

get it right on... **decision making in groups**

In groups

- Different decisions require different approaches.
- An individual or small collection of people may be more effective and more efficient in analysing and deciding a positive course of action, but rarely possible to know who in advance will be the best person(s) to take this forward would be.

Advantages of small group decision making

- Greater level of commitment. People are more committed to a decision if they are involved in making it because:
 - Involvement means everyone is familiar with the background, nature and need for the policy or decision.
 - Personal involvement helps make people more open in attitude.
- Better Decisions
 - More background information will be available.
 - Experiences and viewpoints of other people can be heard and taken into consideration.
 - Will generate a number of alternatives and make it easier to find the best solution.
 - Ideally suited to tasks where there is:
 - Manual rather than thinking skills are required.
 - Where creativity is needed
 - Where being able to recall a large amount of information is important.
 - Where the object of the decision is ambiguous
 - Groups learn faster than individuals – less chance of bias/overcoming individual frames of reference.
- Brave Decisions
 - People are more likely to make and accept risky decisions when they act in a group, rather than acting alone.
 - People feel they can share responsibility rather than having the full burden.
 - People feel that they do not want to be the 'odd one out' by being against the decision.
- Higher Productivity
 - Working together with a number of other people can act as catalyst for greater productivity for all members of the group.

Disadvantages of Group Decision Making

Time taken to reach a decision.

- Individuals use many less hours, as they do not have to:
 - co-ordinate with others
 - listen to information they already know.
 - feel left out of the group before deciding to contribute.
 - duplicate efforts of others

Group Pressure

- 'Mob psychology' can encourage committees to take decisions with a higher level of risk than was required.
- Pressure from more experienced, more vocal members can bring out the worst in less experienced, more conservative members.
- Compromise can lead to mediocrity.

Talk rather than action.

- most people don't like making decisions ... and will try to avoid it!
- including everyone uses up time and can leave everyone too tired to actually make a decision!

The logo for GIRO, featuring the word "GIRO" in a large, bold, white sans-serif font. Above the text is a stylized gear or sunburst icon, also in white, set against a light green background.