

# Group Decision Making

April 26, 2016



# Pros and Cons of Group Decisions

Like any other process, the process of making group decisions has its own sets of advantages and disadvantages.

## Advantages

- Group decisions help to combine individual strengths of the group members, hence has a set of varied skill sets applied in the decision-making process.
- Enhanced collective understanding of the course of action to be taken after the decision is taken.
- It gains greater group commitment since everyone has their share in the decision-making process.
- It imbibes a strong sense of team spirit amongst the group members and helps the group to think together in terms of success as well as failure.

## Disadvantages

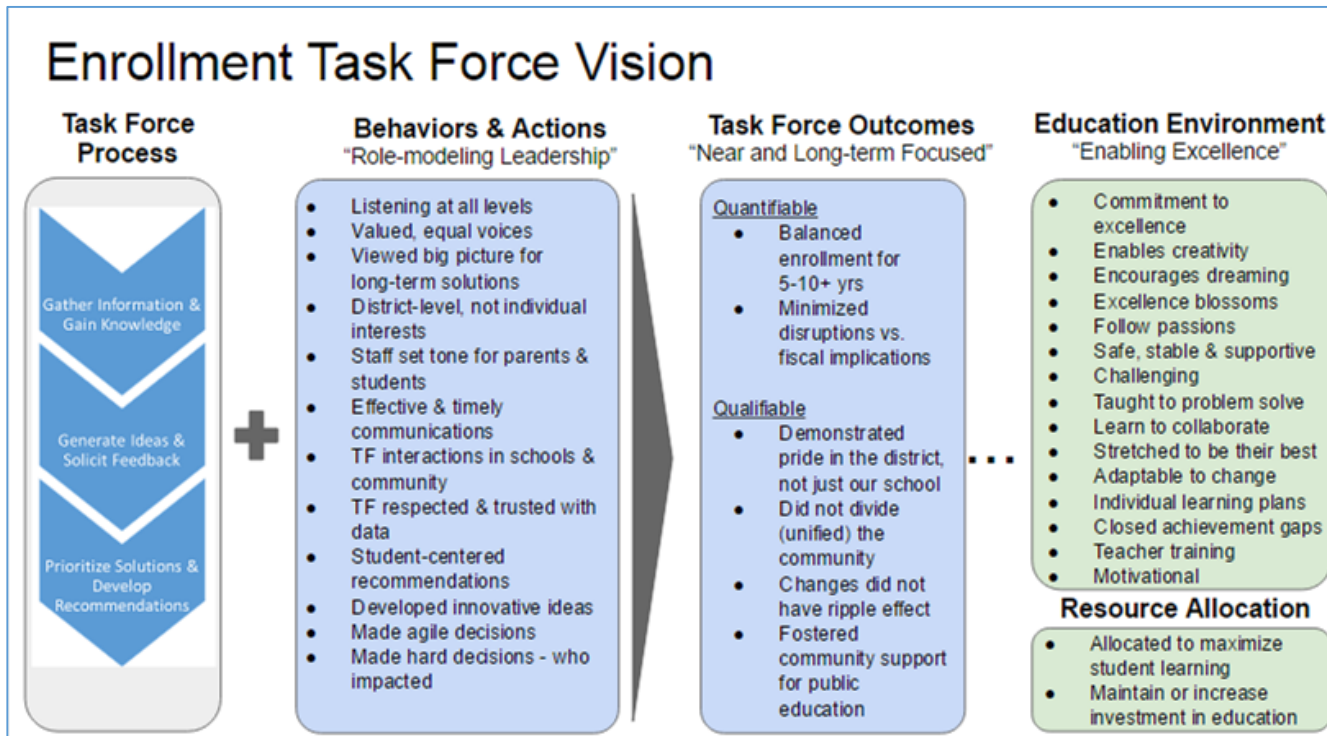
- Individual opinions can be biased or affected with preconceived notions that can hinder the process.
- It is more time-consuming than the process of individual decision-making.
- It takes longer to be finalized since there are many opinions to be considered and valued.

# Variety of Approaches for Different Situations

**Group decision making methods generally fall into these major approaches:**

- **Consultation with a single decision maker** - The decision group is consulted for information and advice but one person consolidates and makes the final choice.
- **Group averaging** - The decision is derived from some form of averaging of independent individual selections.
- **Voting** - A selection is made based on achieving an agreed portion of votes from the group. Multiple rules exist that include majority, super majority (60%, two-thirds), or highest number of votes (winner takes all), and often rules can consider establishing minimum participation for validity.
- **Consensus** - A majority agrees and no one objects.
- **Unanimous** - All must agree.

