

# Leading Teams: Framework for Decision Making

# Objectives

- Identify & Examine Decision Making Techniques
- Discuss Strengths & Weaknesses
- Consensus Building & Transparency
- Determine What Technique to Use and When

# Decision Making Techniques

- #1: Spontaneous Agreement
- #2: One Person Decision
- #3: Compromise/Negotiation
- #4: Multi-Voting
- #5: Majority Voting
- #6: Consensus Building

# #1: Spontaneous Agreement

- Strength: it's fast, easy, and everyone is happy; it unites the group
- Weakness: may be too fast; perhaps the issue actually needs discussion

## #2: One Person Decides

- Strength: it's fast and accountability is clear; can result in commitment and buy-in if people feel their ideas are represented
- Weakness: it can divide the team if the person deciding doesn't consult, or makes a decision that others can't live with; can lack buy in from the other team members

# #3: Compromise/Negotiation

- Strength: it generates lots of discussion and does create a solution
- Weakness: negotiating when people are pushing a favored point of view tends to be adversarial and can divide the team.

## #4: Multi-Voting

- Strength: it's systematic, objective, democratic, non-competitive and participative; everyone wins somewhat, and feelings of loss are minimal; it's a fast way of sorting out a complex set of options
- Weakness: Associated with limited discussion and, potentially, limited understanding of the options; team members may be swayed by one another if the voting is done out in the open, rather than by ballot

# #5: Majority Voting

- Strength: it's fast and decisions can be of higher quality if the vote is preceded by a thorough analysis
- Weakness: it can be too fast and low in quality if people vote based on their personal feelings without the benefit of hearing each other's thoughts or facts; it creates winners and losers, and can divide the team; the show of hands method may put pressure on people to conform

## #6: Consensus Building

- Strength: Greater sense of parish unity; it demands high involvement; **collaboration can increase the quality of solutions developed by the parties**; it builds buy-in and high commitment to the outcome
- Weakness: it's time-consuming and **collaboration can decrease the quality of solutions developed by the parties** without proper data collection

# Consensus Building and Transparency

- **Consensus** occurs when the everyone agrees upon a decision, strategy, or plan of action that all can live with, and can support for the good of the church.
- **Consensus** is often incorrectly assumed to imply complete agreement, but is rather the ability to support a given decision.
- **Consensus** is easy when mission is clear and **non-negotiable**.

# Questions for Consensus

- Does everyone accept this decision?
- Is anyone opposed to this decision?
- Can everyone live with this decision?
- Can everyone support this decision?

# Quiz

Q: All of the following statements describe decision making in groups EXCEPT

- a. Groups usually take less time to make a decision than an individual working alone.
- b. A group generates more ideas than an individual working alone.
- c. Groups generally produce better decisions than individuals.
- d. all of the above

**A: a. Groups usually take less time to make a decision than an individual working alone.**

# Quiz

Q: As a decision-making method, voting works best when

- a. a group is not pressed for time.
- b. an issue is highly controversial.
- c. a group is small enough to make vote counting easy.
- d. there is no other way to break a deadlock.

**A: d. there is no other way to break a deadlock**

# Quiz

Q: A Parish Council is composed of 12 members. If the parish council makes decisions based on a consensus, how many members must be in favor of the group decision?

- a. 5
- b. 7
- c. 12
- d. 10

**A: c 12**

# Quiz

All of the following guidelines help a group achieve consensus EXCEPT

- a. Get everyone involved in the discussion.
- b. Welcome differences of opinion.
- c. Listen carefully to other members.
- d. Use techniques such as trading one decision for another.

**A: d. Use techniques such as trading one decision for another**

# Quiz

The major advantage and reason for using the Multi Voting technique is that it

- a. focuses on preparation, competence, and communication functions.
- b. requires members to analyze questions of fact, value, conjecture, and policy.
- c. helps reduce and refine a large number of suggestions into a manageable number of ideas.
- d. relies on the creativity of all members.

**A: c. helps reduce and refine a large number of suggestions into a manageable number of ideas**

# Activity

What Technique Am I?

# Questions?

