

**Leadership and Team Effectiveness**  
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**Lecture – 44**  
**Team Decision Making and Conflict Management**

On this particular session, we will talk about the team decision-making and conflict management.

**(Refer Slide Time: 00:34)**

**CONTENTS**

- Effective Team Decision Making Process
- Rational Model
- Leader-Centered Decision-Making Model
- Team-Centered Decision-Making Model
- Creative Decision Making Process
- Intuitive Decision Making
- Decision Making Error and Biases
- Conflict Management
- Case study
- Research paper
- Book recommendation
- References

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2


And under this session we will discuss about the effective team decision making process, rational model, leader-centered decision-making model, team-centered decision-making model, creative decision-making process, intuitive decision-making, decision-making errors and biases, conflict management and as usual the case study, research paper and the book recommendations.


And also references from this material is referred and also to go into the detail you will find in the references at the end.

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## Effective Team Decision Making Process

- Teams are particularly effective in problem solving as they are comprised of people with complementary skills. These complementary skills allow team members to examine issues from various angles, as well as see the implications of their decisions from a variety of perspectives.
- Effective decision making process that can help teams solve problems and make 'good' decisions.
- In essence, teams make decisions using problem solving techniques. Thus, the process largely rests on the selection of a course of action following the evaluation of two or more alternatives. To effectively navigate this path, the following step-by-step approach can be used.




3

So, effective team decision making process is that is the we have talked about the team making processes and teams are the particularly effective in problem solving, as they are comprised of the people with complementary skills. Now, this is also very interesting that is when we are making the team, we have to take into consideration the personalities also. So, suppose we are taking the example of Myers Briggs Type Indicator MBTI.

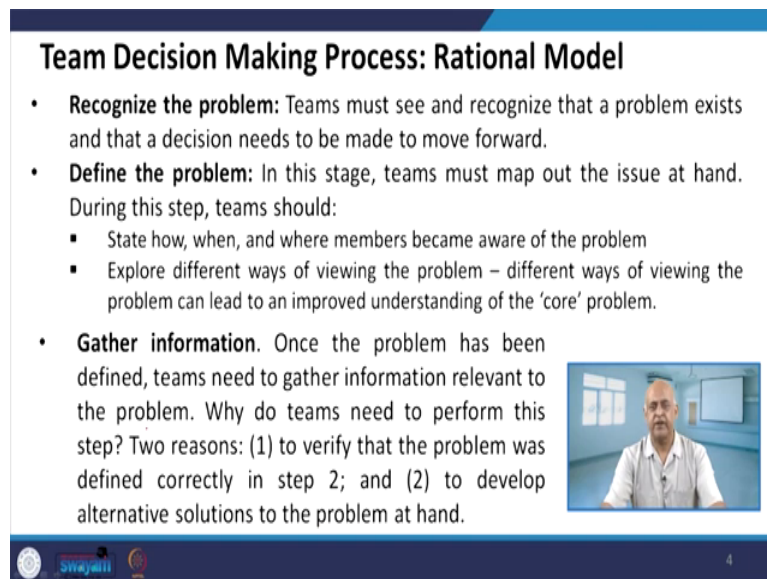
And in MBTI there are the personalities which are introvert, extrovert, thinking, feeling perceiving, judging in sensing and intuition is there. So, if we are taking the extrovert person so then we are taking the sensing then thinking and judging so I. So therefore, in that case this is become ESTJ, so, they are having the different these personality traits and when different personality traits are there, they will be complimentary.

So, this complementary strength of the one will support the weakness of the other. These complementary skills allow team members to examine issues from various angles as well as see the implications for their decisions from a variety of perspectives. Effective decision-making process that can help teams solve problems and make the good decisions. Team makes decisions using problem solving technique is there.

That is a crux so, it is the rest of the selection of a course affection following the evaluation of two or more alternatives. So therefore, in that case, whenever the teams are taking the decision, they are going step by step. And then the step-by-step process will be making the evaluation. So because there are more members So therefore there will be the number of options available will be there.


And when these options are there, there will be the evaluation of these options whenever we are having this evaluating the options so, we can take the best option is there. So, it is very important that is we are taking the collective wisdom is there. And on the basis of the collective wisdom, we are taking the decision collectively and that is also step by step is there.


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**Team Decision Making Process: Rational Model**

- **Recognize the problem:** Teams must see and recognize that a problem exists and that a decision needs to be made to move forward.
- **Define the problem:** In this stage, teams must map out the issue at hand. During this step, teams should:
  - State how, when, and where members became aware of the problem
  - Explore different ways of viewing the problem – different ways of viewing the problem can lead to an improved understanding of the 'core' problem.
- **Gather information.** Once the problem has been defined, teams need to gather information relevant to the problem. Why do teams need to perform this step? Two reasons: (1) to verify that the problem was defined correctly in step 2; and (2) to develop alternative solutions to the problem at hand.





Now, this is a team decision making the process the rational model is there their different models are there recognize the problem identifying the problems, so, team must see and recognize that a problem exists and that a decision needs to be made to move forward is there. And therefore, in that case, whatever the problem is there that problem needs to be made the move forward is there.

So, natural decisions are to be taken, otherwise that problem will hurdle the project, the work or the goal which we want to achieve. So, we first understand that yes, there is some problem is there. Then they define the problem in this stage, teams must map out the issues at hand during these steps, teams should, for example, state how, when and where members became aware of the problem.

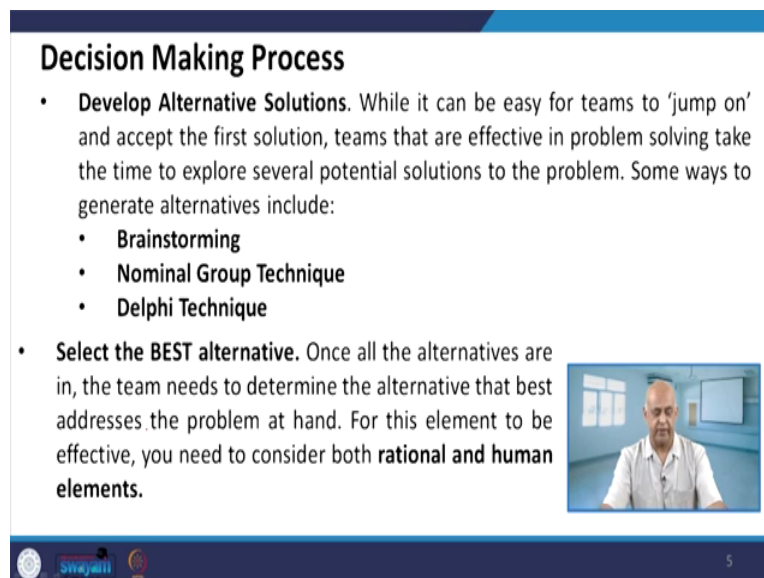
So therefore, in that case, it is becoming that is whether they are having this awareness of that problem or not if they are not having the awareness of problem explore different ways of viewing the problem. Different ways of viewing the problems can lead to an input understanding of the core problem. So, what is important is this? After the defining the

problem, you are together the information about those particular issues which are affecting the problem is there.