# Consensus aligns best with your Vision



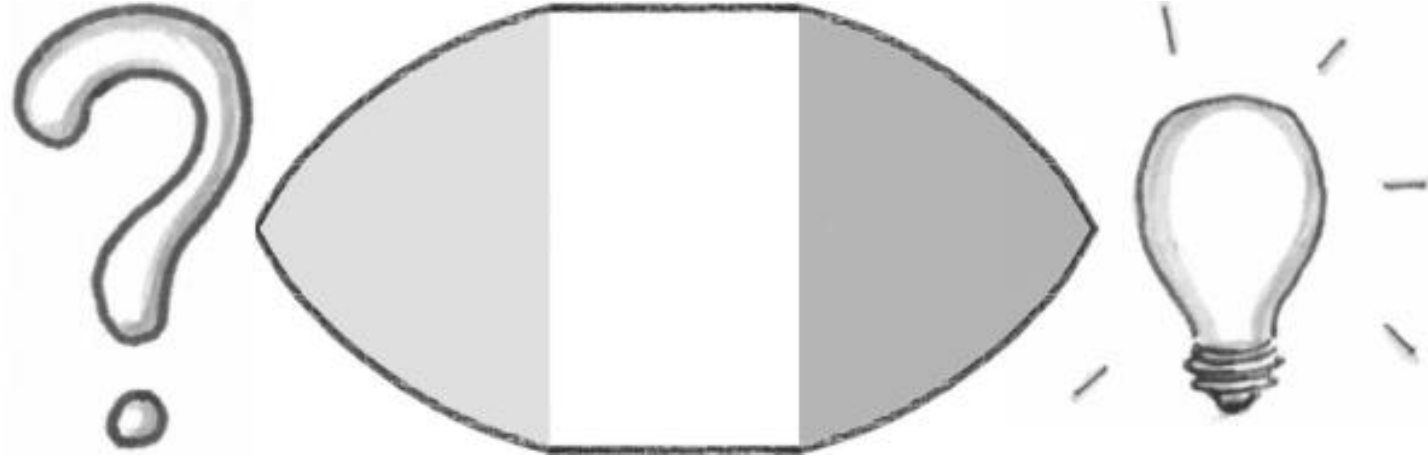
## Consensus Approach

- Creative & dynamic
- Committed to finding solutions that everyone actively supports, or at least can live with
- Respectful dialog between equals
- Active participation
- Looking for win-win solutions
- Tends to promote higher quality decisions
- Everyone agrees with the final decision (recommendation), resulting in a greater commitment to actually turning it into reality
- Every person has the power to make changes they find unacceptable... minority opinions cannot be ignored, but solutions have to be found to deal with their concerns
- A powerful tool for empowering individuals, bringing people together and building communities.

# Conditions for Consensus

- **Common Goal**
- **Commitment to reach consensus:** requires a lot of commitment and patience to make it work. Everyone must be willing to really give it a go. This means not only being deeply honest about what it is you want or don't want but also able to properly listen to what others have to say. Everyone must be willing to shift their positions, to be open to alternative solutions and be able to reassess what they consider to be their needs. It would be easy to call for a vote at the first sign of difficulty, but in the consensus model, differences help to build a stronger and more creative final decision.
- **Trust and openness**
- **Sufficient time**
- **Clear Process**
- **Active participation:** if we want a decision we can all agree on then we all need to play an active role in the decision making. This means listening to what everyone has to say, voicing thoughts and feelings about the matter and pro-actively looking for solutions that include everyone.
- **Good facilitation**

# The Consensus Process



## **Opening Out (Diverging)**

Share needs, concerns, desires and emotions.

Generate ideas.

## **Discussion**

Explore ideas and pros and cons.

