





# Module 3 – Problem Solving

Topic 3: Decision-Making

Session 4





# “ Introduction

The decision making process is the method of collecting relevant data, evaluating options and making a final decision.

In this session, we will explore the **advantages and disadvantages of making decisions in groups**, as well as the various **methodologies** that can be used to make decisions as a team.





# Outline

- A- Group decision-making – pro and con
- B- Group decision-making methodology

An aerial photograph of a sailboat on a dark blue, textured body of water. The boat is white with a blue stripe and is positioned on the left side of the slide, oriented vertically.

## **A- Group-decision making – pro and con**



# A- Group decision-making – pro and con

## ▶ The pro of group decision-making

- A pool of information
- Acceptance
- Diversity of viewpoints
- Various alternatives
- Balanced decision





# A- Group decision-making – pro and con

## ▶ The con of group decision-making

- Dominance
- Conflict
- Slower process
- Peer pressure and group think
- Diffuse responsibility

An aerial photograph of a sailboat on a dark blue, textured body of water. The boat is small and positioned on the left side of the frame, moving towards the bottom. The water has a mottled, almost abstract appearance due to the lighting and texture.

## **B- Group-decision making methodology**





## B- Group decision-making methodology

### ► Brainstorming (pro)

- Everyone shares his or her idea
- No criticism or comments allowed
- Works better in small groups



## B- Group decision-making methodology

### ► Brainstorming (con)

- Ideas might be so scattered with no final plan unless the manager puts them together.
- Group members feel they shared their thoughts for nothing.



## B- Group decision-making methodology

### ► Brainstorming – Final decision

- It's up to the manager to select the best ideas and put them together to solve a problem.



# B- Group decision-making methodology

## ▶ Delphi questionnaire

- First enquiry by email/First response
- Analysis, feedback and 2<sup>nd</sup> enquiry
- Second response





## B- Group decision-making methodology

### ▶ Delphi questionnaire – Final decision

- Repeat until a solution found



## B- Group decision-making methodology

### ▶ Nominal Group Technique (NGT)

- Group members write their ideas on a chart
- Discussion



## B- Group decision-making methodology

▶ Nominal Group Technique (NGT) –  
Final decision

- Voting (by email)



## B- Group decision-making methodology

### ▶ Fish-bowling

- Members sit in circle, with the decision maker at the center.
- He suggests solutions given by the members
- Group members can ask questions to the person in the center.







## B- Group decision-making methodology

- ▶ Fish-bowling – Final decision
  - By voting.



## B- Group decision-making methodology

### ▶ Devils advocacy

- One or two group members are appointed as “Devils”.
- They have to identify flaws in the suggested ideas.
- Other members have to come up with convincing answers.





## B- Group decision-making methodology

- ▶ Devils advocacy – final decision
  - Other members have to come up with convincing answers.



# B- Group decision-making methodology

## ▶ Didactic Interaction

- Defining the problem
- Divide the group into two parts: one for Yes and one for No,
- Discussion
- Inter-changing sides and continue the discussion





## B- Group decision-making methodology

### ▶ Didactic Interaction – Final decision

- Reach mutual acceptance.



## B- Group decision-making methodology

### ► Mixing methodologies

Mixing methodologies is not recommended before the manager or leader announces the failure of the previous method.

Moving to a new method can then be justified and adopted by the team.



## B- Group decision-making methodology

### ► Mixing methodologies

The manager or group leader can adopt a new methodology after he explains the failure of the previous one. Same ideas can be shared by members, although team leader should encourage members to share new solutions.

Thank you





# Contact us

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