Once the problem has been defined. Teams need to get the information relevant to the problem. Why do teams need to perform this step? Two reasons, to verify that the problems were defined correctly and two to develop the alternative solutions to the problem at hand. Here I would like to mention that is the many times we are not aware of the solutions which are available.


And therefore, the secondary data, primary data that has to be collected. So, gather the information, information you can from the experts. Those who are from this particular area are disciplined, you can contact them and then take their interviews and then you can find out or there can be, the secondary data will be about that is the books, Magazines related to that particular problem or issues are there.

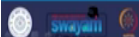
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**Decision Making Process**

- **Develop Alternative Solutions.** While it can be easy for teams to 'jump on' and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. Some ways to generate alternatives include:
  - **Brainstorming**
  - **Nominal Group Technique**
  - **Delphi Technique**
- **Select the BEST alternative.** Once all the alternatives are in, the team needs to determine the alternative that best addresses the problem at hand. For this element to be effective, you need to consider both **rational and human elements.**





And develop the alternative solutions, so, while it can be easy for teams to jump on and accept the first solution, teams that are effective in problem solving take the time to explore several potential solutions to the problem. So, many times it is any one particular solution will be appearing that is yes. This is the best solution but do not jump on that rather than please evaluate the rest of the alternative solutions also.

So, some ways to generate the alternatives include the brainstorming session. So, the all the relevant experts on that particular topic they will be there. Nominal group techniques will be

there. So therefore, in that case, a committee can be form and then on basis of that the that committee or that nominal group now will be responsible to find out the solution for that particular problem is there.

Other Delphi technique will be there yes or no and then whatever will be the yes. then accordingly, we will follow and ultimately reach to the solution. So, you will be having after a different number of solutions and select the best alternative is there. So once all the alternatives are in the team needs to be determine the alternative that best address the problem at hand.

For this element to be effective, you need to consider both rational and human elements are there. So there, what will be the best alternative? For example, if you are talking about the detachment of manpower, somebody may say it is the overnight of we have to retrace the event power. Somebody will say no, three months are to be taken to retain to the manpower is there.

Now, here which will be the best solution for some of you it might be the immediately change the main power by giving them three months notice or paid our money and for some of the you that may be no, we have to give some money to them. And then let us see whether it will be survived or not survived and then we will decide about whether we should go for a particular solution or not.

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### Decision Making Process

- **Implement the best alternative:** Once the alternative has been chosen, the team needs to implement its decision. This requires effective planning as well as communicating the decision to all the stakeholders that may be impacted by this decision.
- **Evaluate the outcome:** Remember that teams and team building is a learning process. It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in positive outcomes.





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Then, after selecting the best solution, implement the best solution. And when once the alternatives have been chosen, the team needs to implement its decision is there. That is okay after the identifying problems, making the solutions then deciding about the best solution and now the implementation of the solution is there. So, this requires effective planning, as well as communicating the decision to all the stakeholders that may be impacted by this particular decision is there.

This is very, very important. That is if we are making this communication to the all the stakeholders to whom this decision is going to be affected and therefore, in that case we can get their feedback. What is their opinion? And then, if there is a need for correct action, we can do the corrective action also. Evaluate the outcome, remember that teams and team building is a learning process.

It is critical that the team examine whether the proposed plans of action were achieved in an effective way and resulted in perspective outcome is there or not. So therefore, in that case it whatever decisions are taken, so, whether they it is the positive outcome or it is not a positive outcome there. So, if we evaluate the outcome, it will give a clear-cut idea. Whether the solution which have been obtained, whether that solution is the appropriate or it is not appropriate is there.

So, by identifying the problem, establishing the decision criteria, weighing them, generating the alternative, selecting the evaluate the alternative, choose the best alternative, choose the whatever the best alternative has been selected then you are making the implement of that. And in implementation there might be certain problems. So therefore, you evaluate the decision and then finally.

If you find out that is the after, this is a rational model, logical model and very popular model is there. And then finally, if you find out, it is yes, whatever has been selected. That is the best one. As per their guidance is concerned then definitely you will be able to find out the the best solution to be implemented.

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## Brainstorming

- Originally adopted by Alex Osborn in 1938 in an American Company. According to him, brainstorming means using the brain to storm the problem.
- **Four Basic Guidelines:**
  - 1) Generate as many ideas as possible.
  - 2) Be creative, freewheeling, & imaginative.
  - 3) Build upon piggybank, extend or combine earlier ideas.
  - 4) Withhold criticism of others' ideas.
- **Two underlying principles:**
  - 1) Deferred Judgment, by which all ideas are encouraged without criticism.
  - 2) Quantity breeds quality



Brainstorming so originally adopted by the Alex Osborn in 1938 in an American company. According to him, brainstorming means using the brain to storm the problem. So therefore, four basic guidelines are there. So, generate as many ideas as possible. be creative, freewheeling and the imaginative is there. Build upon the piggybank, extended or the combine earlier ideas and the withhold criticism of others ideas are there.

So therefore, in that case, these basically whenever because this is different. So, every methodology or which has been used to identify the solution, so, earlier we have talked about the rational model. But here it is the group of people they will be having this he full freeness for the whatever the ideas come in their mind and they will be in their brain. They will be discussing about those ideas are there.

And then definitely those ideas will be evaluated and with all the criticism of others' ideas. Two underlying principles for this brainstorming is deferred judgment by which all ideas are encouraged without criticism and the quantity breeds the quality. So therefore, in that case, this is important. Ultimately, what is important is that that you should be able to give the result. The result is important and this quantity believes the quality means.

