B0646
Fundamentals of Management
Individual & Group Decision Making

B0646
管理基础
个人与团体做决定

Decision and decision making

- A decision is a choice made from among available alternatives.
- Decision making is the process of identifying and choosing alternative courses of action.

jisu翻译器发生异常

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趣卡翻译（fanyi.qukaa.com）

Two Systems of Decision Making

- System 1—intuitive and largely unconscious:
  - System 1 operates automatically and quickly; it is our fast, automatic, intuitive, and largely unconscious mode
  - e.g., when we detect hostility in a voice or detect that one object is more distant than another.
- System 2—analytical and conscious:
  - System 2 is our slow, deliberate, analytical, and consciously effortful mode of reasoning
  - e.g., when we have to fill out a tax form or park a car in a narrow space.

两种决策系统

- 系统1——直觉和很大程度上是无意识的：

  系统1自动快速运行；这是我们的快速、自动、直观且基本无意识的模式

  例如，当我们在声音中检测到敌意或检测到一个物体比另一个物体更远。
- 系统2——分析的和有意识的：

  系统2是我们缓慢、深思熟虑、分析和有意识地努力的推理方式

  例如，当我们必须填写税表或将车停在狭窄的空间。

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- *Why don't we use the more deliberate and rational System 2 more often?*
- Because it's lazy and tires easily, so instead of slowing things down and analyzing them, it is content to accept the easy but unreliable story that System 1 feeds it.

为什么我们不使用更刻意和理性系统2更频繁？

因为它很懒，很容易疲倦，所以而不是放慢速度并分析它们，它满足于接受系统1提供的简单但不可靠的故事。

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Rational Decision Making

- Rational model of decision making, also called the classical model, explains how managers should make decisions.
- It assumes managers will make logical decisions that will be the optimum in furthering the organization's best interests.
- The rational model is prescriptive, describing how managers ought to make decisions.

理性决策

理性决策模型，也称为
经典模型，解释了管理者应该如何做出决策。

它假设管理者将做出合乎逻辑的决定，
成为促进组织最佳利益的最佳选择。

理性模型是规定性的，描述如何
管理者应该做出决定。

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- Stage 1: Identify the Problem or Opportunity—Determining the Actual versus the Desirable
  - Problems, or difficulties inhibit the achievement of goals.
  - opportunities are situations that present possibilities for exceeding existing goals.
- Stage 2: Think Up Alternative Solutions—Both the Obvious & the Creative
- Stage 3: Evaluate Alternatives & Select a Solution—Ethics, Feasibility, & Effectiveness

阶段1：确定问题或机会——

确定实际与理想

问题或困难阻碍了目标的实现。 机会是提供以下可能性的情况

超越现有目标。

第2阶段：考虑替代解决方案——

明显与创意

第3阶段：评估备选方案并选择解决方案——

道德、可行性和有效性

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- Stage 4: Implement & Evaluate the Solution Chosen
  - Successful Implementation:
    - Plan carefully;
    - Be sensitive to those affected.
  - Evaluation: What should you do if the action is not working (*the Law of Unintended Consequences*)?
    - Give it more time.
    - Change it slightly.
    - Try another alternative.
    - Start over.

第4阶段：实施和评估解决方案选择

成功实施：

仔细计划；对受影响的人保持敏感。

评估：如果行动不是你应该怎么做工作（意外后果法则）？

给它更多时间。稍微改变一下。尝试另一种选择。重来。

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Assumptions of the Rational Model

- **Complete information, no uncertainty:** You should obtain complete, error-free information about all alternative courses of action and the consequences that would follow from each choice.
- **Logical, unemotional analysis:** Having no prejudices or emotional blind spots, you are able to logically evaluate the alternatives, ranking them from best to worst according to your personal preferences.
- **Best decision for the organization:** Confident of the best future course of action, you coolly choose the alternative that you believe will most benefit the organization.

理性模型的假设

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Nonrational Decision Making

- Nonrational models of decision making explain how managers make decisions;
- They assume that decision making is nearly always uncertain and risky, making it difficult for managers to make optimal decisions.
- The nonrational models are descriptive rather than prescriptive: They describe how managers actually make decisions rather than how they should.
- Two nonrational models are (1) satisficing and (2) intuition.