Try to understand each other's needs and concerns...and those of the stakeholders we represent

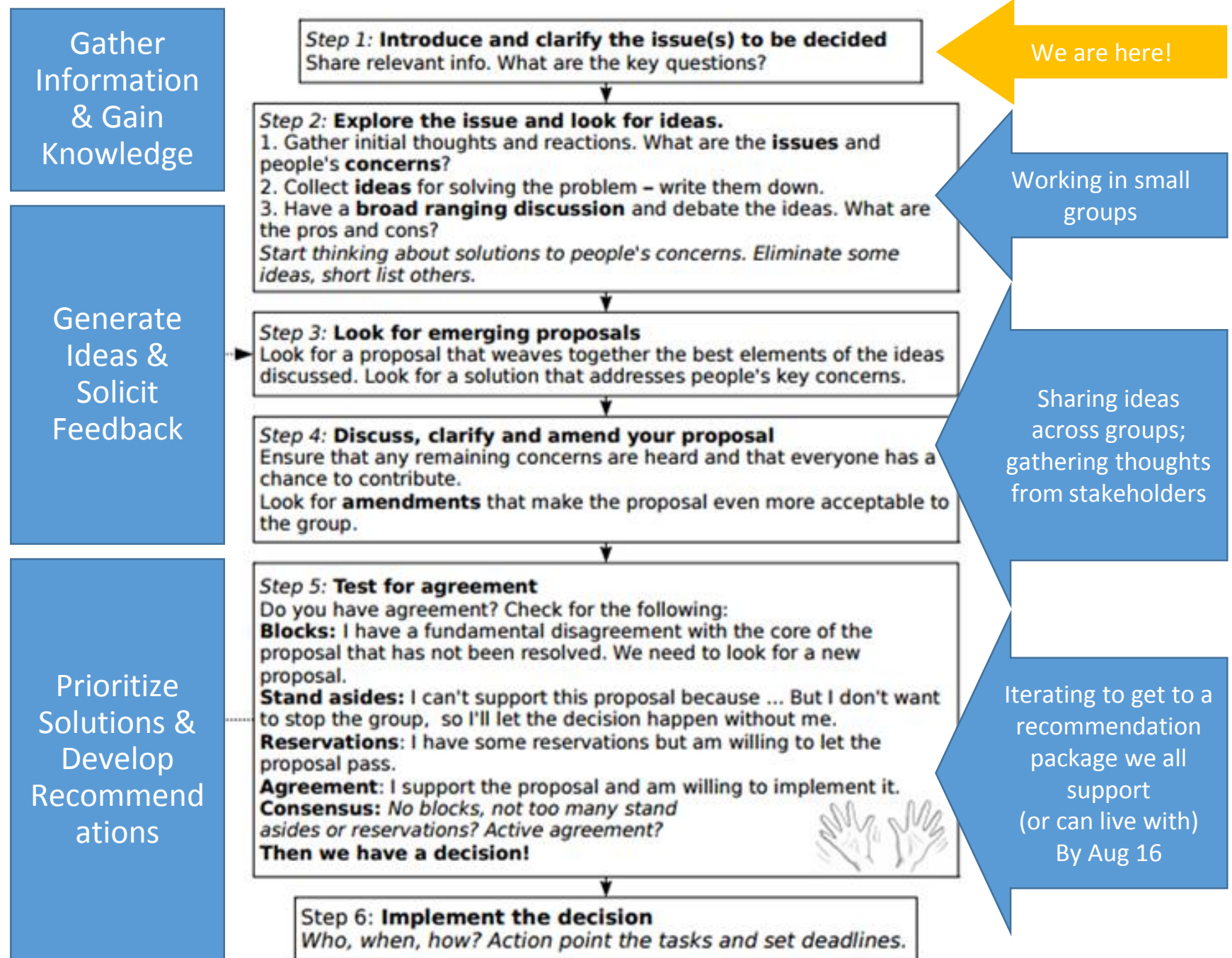
## **Synthesis (Converging)**

Find common ground and build proposals by weaving together different ideas.

Proposals need to address fundamental needs and key concerns. (We will assess them vs. Critical Success Factors)

Key Skills Throughout: Active Listening, Summarizing, and Synthesizing

# The Consensus Process



# Consensus Example from a Start-up: Saturn Corp.

**Consensus** means that members are willing and able to “live with” the recommendation or decision. “Live with” in a consensus setting means that members of the group will:

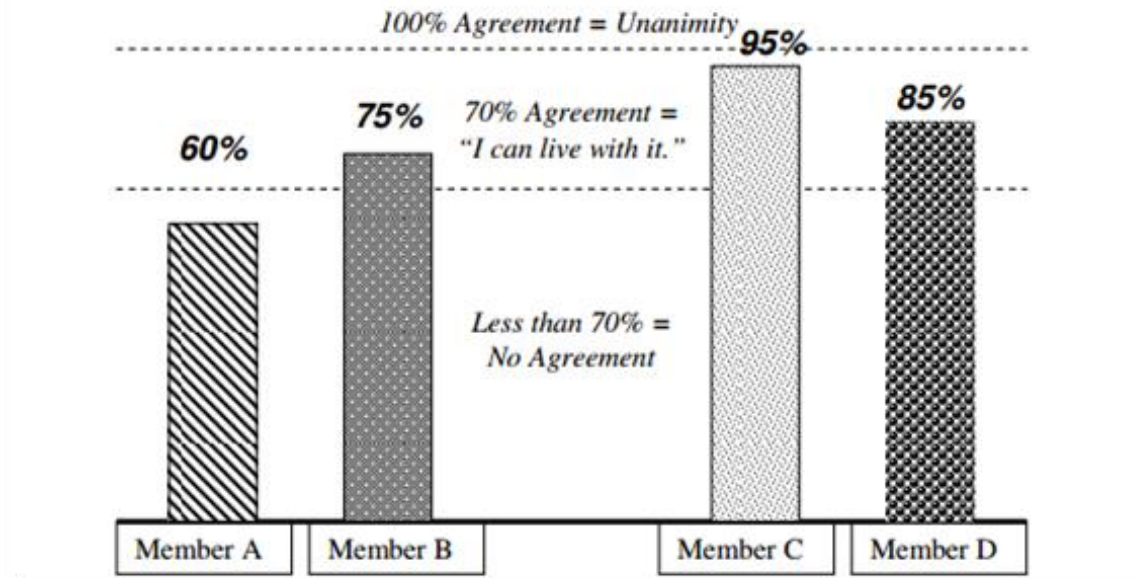
- Support the decision during implementation
- Not criticize or disown the decision outside the group meetings

## The 70% Criterion Approach

- Helps to account for uncertainty, small reservations and imperfect information
- Allows the group to push towards more creative solutions

Only *Member A* has not reached the 70% level. Initially, the group would not have consensus. However, if the one member cannot shift his or her position and is not able to offer an alternative that the group will consider or use to modify the existing proposal, then the group will have consensus by definition.

### Proposal #1-Consensus Rating for Each Member of the Committee





# Guidelines for Participating in Consensus

- **If you don't understand something, don't be afraid to say so.**
- **Be willing to work towards the solution that's best for everyone, not just what's best for you.** Be flexible and willing to give something up to reach an agreement.
- **Help to create a respectful and trusting atmosphere.** Nobody should be afraid to express their ideas and opinions. Remember that we all have different values, backgrounds and behavior and we get upset by different things.
- **Explain your own position clearly.** Be open and honest about the reasons for your view points. Express your concerns early on in the process so that they can be taken into account in any proposals.
- **Listen actively to what people are trying to say.** Make a deliberate effort to understand someone's position and their underlying needs, concerns and emotions. Give everyone space to finish and take time to consider their point of view.
- **Think before you speak, listen before you object.** Listen to other members' reactions and consider them carefully before pressing your point. Self restraint is essential in consensus - sometimes the biggest obstacle to progress is an individual's attachment to one idea. If another proposal is good, don't complicate matters by opposing it just because it isn't your favorite idea! Ask yourself: "Does this idea work for the group, even if I don't like it the best?" or "Are all our ideas good enough? So does it matter which one we choose?"
- **Don't be afraid of disagreement. Consensus isn't about everybody thinking the same thing.** Differences of opinion are natural and to be expected. Disagreements can help a group's decision, because with a wide range of information and opinions, there is a greater chance the group will find suitable solutions. Easily reached consensus may cover up the fact that some people don't feel safe, or confident enough to express their disagreements.
- **Discuss and debate the ideas...** don't make it personal & don't take it personally.

Now, let's try it  
out!

# “Weighting” the Critical Success Factors

Weighted CSFs will become part of a Decision Matrix /Pugh Matrix to assess and prioritize our ideas later.