Unless and until you will not take the decisions, how you will reset the quality of decisions. So, decisions are to be taken as soon as you get this opportunity to identify the problem and provide the solutions are there. In the brainstorming sessions normally those who are experienced one, they are giving the very right solutions are there and we can take them into consideration.


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**Nominal Group Technique (NGT)** (Delbecq, Van de Ven and Gustafson, 1975)

- A generic name for face-to-face group techniques in which instructions are given to group members not to interact with each other except at specific steps in the process.

**Process:**

- Members brought together & presented the problem.
- Each member develops solution / ideas independently & writes them on cards.
- All present their ideas in a round-robin procedure.
- Brief time is allotted to clarify ideas, after the presentation by all.
- Group members individually rank their preferences for the best alternatives by secret ballot.
- Group decision is announced based on this ranking.



8

Then next method is the nominal group technique is there. So Delbecq Van de Ven and Gustafson in 1975 is given about this particular nominal group technique, a generic name for face-to-face group technique in which instructions are given to the group members not to interact with each other, except at specific steps in the process is there. And what will be the process? Members brought together and presented the problem.

Each member develops solution/ideas independently and writes them on cards. All present their ideas in a round-robin procedure. So therefore, in that case, this will be a very-very important aspect that is the how we are going for these particular members. And therefore, each member, whoever is given that particular idea that will be discussed, will discuss it will be discussion will be there.

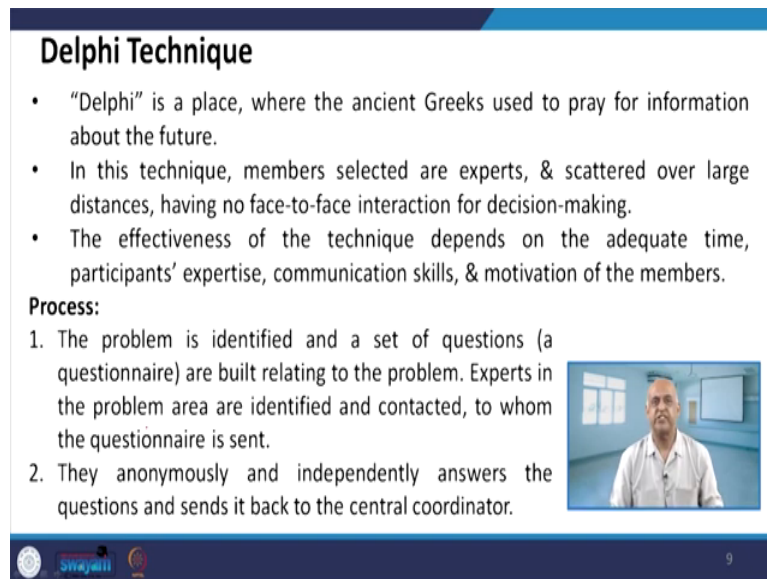
But this is by the; it is not the fray. Well, free well it is on the basis of that particular nominated group only and that is why it is called the nominal group technique is there. So, brief time is allotted to clarify ideas, after the presentation by all. Group members individually rank their preferences for the best alternative by secret ballot. And group decision is announced based on this particular ranking is there.

So therefore, this group decision is becoming very-very important issue whenever we are talking about the taking the decisions by this particular group because it will be in the discussion on the basis of the clarifying the ideas. So therefore, each group will be having the



ideas. A common problem is given. They will make the presentations; the presentations will be violated and then this will be checked whether the solution is possible or not.

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**Delphi Technique**

- “Delphi” is a place, where the ancient Greeks used to pray for information about the future.
- In this technique, members selected are experts, & scattered over large distances, having no face-to-face interaction for decision-making.
- The effectiveness of the technique depends on the adequate time, participants’ expertise, communication skills, & motivation of the members.

**Process:**

1. The problem is identified and a set of questions (a questionnaire) are built relating to the problem. Experts in the problem area are identified and contacted, to whom the questionnaire is sent.
2. They anonymously and independently answers the questions and sends it back to the central coordinator.

9

Delphi is a place where the ancient Greeks used to pray for the information about the future. In this technique, member selected are experts and scattered over the large distances, having no face-to-face interaction for decision-making. While in the earliest technique we have seen it was a face-to-face discussion was there. The effectiveness of the technique depends on the adequate time, participants, expertise, communication, skills.

And motivation of the members is there. So therefore, this particular Delphi technique it will be useful only when there is the adequate time is there. So, those who are the experts they are having sufficient time to look into the problem, discuss the problem and provide the solution. Participants, expertise are there those who will be looking for this particular problem and issues and then they will be able to see from the from the perspective of their own field.

And accordingly, they will communicate and motivate to the members. In the Delphi technique process how to do that? The problem is identified in a set of questions. A questionnaire is built relating to the problem. Experts in the problem are identified and contacted to whom the questionnaire is sent. They anonymously independently answer the questions and sends it back to the central coordinator is there.

And therefore, in that case, this is a very, very comfortable technique is there. And therefore, experts are that is the questionnaire will be sent and on the basis of the questionnaire, they

will be responding and they whatever these but it is anonymous, an independent. So therefore, nobody knows that who has given the what sol solution or of what is in the minds of the others are there?

Because many times the decisions are negative. And therefore, it should not be having this particular idea that who has given this particular solution? So therefore, it will be anonymously discussed.

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### Delphi Technique

4. These responses are compiled and analyzed and on their basis, a second questionnaire is developed, which is mailed back to participating members to comment, suggest and answer the questions, possibly generating new ideas.
5. The responses to this second questionnaire are compiled and analyzed and if a consensus has not been reached, then a third questionnaire is developed, pinpointing the issue and unresolved areas of concern.
6. The above process is repeated until a consensus is obtained. Then the final decision is taken.

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10

These responses are compiled and analyzed in on their basis. The second questionnaire is developed on the basis of the first second question I will be told which is mailed back to the participating members to come and suggest and answer the questions possibly generating new ideas are there, So, there will be the certain questions and answers that is related to the new ideas to be generated and here those who are already who are the part of this particular process.