非理性决策

决策的非理性模型解释了如何
管理者做出决策；
他们认为决策几乎总是
不确定性和风险性，使管理者难以做出最佳决策
。
非理性模型是描述性的，而不是
规定性：它们描述了管理者如何实际做出决策
，而不是他们应该如何做出决策。
两个非理性模型是(1)令人满意的和(2)
直觉。

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Satisficing Model —Satisfactory Is Good Enough

- Bounded rationality suggests that the ability of decision makers to be rational is limited by numerous constraints
  - such as complexity, time and money, and their cognitive capacity, values, skills, habits, and unconscious reflexes.
- Satisficing model—managers seek alternatives until they find one that is satisfactory, not optimal.
- While "satisficing" might seem to be a weakness, it may well outweigh any advantages gained from delaying making a decision until all information is in and all alternatives weighed.

满意模型——满意就足够了

有限理性表明，
理性的决策者受到众多约束的限制

例如复杂性、时间和金钱，以及他们的认知能力、价值观、技能、习惯和无意识反应。

令人满意的模型——管理者寻求替代方案，直到他们找到了一个令人满意的，而不是最佳的。

虽然“满意”似乎是一个弱点，但它很可能会超过推迟做出决定直到所有信息都进入并权衡所有替代方案所带来的任何好处。

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Hindrances to rational decision making 理性决策的障碍

- **Complexity:** The problems that need solving are often exceedingly complex, beyond understanding.
- **Time and money constraints:** There is not enough time or money to gather all relevant information.
- **Different cognitive capacity, values, skills, habits, and unconscious reflexes:** Managers aren't all built the same way, of course, and all have personal limitations and biases that affect their judgment.
- **Imperfect information:** Managers have imperfect, fragmentary information about the alternatives and their consequences.
- **Information overload:** There is too much information for one person to process.
- **Different priorities:** Some data are considered more important, so certain facts are ignored.
- **Conflicting goals:** Other managers, including colleagues, have conflicting goals.

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The Intuition Model —It Just Feels Right

- "Going with your gut," or intuition, is making a choice without the use of conscious thought or logical inference.
- Intuition that stems from expertise—a person's explicit and tacit knowledge about a person, situation, object, or decision opportunity—is known as a holistic hunch.
- Intuition based on feelings—the involuntary emotional response to those same matters—is known as automated experience.
- It is important to try to develop your intuitive skills because they are as important as rational analysis in many decisions.

直觉模型——感觉不错

"随心所欲"或直觉，正在做出选择
无需使用有意识的思考或逻辑推理。

源于专业知识的直觉——一个人的明确
关于一个人、情况、对象或决策机会的隐性知识——
——被称为整体预感。

基于感觉的直觉——不由自主的情绪
对相同问题的响应——被称为自动化体验
。

尝试发展您的直觉技能很重要
因为它们在许多决策中与理性分析一样重要。

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- Benefits of intuition:
  - It can speed up decision making, useful when deadlines are tight.
  - It can be helpful to managers when resources are limited.
- Drawbacks of intuition:
  - It can be difficult to convince others that your hunch makes sense.
  - It is subject to the same biases as those that affect rational decision making.
  - Intuition is fine for start-ups but often deceives CEOs as their businesses become more complex.
- Intuition and rationality are complementary and managers should develop the courage to use intuition when making decisions.

