

# Decision-Making

# Problem Solving

# Decision - making

## Symptoms of decision-making potholes:

- ✓ Wheel spinning
- ✓ Off-topic discussions
- ✓ Moving too slowly toward a decision
- ✓ Jumping too quickly to a decision
- ✓ Rigid point of view
- ✓ Conflict
- ✓ Mediocre solutions
- ✓ Lack of energy or enthusiasm
- ✓ Few ideas
- ✓ Resorting to majority rules

# Decision - making - continued

**Decision-making potholes when following are absent:**

- ✓ **An objective understood and agreed to**
- ✓ **A structured process**
- ✓ **Right decision-making method**
- ✓ **Sufficient information and knowledge**
- ✓ **Right members at the table**
- ✓ **Sufficient and well-managed time**
- ✓ **Positive group behaviour**
- ✓ **Innovative thinking**
- ✓ **Best decision-making tools**
- ✓ **Reflection time**

# **Decision - making methods**

- 1. One person or another makes the decision**
- 2. The decision is made through consensus of the group**
- 3. A majority vote of the group members determines the decision**

## Methods - continued

1. 1.

2. a) - decision made by leader

- item brought to group for their input but someone else makes the decision
- the group empower one individual to make a particular decision

# Methods - continued

**b) Consensus** - a decision with 100% agreement / a decision everyone can live with

**To achieve consensus:**

- ✓ confirm consensus is required
- ✓ Post definition of consensus
- ✓ Agree on a back-up plan
- ✓ Use tools that effectively structure process
- ✓ Confirm support
- ✓ Recap and confirm

## Methods - continued

### c) Majority vote (time-efficient, clear-cut, effective )

- ✓ clarify group objective or problem to resolve
- ✓ Review the options
- ✓ Confirm group accepts majority voting
- ✓ Decide how vote taken
- ✓ Determine what is a majority

# Problem-solving techniques

## De Bono's Six Hats

**1. WHITE HAT : look at the facts**

- look only at facts and figures; think about info. You have and info you need for a sound decision

**2. RED HAT : Consider how you feel**

- think how you feel about each option

**3. GREEN HAT : Be creative in your thinking**

- think laterally and creatively about each option, open your mind to new ideas

**4. BLUE HAT : Look at the big picture**

- each option in the light of overall situation



# **Problem solving techniques - continued**

**5. BLACK HAT : Outline what is negative**

**- think of downsides of each option (what will not work)**

**6. YELLOW HAT : Outline what is positive**

**- benefits of each option**

**!!! Encourage everyone to wear all 6 hats for each item discussed**

# **Problem-solving techniques - continued**

## **The Brainstorming Technique**

**-encourages creative, innovative thinking –**

**Rules for brainstorming (post/distribute at outset) :**

- ✓ **Bizarre ideas are welcome**
- ✓ **Look for opportunities to build on ideas**
- ✓ **Do not evaluate or discuss ideas**
- ✓ **Everyone participates**
- ✓ **Produce as many ideas as possible**
- ✓ **Throw out ideas quickly**
- ✓ **Have fun**

# Brainstorming - continued

## Steps

- clarify topic / problem
- present and get agreement on rules for group
- Set a timeframe for idea generation
- Invite members to throw out ideas
- Capture each idea on flipchart / board as it is presented
- Encourage ideas to continue to flow
- Provide time for reflection
- Add additional ideas to the list
- Discuss the ideas (look for commonalities & combinations)
- Agree on best ideas

# Problem-solving and decision-making tools

- ❑ **The Generating and Organizing Ideas Technique**
- ❑ **Force Field Analysis**
- ❑ **Pros and cons chart**
- ❑ **Multi-voting**
- ❑ **Priority Sequencing**
- ❑ **The decision-making criteria grid**