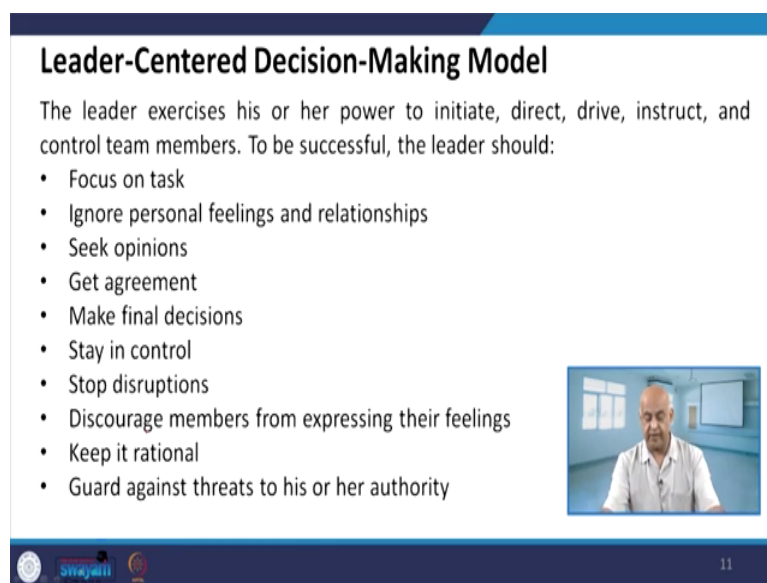
So, they will not be getting the any comment or suggestion unless and until that it is becoming very relevant is there. So, because these responses are new and therefore new ideas will come and the second questionnaire are compiled and analyzed and so on. The basis of the first idea, first brainstorming session you can say the pilot study. Now, we are having the second question higher and this is more structured.

So, consensus has not been this then. The third questionnaire is developed by pinpointing the issues and resolve the ideas of consensus because the it was not connected like earlier. So,

here what will be that third question IR will be developed where the all the issues raised by the first and second respondents and the experts that will be accumulated. The above process is repeated until a consistency is obtained and then the final decision is taken.

And therefore, this process of collecting the data sending the questionnaire taking the responses and of identifying their reviews. So, unless and until we do not have the consciences then definitely there will be no final decision will be taken. But yes, if we develop the consensus then there will be the final decision will be taken. So, this is the questionnaire analysis and the reform is there of the questions.

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**Leader-Centered Decision-Making Model**

The leader exercises his or her power to initiate, direct, drive, instruct, and control team members. To be successful, the leader should:

- Focus on task
- Ignore personal feelings and relationships
- Seek opinions
- Get agreement
- Make final decisions
- Stay in control
- Stop disruptions
- Discourage members from expressing their feelings
- Keep it rational
- Guard against threats to his or her authority

swajani 11

Some of the questions will be done and done by the team members. Leaders-Centered decision-making model is there, so, this is a very common practice. The leader exercises these are her power to initiate direct drive, instruct and control team members is there. So therefore, in that case, what happens that is, he identifies any problem in the society in the organization? And then he initiates then he directs and that a particular data instruction will be given to the control team members are there.

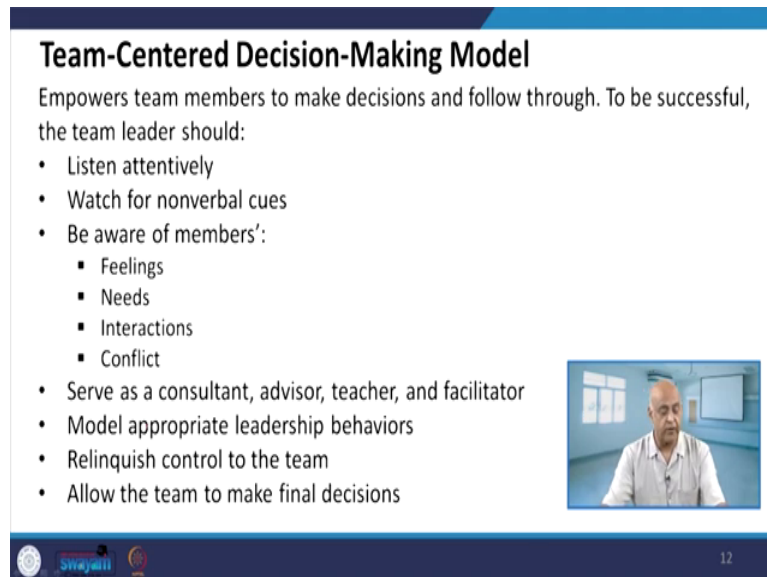
So, what leader should do? That you should focus on the task, ignore personal feelings and relationships and no biases, seek opinions of all, get agreement so that the work can be done. Make final decisions that is when they will start the work and end the work, stay in control. So therefore, in that case, there will be no deviations. Stop disruptions, as we are into the control sooner's deceptions will be there.

Discourage members from expressing their feelings, keep it rational and the guard against threats to his or her authority is there. So therefore, in that case, every member is having certain authority. He is the master of his solution and whenever he is going for this master of his solution. Then definitely he will be looking for the that there should not be any threat. So that his authority should be intact.

So, maybe that is his opinion structure. His design may be, the profitable or may not be profitable but ultimately it is very important that is the we do not have the threat for that particular guard and therefore we are having the full authority for that is used by that particular person is there. Now, in this case the difference between the brainstorming and other sessions is there is a leader.

Leader is purely made, initiate direct drive instruct and the control so, team members are there. So therefore, in that case, the leader exercises that is his power and whenever he is exercising his power, so, he will give the direction also to the solutions to the problems. That was a team-based leader base.

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**Team-Centered Decision-Making Model**

Empowers team members to make decisions and follow through. To be successful, the team leader should:

- Listen attentively
- Watch for nonverbal cues
- Be aware of members':
  - Feelings
  - Needs
  - Interactions
  - Conflict
- Serve as a consultant, advisor, teacher, and facilitator
- Model appropriate leadership behaviors
- Relinquish control to the team
- Allow the team to make final decisions

swajani 12

Now, we will talk about the team-centered decision-making model is there. So, empowers team members to make decisions and follow through to be successful and team leaders should listen very attentively. Whatever the leader is saying, other team members are saying and that the team member should have the clarity, the clarity of thought is important. And that is why they will be listen alternatively.