直觉的好处：

它可以加快决策速度，在截止日期时很有用很紧。

当资源有限时，它可以对管理人员有所帮助。

直觉的缺点：

很难让别人相信你的预感说得通。

它与影响理性的偏见相同做决定。

直觉对初创企业很好，但经常欺骗CEO他们的业务变得更加复杂。

直觉与理性相辅相成，管理者应该培养在做决定时运用直觉的勇气。

趣卡翻译（fanyi.qukaa.com）

Guidelines for Developing Intuitive Awareness

RECOMMENDATION	DESCRIPTION
1. Open up the closet.	To what extent do you experience intuition; trust your feelings; count on intuitive judgments; suppress hunches; covertly rely upon gut feel.
2. Don't mix up your I's.	Instinct, Insight, and Intuition are not synonymous; practice distinguishing between your instincts, your insights, and your intuitions.
3. Elicit good feedback.	Seek feedback on your intuitive judgments; build confidence in your gut feel; create a learning environment in which you can develop better intuitive awareness.
4. Get a feel for your batting average.	Benchmark your intuitions; get a sense of how reliable hunches are; ask yourself how your intuitive judgment might be improved.
5. Use imagery.	Use imagery rather than words; literally visualize potential future scenarios that take your gut feelings into account.
6. Play devil's advocate.	Test out intuitive judgments; raise objections to them; generate counterarguments; probe how robust gut feel is when challenged.
7. Capture and validate your intuitions.	Create the inner state to give your intuitive mind the freedom to roam; capture your creative intuitions; log them before they are censored by rational analysis.

培养直觉意识的指南

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Making Ethical Decisions

- A decision tree is a graph of decisions and their possible consequences; it is used to create a plan to reach a goal.

FIGURE 7.3

The ethical decision tree: What's the right thing to do?

做出合乎道德的决定

决策树是决策及其可能的图

结果;它用于制定实现目标的计划。

FIGURE 7.3

The ethical decision tree: What's the right thing to do?

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Evidence-Based Decision Making

- Evidence-based management is the translation of principles based on best evidence into organizational practice, bringing rationality to the decision-making process.
- Seven Implementation Principles:
  - Treat your organization as an unfinished prototype.
  - No brag, just facts.
  - See yourself and your organization as outsiders do.
  - Evidence-based management is not just for senior executives.
  - Like everything else, you still need to sell it.
  - If all else fails, slow the spread of bad practice.
  - The best diagnostic question: What happens when people fail?

循证决策

循证管理是

将基于最佳证据的原则引入组织实践，为决策过程带来合理性。

七项实施原则：

将您的组织视为未完成的原型。 没有吹嘘，只有事实。 像局外人一样看待您自己和您的组织。 循证管理不仅仅适用于高级管理人员。 像其他一切一样，您仍然需要出售它。 如果所有其他方法都失败了，请减缓不良做法的传播。 最好的诊断问题：当人们失败时会发生什么？

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Decision-Making Styles

- A decision-making style reflects the combination of how an individual perceives and responds to information.
- Value orientation reflects the extent to which a person focuses on either task and technical concerns or people and social concerns when making decisions.
- Tolerance for ambiguity indicates the extent to which a person has a high or low need for structure or control in his or her life.

决策风格

决策风格反映了以下因素的组合
个人如何感知和响应信息。

价值取向反映了一个
人在做决定时要么关注任务和技术问题，要么关注人和社会问题。

对歧义的容忍度表明
一个人在他或她的生活中对结构或控制的需求高低。

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AMBIGUITY

ANALYTICAL

- Committed to finding the best answer
- Enjoys problem solving
- Comfortable with large amounts of information and data
- Innovative
- Thrives on control
- Will take as long as needed to find the best option
- Enjoys variety and new challenges

CONCEPTUAL

- Achievement oriented
- Creative
- Comfortable with "What ifs"
- Generally openminded with a broad outlook
- Humanitarian/conscious of how decision will affect others
- Thinks in the future
- Enjoys coming up with new ideas

DIRECTIVE

- Driven by results
- Relies primarily on rules and processes
- Aggressive nature
- Prefers to make decisions alone
- Intuitive nature
- Typically reacts quickly and doesn't like to dwell on decisions
- Strong verbal communicator
- Informs people once a decision is made

BEHAVIORAL

- Generally supportive; a team player
- Empathetic nature
- Looks to others for advice
- Gets buy in from stakeholders before making a decision
- Persuasive nature
- Good communicator
- Relies on implied data (e.g. "reading" people)

