decision-making process.



FEMA

Group/Team Decision Making

Often a good choice when:

- The situation is complex.
- Consequences are significant.
- Commitment and buy-in are important.
- There is time for deliberation and consensus building.



FEMA

Visual 3.3
Decision Making and Problem Solving (IS-241.b)

Advantages

- **Generates more favorable outcomes.**
- **Provides broader perspective.**
- **Taps creative potential.**
- **Allows increased discussion.**
- **Makes wider use of resources.**
- **Builds ownership and buy-in.**



FEMA

Limitations

- Requires adequate time and good leadership.
- May result in non-optimal compromise.
- Can be overly influenced by a vocal few.
- May get bogged down by overanalysis or influenced by haste.



FEMA

Group or Individual Decision?

1. Decision makers require additional discussion to help answer questions and reduce uncertainties.
2. The decision needed is a simple one.
3. Time to make a decision is very limited.
4. Stakeholder ownership and buy-in are needed.
5. Additional resources are needed to implement an effective solution.



FEMA

More Effective Group Decision Making



Add diversity



Form smaller groups & working groups



Foster consensus



Clarify member roles



Establish ground rules



FEMA

Add Diversity

- Key characteristic of effective groups is their diverse makeup.
- Include people who:
 - Can contribute something to the process.
 - Have a stake in the outcomes.



FEMA

Form Smaller or Working Groups



- Research has shown:
 - Groups of 2 to 5 people work effectively.
 - Optimum size group may be 2 or 3.
- Consider dividing into subgroups or working groups.

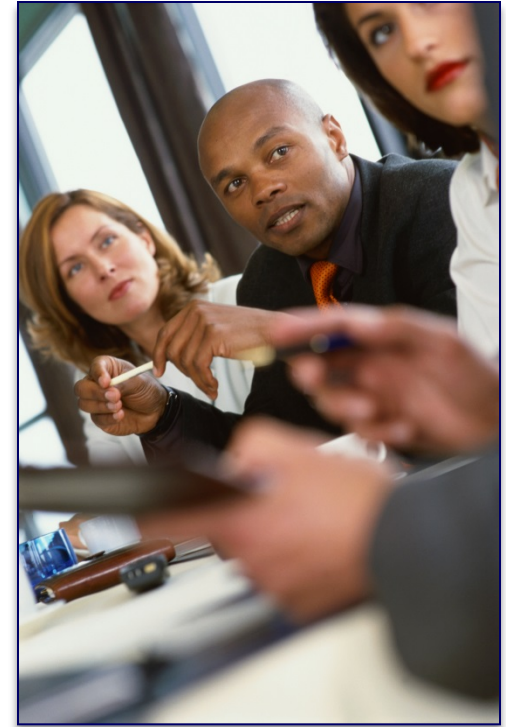


FEMA

Foster Consensus

Consensus building means bringing people together to:

- **Express ideas.**
- **Clarify areas of agreement or disagreement.**
- **Develop shared resolutions.**



FEMA

When Is Consensus Reached?

Even if it was not their choice, members can:

- **Support the decision.**
- **Work toward its implementation.**



FEMA

Visual 3.11
Decision Making and Problem Solving (IS-241.b)

Techniques for Reaching Consensus



- **Agree on criteria.**
- **Avoid win/lose techniques.**
- **Expand the alternatives.**
- **Continue the discussion.**



FEMA

Visual 3.12
Decision Making and Problem Solving (IS-241.b)

Clarify Member Roles

Identify in advance whether:

- Members are equal participants in collaboration.
- Members have decision-making authority.
- Members can make commitments for their organizations.



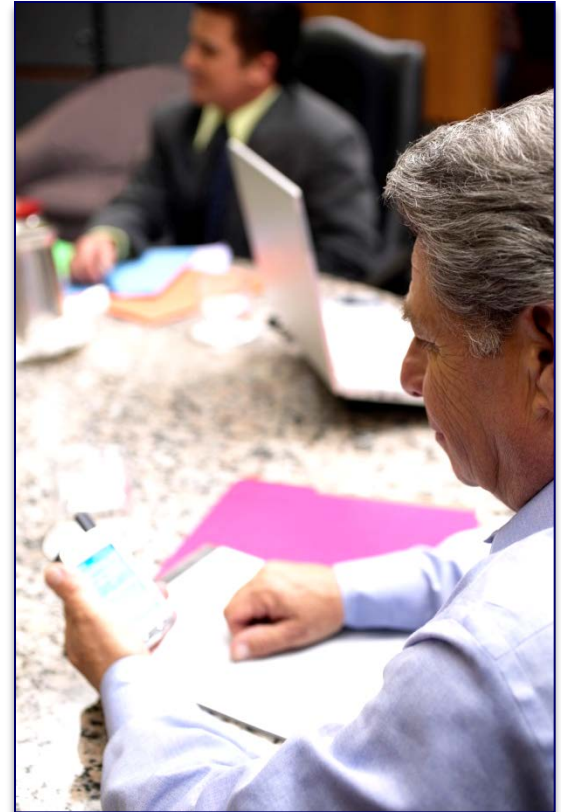
FEMA

Visual 3.13
Decision Making and Problem Solving (IS-241.b)

Establish Ground Rules

Examples:

- Establish an agenda in advance.
- Start and end on time.
- Turn off cell phones, limit side conversations, listen before adding new ideas, and speak respectfully.



FEMA

Strategies for Group Decision Making

Some examples include:

- Brainstorming.
- Pros and Cons.
- Multivoting.

A white sheet of paper with a 'Pros and Cons' template, tilted on a red background. The paper is divided into two columns by a vertical line. The left column is labeled 'Pros' and the right column is labeled 'Cons'. Each column has ten horizontal lines for writing.

Pros	Cons



FEMA

Multivoting

- Each person voting has a designated number of votes.
- A person may distribute votes as desired among the options.
- Can be used to narrow options or select one option.



FEMA

Review Questions

What are the advantages of group decision making?

What methods can enhance group decision making?



FEMA

Summary and Transition

- In Lesson 3 you examined the advantages of and ways to enhance group decision making.
- Lesson 4 will examine decision making during a crisis.



FEMA