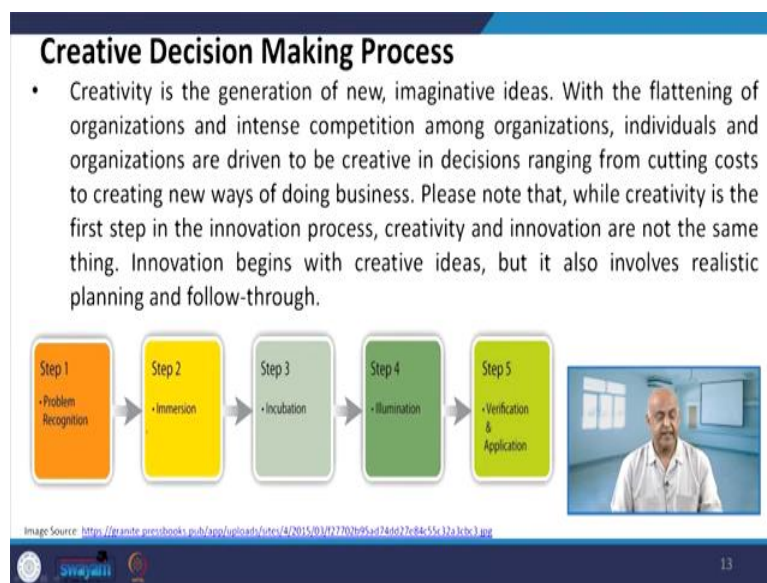
Watch for the non-verbal cues, now this is very important that is, this is not only for the verbal cues are there, so, whatever has been said but the body movement the hand, movements leg movements. So therefore, in that case that is nonverbal cues. That has to be also captured and judge. Be aware of members, there is a feeling, needs, interaction and conflict is there.

So therefore, it will be very common that they will be in the feelings they will be having certain needs and naturally they will require certain interactions and whenever there will be interaction, there will be the conflict is there. Now, team member serve as a consultant advisor, teacher and facilitators are all are forming the team is there. Model appropriate leadership, behaviours will be there and the relinquish control to the team is there.

So, allow the team to make the final decisions is there. So, earlier it was a leader who was making this decision about a particular problem and providing the solution. Here it is a team-centered decision is there. Where the leader is taking this particular decision and on the basis of this team-centered decision, the team members are very active and cooperative and as a result of which the all-team members they are allowing each other to take the final decision is there.

Here because all stakeholders have been considered so, there will be the always chances that is your decision will be better and helpful for the taking of the solution.

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**Creative Decision Making Process**

- Creativity is the generation of new, imaginative ideas. With the flattening of organizations and intense competition among organizations, individuals and organizations are driven to be creative in decisions ranging from cutting costs to creating new ways of doing business. Please note that, while creativity is the first step in the innovation process, creativity and innovation are not the same thing. Innovation begins with creative ideas, but it also involves realistic planning and follow-through.

The process is shown as a sequence of five steps in colored boxes:

- Step 1: Problem Recognition
- Step 2: Immersion
- Step 3: Incubation
- Step 4: Illumination
- Step 5: Verification & Application

Image Source: <http://erzante.persibooks.pub/erzante/pdfs/4/2015/03/127207b95a7261e72e8455c13a3ebc3.jpg>

13

The next is the creative decision-making process is there. So, problem identification, recognition, immersion, incubation, illumination and verification and application, so, these are the five steps will be there. So, creativity is the generation of imaginative ideas with the flattening of the organizations and intense competition among organizations. Individuals and organizations are driven to the creative in decisions ranging from the cutting the cost.

So, this is the most important aspect that is they start with the cutting the cost, is there. So that there can be the ROI, satisfactory ROI and creating the new ways of doing the business. Please note that while creativity is the first step in the innovation or process, creativity and innovations are not the same thing. So, innovation begin with the creative ideas but it also involves realistic planning and the follow through is there.

So therefore, on the basis of this, this is not the totally very imaginative rather than this is practical and that is the step one will be problem, recognition, immersion will be there, incubation will be done, illumination will be done and verification and application will be done. So, all these five steps which is required to be judged so, these five steps that the that will be decided by the this all on the group members team members.

Those who are going for this particular type of the decisions are there. So, creativity that has to be encouraged because ultimately, nowadays the Buzz Mantra is that is the do the business differently, do the same business but differently and now indifferently that creativity is required. The simple example may be use of technology. So, when you are using the technology then you are using the something new and that will be helpful for the performing.

But in the case, whenever there is not a proper conception of the ideas it is called the incubation. Then definitely this method will be a threat.

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## Creative Decision Making Process

1. **Problem identification:** which is the step in which the need for problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it.
2. **Immersion** is the step in which the decision maker thinks about the problem consciously and gathers information. A key to success in creative decision making is having or acquiring expertise in the area being studied.
3. Then, **incubation** occurs. During incubation, the individual sets the problem aside and does not think about it for a while.
4. Then comes **illumination** or the insight moment, when the solution to the problem becomes apparent to the person, usually when it is least expected.
5. Finally, the **verification and application** stage happens when the decision maker consciously verifies the feasibility of the solution and implements the decision.



Next is the creative decision-making process problem identification which is a step in which the need to be problem solving becomes apparent. If you do not recognize that you have a problem, it is impossible to solve it. So, acceptance that I am having certain problem and that is very-very important, is there. Immersion, is a step in which the decision maker thinks about the problem consciously and gathers information.

A key to success in creative decision making is having or acquiring the expertise in the area being studied. This is a big challenge is there. So, immersion is required where the all these gen makers, they are having that particular academic background. So therefore, that economic background of knowledge of that body of knowledge that will help the team members to take a decision and then incubation process occurs.

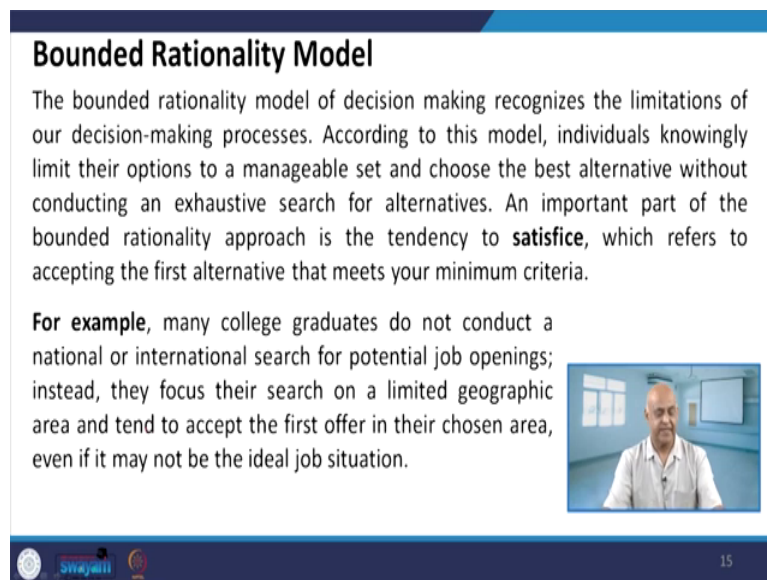
During incubation the individuals sets the problem aside and does not think about it for a while is there. So, there in the incubation. So, the you are allowed all you are allowing the concept to that particular grow and then you will find out this solution. So, these comes illuminations are the inside moments when the solution to the problem becomes apparent to the person. So, the usually when it is the test expected, is there.