STRUCTURE

TASK/TECHNICAL ⟷ PEOPLE/SOCIAL

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- Very few people have only one dominant decision-making style; most managers have characteristics that fall into two or three styles.
- Decision-making styles vary across occupations, job level, and countries.
- There is not a best decision-making style that applies to all situation
- You can use knowledge of decision-making styles to
  - Know Thyself
  - Influence Others
  - Deal with Conflict

很少有人只有一种主导决策
风格;大多数管理者的特征可以分为两种或三种风格。

决策风格因职业、工作级别和
国家。
没有适用于所有人的最佳决策风格
情况
您可以使用决策风格的知识来
了解自己　影响他人
处理冲突

趣卡翻译（fanyi.qukaa.com）

Individuals Response to Decision Making

- Four Ineffective Reactions

  1. Relaxed Avoidance—“There’s No Point in Doing Anything; Nothing Bad’s Going to Happen.”

  2. Relaxed Change—“Why Not Just Take the Easiest Way Out?”

  3. Defensive Avoidance—“There’s No Reason for Me to Explore Other Solution Alternatives.”

  4. Panic—“This Is So Stressful, I’ve Got to Do Something—Anything—to Get Rid of the Problem!”

个人对决策的反应

四种无效反应

1.轻松回避——“做任何事都没有意义；不会有什么坏事发生。”2.轻松的改变——“为什么不采取最简单的方式

出去？”3.防御性回避——“我没有理由

探索其他解决方案替代方案。”4.恐慌——“压力太大了，我得做点什么——

任何事情——解决问题！”

趣卡翻译（fanyi.qukaa.com）

- Three Effective Reactions
  1. Importance—“How High Priority Is This Situation?”
  2. Credibility—“How Believable Is the Information about the Situation?”
  3. Urgency—“How Quickly Must I Act on the Information about the Situation?”

三种有效反应

1.重要性——“这种情况有多重要？”2.可信度——“关于该信息的可信度如何？

情况？”3.紧迫性——“我必须多快根据有关情况的信息采取行动？”

趣卡翻译（fanyi.qukaa.com）

Deciding to Decide: How Should a Paper Maker Reinvent Itself?

EXAMPLE

"Failure isn't fatal, but failure to change might be," legendary UCLA basketball coach John Wooden once said.[107]

In 2000, the paper industry was at its height, with 94 million tons of paper and paper-based packaging being produced. Then the computer revolution and the vogue phrase "the paperless office" really began to be felt, and the demand for paper plummeted. Paper companies such as 83-year-old family-owned Mohawk Fine Papers, located in a Civil War–era ax handle factory in Cohoes, New York, saw failure looming as companies cut back on paper for brochures, reports, and marketing materials. President Thomas D. O'Connor Jr. faced the dilemma of rescuing the firm founded by his grandfather.

Is This High-Priority? The first decision about how to handle the response—*Should this be considered a high-priority matter?*—was certainly much in evidence, as revenues slipped and operations at Mohawk's 350,000-square-foot mill shrank from seven days a week to five and then to four. Clearly, this was a high-priority concern.

Is the Data Believable? The second decision—*How believable is the information?*—was reinforced in depressing numbers throughout the paper industry, with the decline in orders for newsprint and writing paper, which accounted for about 85% of the decrease in paper sales. The copy-machine paper business also shrank. Meanwhile, the U.S. government stepped up its campaign to "go paperless," creating more government websites and permitting taxpayers to file income tax returns online.

How Fast Do We Need to Act? The answer to the final decision—*How quickly should this information be acted on?*—was evident in the speed of the preceding events. "For the first time in hundreds of years," O'Connor said, "paper had to justify itself."[108] As the digital revolution appeared ready to wipe out Mohawk and every other paper company, in 2004, reports *The Wall Street Journal,* O'Connor made an extraordinary bet: His company decided to expand into the fine stationery business, borrowing millions of dollars to do so.[109] It decided to take advantage of paper's transformation from commodity to keepsake, supplying high-quality, highly profitable paper for personalized holiday cards, photo books, and announcements from Shutterfly, Minted.com, and others.

YOUR CALL

Today Mohawk's sales, which first began declining in 1996, are way up. "We couldn't just downsize and hope to survive," O'Connor said later. "We knew we had to change our product completely." With this knowledge in hindsight, how would you have handled O'Connor's initial decisions about finding a new direction for the company?

