



TEAM BUILDING - GROUP DECISION

"When you have to make a choice and you don't make it, that itself is a choice."

William James

"Nothing is more difficult, and therefore more precious, than to be able to decide."

Napoleon Bonaparte

Making up a decision involves to choose an alternative from a multitude of available options. Every day we face different situations, simple or complex, and we have to decide for one direction or another. So, difficult choices typically means uncertainty, responsibility, high-risk consequences and many alternatives.

In an organizational environment, the decision stake gets higher because if we do not make the right call, the consequences will exceed the individuals, converging to the group level.



THE STEPS OF THE DECISION MAKING PROCESS

In order to take a good decision we have to use an organized and well balanced process. This process have to be clearly defined to reduce the risk of taking a wrong decision because of lack of information and analysis. Decisions are based on a mix of information, data and facts which become valuable only when everything is processed and analyzed.

An efficient decision making process is made by different phases, by collecting and analyzing information, and, extremely important, completed with an appropriate feedback. The literature presents several models for this process, with five, six or eight steps. For simplicity and symmetry we present below a model consisting of six main stages.

DEFINING THE ISSUE	ALTERNATIVES	ALTERNATIVES ASSESMENT
<ul style="list-style-type: none"> • What are we dealing with ? • Defining the final objective 	<ul style="list-style-type: none"> • Search for possible solutions • Brainstorming 	<ul style="list-style-type: none"> • Evaluation criteria • Assessment and solutions ranking
DECISION	IMPLEMENTATION	MONITORING
<ul style="list-style-type: none"> • Support decision techniques • Solution selection 	<ul style="list-style-type: none"> • Implementation tools • Move to action 	<ul style="list-style-type: none"> • Progress monitoring • Feedback



GROUP DECISION

PROS	CONS
<ul style="list-style-type: none"> • A lot of ideas will sure lead to the best decision • The team cohesion will increase, as well as the interest for organizational integration • Personal interest is subordinated to the team solution • Out of the daily routine and new ideas generation 	<ul style="list-style-type: none"> • Decision can be blocked when the diversified opinions are not convergent • Time consuming process, due to discussions and analysis • Possible conflicts arising from different points of view

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