So therefore, that is an illumination only. That is not the reality. Finally, the verification and application stages are happening when the decision maker consciously verifies the feasibility of the solution and implements the decision is there. So that feasibility of the solution will be possible only when that is this particular decision maker. He is consciously verifying, the

feasibility because in all these steps you will see from the problem identification to the verification application.

It is very important that is the conditions in which you are working. That has to be very strong.


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



**Bounded Rationality Model**

The bounded rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set and choose the best alternative without conducting an exhaustive search for alternatives. An important part of the bounded rationality approach is the tendency to **satisfice**, which refers to accepting the first alternative that meets your minimum criteria.

**For example**, many college graduates do not conduct a national or international search for potential job openings; instead, they focus their search on a limited geographic area and tend to accept the first offer in their chosen area, even if it may not be the ideal job situation.



   15

Bounded rationality model is there, the boundary rationality model of decision making recognizes the limitations of our decision-making processes. According to this model, individuals knowingly limit their options to a manageable set. So therefore, they saying that is if there are ten options or they were, they would like to work in the seven set and choose the best alternative.

Without conducting an exhaustive search for alternatives is there a very interesting model. And therefore, limitations of this decision-making process is this that is the eight is it is the best alternative which is available. And important part of this bounded rationality approach is the tendency to satisfy which refers to the accepting the first alternative that meets you minimum criteria.

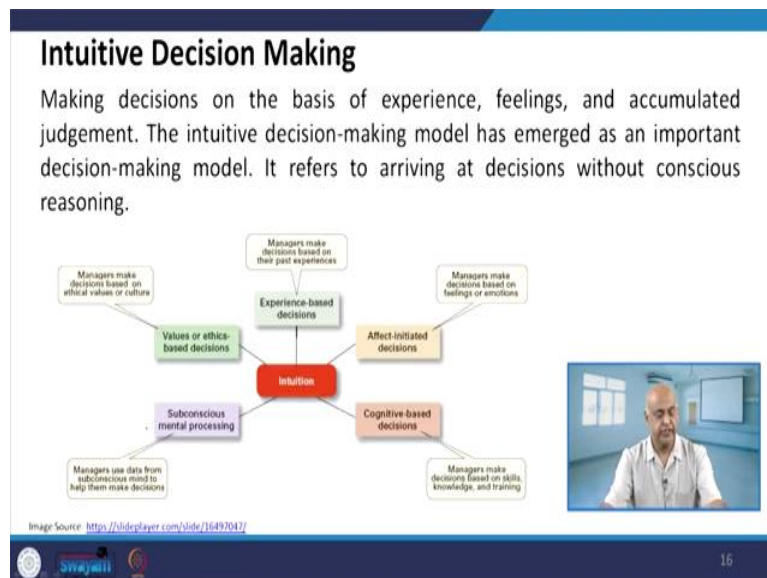
And therefore, in that case, in the both ways it is the in spite of it what is your source is there. Irrespective of that it is the selection of the solution that will be having the satisfying the alternatives that has been selected. An example is given here many college graduates do not conduct a national or international search for potential job openings and instead they focus as such on a limited geographic area.



And tend to accept the first offer in their chosen area, even if it may not be the ideal job situation is there. So, this is the reality which is happening. And therefore, in that case that is the any institute which is not having these the perfect seats. So, what it does that is, it is the first offer, in their chosen area is there. So, whatever the first of offer is there and then on basis of that first offer that the selection has been done, even though it may not be the ideal job situation is there.

So, many organizations because they have to take that particular decision and they go for the particular decision that is the bounded decision is there.

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Now, intuitive decision making is there. So, making the decisions on the basis of the experience, feelings and accumulated judgment. The intuitive decision-making model has immersed is an important decision making model it refers to arriving at decisions without conscious reasoning is there. So, managers make the decisions based on their ethical values or culture, managers make decisions based on their past experiences, managers make decisions based on feelings and emotions.

And makes a decision based on skills, knowledge and training is there. Managers use data from the subconscious mind to help them make the decisions. So therefore, in that case, whenever managers are supporting their team members to take the decisions, it is based on the intuition. It is not based on the rationality or the logical is there. It is it depends on the individuals. What are the value systems are there?

How they are the mind is affected by these, their managers, feelings are emotions are there. Managers that whatever the skill, knowledge and ability they are having that is a cognitive based decision are there. So, knowledge, attitude, skills there, so, they are playing the very-very important role in taking the decisions are there. They are data from this the sub conscious mind and therefore subconscious mind pattern that has been also used.

And experience the best decisions are there. So, naturally, whoever is leader he will like to take the decision on the basis of his experience is there. So, it is becoming very-very important. That is all decision, making models that will be applicable that will work through the intuition is there.

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**Decision Making Model**

Decision Making Model	Use This Model When:
Rational	<ul style="list-style-type: none"> <li>Information on alternatives can be gathered and quantified.</li> <li>The decision is important.</li> <li>You are trying to maximize your outcome.</li> </ul>
Bounded Rationality	<ul style="list-style-type: none"> <li>The minimum criteria are clear.</li> <li>You do not have or you are not willing to invest much time to making the decision.</li> <li>You are not trying to maximize your outcome.</li> </ul>
Intuitive	<ul style="list-style-type: none"> <li>Goals are unclear.</li> <li>There is time pressure and analysis paralysis would be costly.</li> <li>You have experience with the problem.</li> </ul>
Creative	<ul style="list-style-type: none"> <li>Solutions to the problem are not clear.</li> <li>New solutions need to be generated.</li> <li>You have time to immerse yourself in the issues.</li> </ul>

Image Source: <https://open.lib.umn.edu/app/uploads/sites/5/2015/01/552724770ff1e9d7b21760902e5b7.jpg>

So, decision making models we what we have talked about that is about the rational, bounded rationality, intuitive and creative is there. Informational alternatives that can gather and quantified, the decision is important. And you are trying to maximize your outcome is there. The minimum criteria are clear. You do not on your not willing to invest much time to making the decisions.