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趣卡翻译（fanyi.qukaa.com）

Decision-Making Biases

1. The Availability Bias:
   - Using information readily available from memory to make judgments.
   - Because of the efforts of interest groups or celebrities, more news coverage may be given to AIDS or to breast cancer than to heart disease, leading people to think the former are the bigger killers when in fact the latter is.
2. The Representativeness Bias:
   - The tendency to generalize from a small sample or a single event.
   - Just because you hired an extraordinary sales representative from a particular university, that doesn't mean that same university will provide an equally qualified candidate next time.
3. The Confirmation Bias:
   - Seeking information to support their point of view and discount data that do not.

决策偏差

1.可用性偏差：

使用容易从记忆中获得的信息来做出判断。 由于利益集团或名人的努力，更多新闻

与心脏病相比，覆盖范围可能是针对艾滋病或乳腺癌，导致人们认为前者是更大的杀手，而实际上后者才是。

2.代表性偏差：

从小样本或单个事件进行概括的趋势。 仅仅因为您从一家公司聘请了一位出色的销售代表

特定的大学，这并不意味着同一所大学下次会提供同样合格的候选人。

3.确认偏差：

寻求信息来支持他们的观点和折扣数据

那不。

趣卡翻译（fanyi.qukaa.com）

4. The Sunk-Cost Bias:

- Or sunk-cost fallacy, is when managers add up all the money already spent on a project and conclude it is too costly to simply abandon it.

5. The Anchoring & Adjustment Bias:

- The tendency to make decisions based on an initial figure.
- Before the 2008 crash in real estate markets, homeowners inclined at first to list their houses at an extremely high selling price. These sellers were then unwilling later to come down substantially to match buying offers that reflected real market worth.

6. The Overconfidence Bias:

- people's subjective confidence in their decision making is greater than their objective accuracy.

4.沉没成本偏差：

或沉没成本谬误，即管理者已经将所有资金加起来

花在一个项目上，并得出结论，简单地放弃它成本太高。

5.锚定和调整偏差：

根据初始数字做出决定的倾向。 在2008年房地产市场崩盘之前，房主倾向于

首先以极高的售价列出他们的房屋。这些卖家后来不愿大幅降价以匹配反映真实市场价值的购买报价。

6.过度自信偏见：

人们对其决策的主观信心大于

他们的客观准确性。

趣卡翻译（fanyi.qukaa.com）

7. The Hindsight Bias:

- The tendency of people to view events as being more predictable than they really are.
- When at the end of watching a game we decide the outcome was obvious and predictable, even though in fact it was not.

8. The Framing Bias:

- The tendency of decision makers to be influenced by the way a situation or problem is presented to them.
- Customers have been found to prefer meat that is framed as “85% lean meat” instead of “15% fat,” although of course they are the same thing.

9. The Escalation of Commitment Bias:

- decision makers increase their commitment to a project despite negative information about it.
- A website (Swoopo.com) offers a penny auction in which a $1,500 laptop is offered for bidding starting at a penny and going up one cent at a time—but it costs bidders 60 cents to make a bid, because “once people are trapped into playing, they have a hard time stopping.”

7.事后偏见：

人们倾向于认为事件比事件更可预测
他们真的是。
在观看比赛结束时，我们决定结果是
显而易见且可预测，即使实际上并非如此。

8.框架偏差：

决策者受决策方式影响的趋势
情况或问题呈现给他们。
发现客户更喜欢标有“85%
瘦肉”而不是“15%脂肪”，尽管它们当然是同一回事。

9.承诺偏差的升级：

决策者增加对项目的承诺，尽管
关于它的负面信息。
一个网站(Swoopo.com)提供一分钱拍卖，其中1,500美元
笔记本电脑的出价从一美分开始，一次上涨1美分——但竞标者要
出价60美分，因为“一旦人们陷入游戏中，他们就很难停下来。
”

趣卡翻译（fanyi.qukaa.com）

Group Decision Making

- Most managers work with groups and teams.
- Although groups don’t make as high-quality decisions as the best individual acting alone, research suggests that groups make better decisions than most individuals acting alone.

