



# IMPROVING GROUP DECISION MAKING

## Managing Groups and Stakeholders

Whatever your role or organization, most professionals must make a decision “now”—followed by another decision “now,” followed by yet another. It is also likely that you need to collaborate with a wide array of people in order to get this decision right.

The blistering pace of decision-making in today’s competitive business environment is enough to make anyone tired. But these very challenges can provide unprecedented opportunity and strategic advantage - if you can embrace the responsibility for making good, fast, frequent group decisions, and if you can do so better than your competitors.

This Learning Sprint helps teams to:

- Understand why a sound decision-making process will yield more consistently favorable outcomes over time
- Mitigate common pitfalls that impact groups while making decisions
- Identify and map stakeholders’ roles, power, and position in order to manage them more effectively
- Write an action plan to manage an upcoming group decision

Developed in partnership with:



### OUTCOMES

- Assess decision-making quality
- Analyze and manage personal and organizational frames that guide your decisions and learn how to manage those frames
- Better use of data and management of bias
- Understand how group dynamics impact decision making
- Put in place a process for learning from successes and failures

### YOU WILL

- Understand why a sound decision-making process will yield more consistently favorable outcomes over time
- Learn how to mitigate common pitfalls that impact groups while making decisions
- Identify and map your stakeholders’ roles, power, and positions in order to manage them more effectively
- Write a personalized action plan to help you manage an upcoming group decision

### ABOUT THE EXPERT



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- Professor, Leadership Studies, Fielding Graduate University
- Former Faculty member at Penn State Smeal College of Business and the University of Washington
- Keynote Speaker & Author on Strategic Thinking, Change Leadership, and Executive Development

## SPRINT OUTLINE

DAY 1 FOUNDATIONS OF EFFECTIVE DECISION MAKING	DAY 2 GUARDING THE PROCESS	DAY 3 CHOOSING AND MANAGING THE PEOPLE	DAY 4 HAVING THE COURAGE	DAY 5 INTERACTIVE CAPSTONE
<ul style="list-style-type: none"> <li>• What Is a Quality Decision?</li> <li>• A Four-Stage Process for Decision-Making</li> <li>• The Process, The People &amp; Courage</li> </ul>	<ul style="list-style-type: none"> <li>• To Manage Group Decision-Making, You Need a Process</li> <li>• A Toxic Group Decision</li> <li>• Addressing Endless Debate</li> <li>• Going Deeper: Nominal Group Technique</li> </ul>	<ul style="list-style-type: none"> <li>• A Past Experience</li> <li>• Are You Responsible, Accountable, Consulted or Informed</li> <li>• Plan for An Upcoming Decision, Part 2</li> </ul>	<ul style="list-style-type: none"> <li>• The Dangers of Herd Mentality</li> <li>• The Courage to Confront Groupthink</li> <li>• Plan for An Upcoming Decision, Part 3</li> </ul>	<ul style="list-style-type: none"> <li>• Options include Video Response, Online Discussion, or Live Event</li> <li>• Cohort members and expert(s) exchange ideas about content significance, application, and follow through</li> </ul>