So, boundary rationality in this here then you use this particular model. Goals are if clear, there is time pressure and analysis, paralysis would be costly. So, you have experience with the problem. So, go for the intuitive and whenever solutions to the problem are not clear, new solutions need to be generated. Your time tumours out in the issues are there.

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## Decision Making Errors and Biases

- **Heuristics:** Using “rules of thumb” to simplify decision making.
- **Overconfidence Bias:** Holding unrealistically positive views of one’s self and one’s performance.
- **Immediate Gratification Bias:** Choosing alternatives that offer immediate rewards and that to avoid immediate costs.
- **Anchoring Effect:** Fixating on initial information and ignoring subsequent information.
- **Selective Perception:** Selecting organizing and interpreting events based on the decision maker’s biased perceptions.






Image Source: [https://player.scribd.com/7616497047/index/slide\\_14.jpg](https://player.scribd.com/7616497047/index/slide_14.jpg)

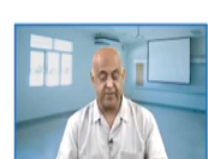
18

Now, what will be the errors and biases, so, heuristic, using “rules of thumb” to simplify decision making. Overconfidence biases, unrealistically positive views of one's self and one's performance. Immediate gratification, bias, anchoring affect is there and selective perception will be there. And therefore, choosing the alternatives it offer immediate bias rewards and to provide threat to the cost that is to be avoided. In the case of this decision, making biases is there.

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## Decision Making Errors and Biases

- **Framing Bias:** Selecting and highlighting certain aspects of a situation while ignoring other aspects.
- **Availability Bias:** Losing decision-making objectivity by focusing on the most recent events.
- **Representation Bias:** Drawing analogies and seeing identical situations when none exist.
- **Sunk Costs Errors:** Forgetting that current actions cannot influence past events and relate only to future consequences.
- **Self-Serving Bias:** Taking quick credit for successes and blaming outside factors for failures.
- **Hindsight Bias:** Mistakenly believing that an event could have been predicted once the actual outcome is known (after-the-fact).

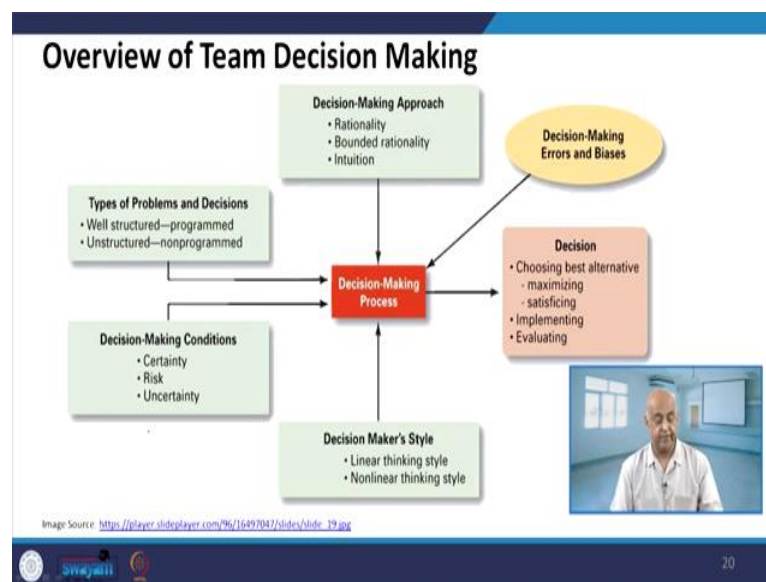


19

Now, there are the framing biases this is there. Certain aspects of situation while ignore the other aspects. Availability bias is there. There is a losing the decision-making objectives by focusing on the most recent events. Representation Biasness is there that is a drawing analogy and seeing identical situations. And then therefore, on the base of that we take the decision, sunk costs error is there.

Current actions they cannot influence past events and relate only to the future consequences. So therefore, that will be the sunk costs error. Self-serving bias will be there is us taking quick credit for success and blaming outside factors for failures. Hindsight bias is that an event could have been predicted once the actual outcome is known.

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So, here, whenever we are going by this particular bias need so finally, we are taking this the overview of team decision making is there. Rationality, boundary rationality and intuition is there. Then we are taking about decision making types of problems and decisions well structured and unstructured are there. Decision making conditions are the certainty, risk and uncertainty is there in which is a situation you are taking the decision.

The decision makers style is the linear thinking style or the non-linear thinking style. So, it will be totally depended on the decision maker. Decision best alternative is maximizing satisfaction implementing or the evaluating is there.

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## What is Conflict?

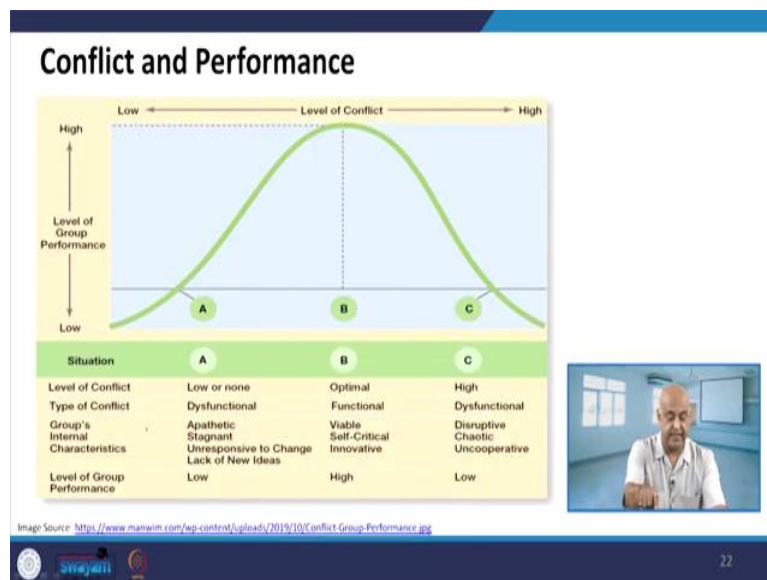
- Conflict occurs when opposing parties have interests or goals that appear to be incompatible. There are a variety of sources of conflict in team, committee, work group, and organizational settings. For example, conflict can occur when group or team members;
  1. have strong differences in values, beliefs, or goals;
  2. have high levels of task or lateral interdependence;
  3. are competing for scarce resources or rewards;
  4. are under high levels of stress; or
  5. face uncertain or incompatible demands—that is, role ambiguity and role conflict.