**1** Individually & Independently Assign 10 points (Weights) across the factors...

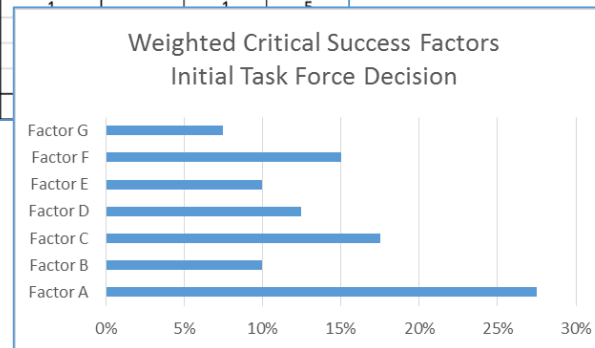
- You are representing what you think is best for the entire district, not your own school(s) or family.
- You can apply any/all of your 10 points to any of the 7 CSFs

	Name 1
Factor A	1
Factor B	2
Factor C	4
Factor D	0
Factor E	1
Factor F	2
Factor G	0
<b>Total</b>	<b>10</b>

**2** Combine Weights of the Task Force to get a Group Weighting... Share different perspectives

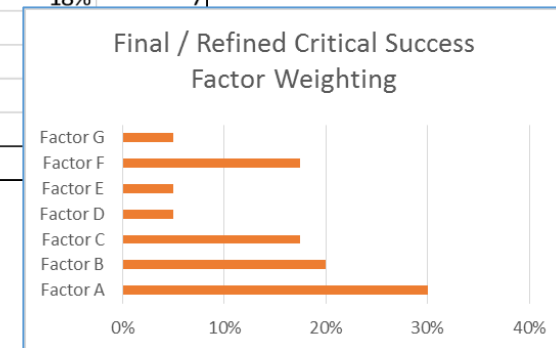
Use Consensus Process to confirm “buy in” for Initial Group CSF Weighting

	Name 1	Name 2	Name 3	...	Name X	Group
Factor A	1	4	2		4	11
Factor B	2	0	0		2	4
Factor C	4	1	1		1	7
Factor D	0	3	1		1	5
Factor E	1	2				3
Factor F	2	0				2
Factor G	0	0				0
<b>Total</b>	<b>10</b>	<b>10</b>				



**3** Based on additional data and stakeholder input/feedback, refine as needed

	Perct	
Factor A	30%	12
Factor B	20%	8
Factor C	18%	7
Factor D		
Factor E		
Factor F		
Factor G		



# Our Critical Success Factors

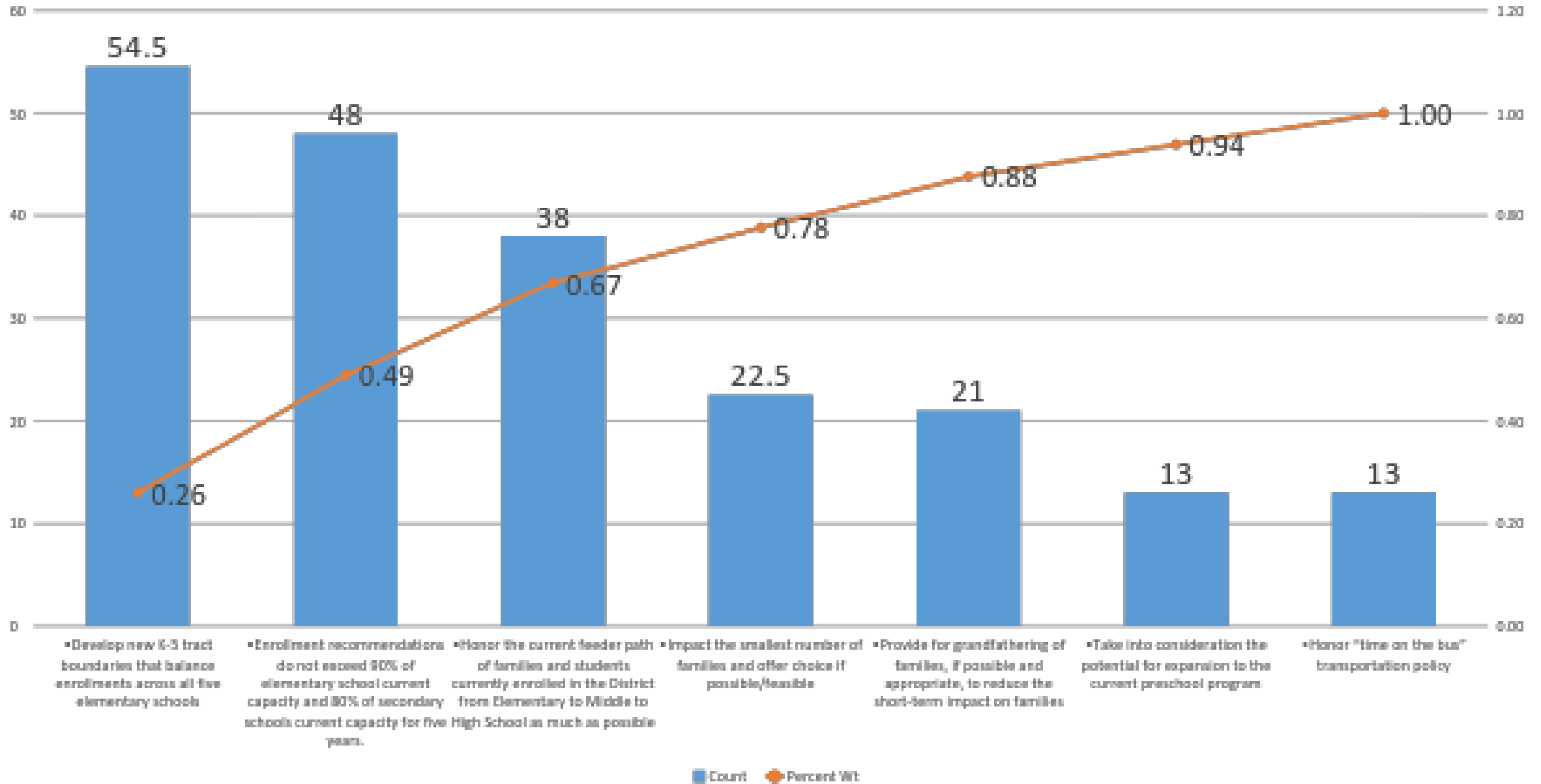
Name:

- You are representing what you think is best for the entire district, not your own school(s) or family.
- You can apply any/all of your 10 points to any of the 7 CSFs
- Please hand in your weighting for tabulation

- Develop new K-5 tract boundaries that balance enrollments across all five elementary schools
- Enrollment recommendations do not exceed 90% of elementary school current capacity and 80% of secondary schools current capacity for five years.
- Honor the current feeder path of families and students currently enrolled in the District from Elementary to Middle to High School as much as possible
- Impact the smallest number of families and offer choice if possible/feasible
- Provide for grandfathering of families, if possible and appropriate, to reduce the short-term impact on families
- Take into consideration the potential for expansion to the current preschool program
- Honor “time on the bus” transportation policy

**Confirm Total = 10**

Critical Success Factor Weighting  
Initial TF Input - April 26, 2016



# Individual Input into Critical Success Factor

## Weighting

	Develop new K-5 tract boundaries that balance enrollments across all five elementary schools	Enrollment recommendations do not exceed 90% of elementary school current capacity and 80% of secondary schools current capacity for five years.	Honor the current feeder path of families and students currently enrolled in the District from Elementary to Middle to High School as much as possible	Impact the smallest number of families and offer choice if possible/feasible	Provide for grandfathering of families, if possible and appropriate, to reduce the short-term impact on families	Take into consideration the potential for expansion to the current preschool program	Honor "time on the bus" transportation policy	Total
Lisa Mellone	1	2	3	3	1	0	0	10
Sarah Sagert	3	0.5	0.5	2	1	0	3	10
Jeff Wurster	0	5	2	2	1	0	0	10
Dan Westfahl	4	1	0	3	1	0	1	10
Danny Thomas	3	3	1	2	0	1	0	10
Heather Paradis	1	4	0	1	2	2	0	10
Paul Neumeier	1	3	2	2	2	0	0	10
Jeanne Siegenthaler	3	3	0	0	0	3	1	10
Franklin O.	4	0	0	2	2	1	1	10
David Frank	3	4	2	1	0	0	0	10
Bridget Mangan	1	2	1	2	1	1	2	10
Bill Aslin	4	3	1	2	0	0	0	10
Lisa Rettler	2	3	1	1	1	1	1	10
Scott Wheeler	0	3	1	3	1	2	0	10
Kori Hartman	3	1	0	2	3	0	1	10
Sylvia Pasquini	3	2	0	1	1	2	1	10
Andy Farley	4	3	1	2	0	0	0	10
Jean Lambert	1	3	2	2	1	0	1	10
John Schnabl	3	2	1	2	1	0	1	10
Stephen Taipala	2	4	2	1	1	0	0	10
Karen Wolff	2	3	2	2	1	0	0	10
Totals	48	54.5	22.5	38	21	13	13	210
	23%	26%	11%	18%	10%	6%	6%	