群体决策

大多数经理与团体和团队一起工作。虽然团体不会做出高质量的决定

作为最好的单独行动者，研究表明，与大多数单独行动的人相比，群体做出的决定更好。

趣卡翻译（fanyi.qukaa.com）

Pros and Cons

- Advantages:
  - Greater pool of knowledge.
  - Different perspectives.
  - Intellectual stimulation.
  - Better understanding of decision rationale.
  - Deeper commitment to the decision.
- Disadvantages:
  - A few people dominate or intimidate.
  - Groupthink: occurs when group members strive to agree for the sake of unanimity and thus avoid accurately assessing the decision situation.
  - Satisficing.
  - Goal displacement: occurs when the primary goal is subsumed by a secondary goal.

优点和缺点优点：

更大的知识库。 不同的观点。 智力刺激。 更好地理解决策原理。 对决策的更深的承诺。

- Disadvantages:

少数人支配或恐吓。 群体思维：当群体成员努力达成一致时发生

为了达成一致，从而避免准确评估决策情况。

满意。 目标位移：当主要目标是

被一个次要目标所包含。

趣卡翻译（fanyi.qukaa.com）

- Neutral:
  - They Are Less Efficient
  - Their Size Affects Decision Quality
  - They May Be Too Confident
  - Knowledge Counts

- Minority dissent, dissent that occurs when a minority in a group publicly opposes the beliefs, attitudes, ideas, procedures, or policies assumed by the majority of the group, should be encouraged.

- Neutral:

  他们效率较低　他们的规模影响决策质量　他们可能过于自信　知识很重要

少数派异议，少数派发生的异议

在一个群体中公开反对该群体中大多数人所采取的信仰、态度、想法、程序或政策，应该受到鼓励。

趣卡翻译（fanyi.qukaa.com）

When a Group Can Help in Decision Making

1. **When it can increase quality:** If additional information would increase the quality of the decision, managers should involve those people who can provide the needed information. Thus, if a type of decision occurs frequently, such as deciding on promotions or who qualifes for a loan, groups should be used because they tend to produce more consistent decisions than individuals do.
2. **When it can increase acceptance:** If acceptance within the organization is important, managers need to involve those individuals whose acceptance and commitment are important.
3. **When it can increase development:** If people can be developed through their participation, managers may want to involve those whose development is most important.

当一个团队可以帮助决策时

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趣卡翻译（fanyi.qukaa.com）

Group Problem-Solving Principle: Reaching for Consensus

- Consensus occurs when members are able to express their opinions and reach agreement to support the final decision.
- To achieve consensus:
- Dos:
  - Use active listening skills.
  - Involve as many members as possible.
  - Seek out the reasons behind arguments.
  - Dig for the facts.

小组问题解决原则：达成共识

当成员能够达成共识时
表达意见并达成一致以支持最终决定。

达成共识：

使用积极的聆听技巧。 让尽可能多的成员参与进来。 找出争论背后的原因。 挖掘事实。

趣卡翻译（fanyi.qukaa.com）

- Don’ts:
  - Avoid log rolling and horse trading (“I’ll support your pet project if you’ll support mine”).
  - Avoid making an agreement simply to keep relations amicable and not rock the boat.
  - Don’t try to achieve consensus by putting questions to a vote; this will only split the group into winners and losers, perhaps creating bad feelings among the latter.

- Don’ts:

  避免原木滚动和马匹交易（“我会支持你的宠物如果你会支持我的项目”）。

  避免仅仅为了维持关系而达成协议和蔼可亲，而不是摇摇欲坠。

  不要试图通过提出问题来达成共识投票;这只会将小组分成赢家和输家，可能会在后者之间造成不良情绪。

趣卡翻译（fanyi.qukaa.com）

Group Problem-Solving Techniques

1. Brainstorming

- Brainstorming is a technique used to help groups generate multiple ideas and alternatives for solving problems.
- Procedures:
  - Having members of a group meet and review a problem to be solved.
  - Individual members are then asked to silently generate ideas or solutions.
  - Then collect (preferably without identifying their contributors) and write on a board or flip chart.
  - A second session is then used to critique and evaluate the alternatives.

小组问题解决技巧

1.头脑风暴头脑风暴是一种用于帮助团体的技术

产生解决问题的多种想法和替代方案。

- Procedures:

  让小组成员开会并审查要解决的问题
  解决了。
  然后要求个人成员默默地提出想法或
  解决方案。
  然后收集（最好不要识别他们的贡献者）
  并在黑板或活动挂图上书写。
  然后使用第二个会话来批评和评估
  备择方案。

趣卡翻译（fanyi.qukaa.com）

Rules for Brainstorming

1. **Defer judgment.** Don't criticize during the initial stage of idea generation. Phrases such as "we've never done it that way," "it won't work," "it's too expensive," and "our manager will never agree" should not be used.
2. **Build on the ideas of others.** Encourage participants to extend others' ideas by avoiding "buts" and using "ands."
3. **Encourage wild ideas.** Encourage out-of-the-box thinking. The wilder and more outrageous the ideas, the better.
4. **Go for quantity over quality.** Participants should try to generate and write down as many new ideas as possible. Focusing on quantity encourages people to think beyond their favorite ideas.
5. **Be visual.** Use different colored pens (for example, red, purple, blue) to write on big sheets of flip-chart paper, whiteboards, or poster boards that are put on the wall.
6. **Stay focused on the topic.** A facilitator should be used for keeping the discussion on target.
7. **One conversation at a time.** The ground rules are that no one interrupts another person, no dismissing of someone's ideas, no disrespect, and no rudeness.

头脑风暴规则

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趣卡翻译（fanyi.qukaa.com）

2. The Delphi Technique

- Delphi technique is a group process that uses physically dispersed experts who fill out questionnaires to anonymously generate ideas; the judgments are combined and averaged to achieve a consensus of expert opinion.
- The Delphi technique is useful
  - when face-to-face discussions are impractical
  - when disagreement and conflicts are likely to impair communication
  - when certain individuals might try to dominate group discussions
  - when there is a high risk of groupthink

2.Delphi技术Delphi技术是一个使用物理的组过程

分散的专家填写问卷以匿名产生想法；将这些判断进行组合和平均，以达成专家意见的共识。

Delphi技术很有用

当面对面的讨论不切实际时　当分歧和冲突可能会损害

沟通

当某些人可能试图支配群体时

讨论

当群体思维的风险很高时

趣卡翻译（fanyi.qukaa.com）

Review case - Would You Agree to Wear a Sensor So Your Employer Can Track Your Movements & Conversations?

Would You Agree to Wear a Sensor So Your Employer Can Track Your Movements & Conversations?

The onset of Big Data and its application has prompted companies to ask employees to wear tracking sensors. For example, Bank of America Corp. decided to study whether face time among coworkers at call centers affected performance. Ninety employees were asked to wear sensors "for a few weeks that contained tiny sensors to record their movements and the tone of their conversations."

Results from the study showed that close-knit teams talked more together and had higher productivity. The bank then decided to schedule workers for group breaks rather than individual breaks in order to foster more social interactions.

"But there's a fine line between Big Data and Big Brother," says *The Wall Street Journal*, "at least in the eyes of some employees, who might shudder at the idea of the boss tracking their every move. Sensor proponents, however, argue that smartphones and corporate ID badges already can transmit their owner's location."

A survey of 50 large- and medium-sized firms that have asked employees to wear sensors reveals that 10% of employees refused to wear the tracking device. Because of the backlash this might create for people, firms selling these devices have created "dummy badges" for people to wear. They are identical to the actual technology but don't record or transmit data.

What would you do if your employer asked you to wear a tracking device for a few weeks?

查看案例您是否同意佩戴传感器您的雇主可以跟踪您的活动和Conversations?

Would You Agree to Wear a Sensor So Your Employer Can Track Your Movements & Conversations?

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如果您的雇主要求您佩戴追踪设备数周，您会怎么做？

趣卡翻译（fanyi.qukaa.com）