Now, whenever we are talking about the conflict, so, conflict occurs when opposing parties of interest or goals that appear to be the incompatible. And therefore, in that case, conflict can occur within a group or team members. So, we have to classify that is what type of these you are having the conflict. Strong degree are the high levels competing for scarce resources under high levels of stress as the face uncertainty is there.

So, conflict can also occur when leaders act in a manner inconsistent with the vision and goals, they have articulated in the organizations is there.

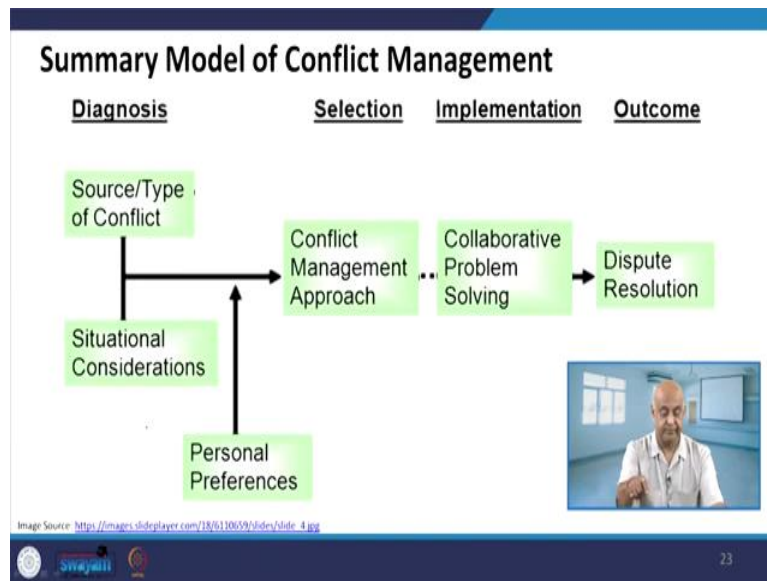
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Here, we will talk about the low level in high level of group performance. So therefore, in that case it is the level of conflict which group level performance is low, it is low. It is going high then it is going low. So therefore, in that case, conflict and performance will be decided

on the basis of like this curve. That is at what stage is the level of conflict is there and which type of the conflict it will be called.

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So, suppose in the team building if conflict arises so, step of conflict situational consideration, personal preferences, conflict management, collaborative problem solving and the dispute resolutions will be there.

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### Diagnosing Conflict

**Conflict focus**

- **People-focused:** "In-your-face" confrontations – high emotions fueled by moral indignation. Are negative conflict that involve accusation of harm, injustice, or feeling of resentment between conflicting parties.
- **Issue-focused:** Rational resource allocation negotiations. Can be positive or negative, and involve different parties representing the interest of their own groups, functions, or organizations.

Conflict source	Conflict focus
Personal differences	Perceptions and expectations
Informational deficiency	Misinformation and misrepresentation
Role incompatibility	Goals and responsibilities
Environmental stress	Resource scarcity and uncertainty

A small video inset shows a man speaking in a classroom setting.

What is important is you should be able to diagnose the conflicts and the people focused and the issue focused are there. Conflict, source and conflict focus is their personal differences what are the sources informational deficiency role in compatibility or the it may be related to the perception and expectations, manifestation and misrepresentation, goals and responsibilities. So that can be the diagnosing the conflicts may be there.

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### Conflict Management Approaches

Leaders can use five strategies or approaches to resolve conflicts. Perhaps the best way to differentiate between these five strategies is to think of conflict resolution in terms of two independent dimensions: cooperativeness versus uncooperativeness and assertiveness versus unassertiveness.

Image Source: <https://1.wp.com/www.sefunote.com/mg/dimension-of-conflict-handling-intentions.jpg?resize=728%2C478&quality=100>

25

So, it will be the avoiding if it is uncooperative is low, assertiveness is low, avoiding is there or it can be the competing compromising collaborating and the accommodating is there. Depending on the assertiveness and the cooperativeness is there.

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### Framework for Collaborative Problem Solving

- Establish superordinate goals
- Separate the people from the problem
- Focus on interests, not positions
- Invent options for mutual gains
- Use objective criteria for evaluating alternatives
- Define success in terms of real gains, not imaginary losses

#### Four Phases of Collaborative Problem Solving

1. Problem Identification
2. Solution Generation
3. Action Plan Formulation and Agreement
4. Implementation and Follow-Up

➤ First two phases most difficult to implement effectively.

26

(Refer Slide Time: 33:07)

### Case Study: Computerized Decision Making

- As you saw in the opening vignette, computerized decision making has really taken off in recent years. Some have blamed the financial crisis that began in 2007–2008 on excessive reliance on these computerized decision-making models. Lending officers who used to make individualized decisions about credit worthiness through personal judgment were replaced by computerized and statistical models, which resulted in mechanistic decision making. As a result, large numbers of decisions were tied to a common set of assumptions, and when those assumptions proved to be wrong, the entire credit system fell apart and the economy faltered.
- Besides the use of computerized decision models, the use of computerized systems like Twitter for information sharing and the burgeoning number of computer “apps” may be leading to information overload, so facts and figures replace analysis and thought in making human decisions. Eric Kessler from Pace University’s Lubin School of Business notes, “What starts driving decisions is the urgent rather than the important”.



So, this will be the quality of collaborative problem solving and on basis of this, we will be able to resolve the conflicts is there.

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### Case Study: Cont.

Researchers have begun to find that people using too much information actually make worse decisions than people with less information, or they get so swamped in information that they are unable to reach a decision at all.

Computer decision models do present certain advantages. Computers are capable of amassing and compiling enormous amounts of data and using them to spot trends and patterns a human observer would simply never see. Computers also are not prone to emotional decision making or falling into the heuristics and biases we discussed in this chapter. Finally, computerized decision making systems are generally faster than human beings. However, computer decision-making systems have certain faults that might

severely constrain their usefulness. Although computers can grind through masses of data, they are not capable of intuition or creative thought. As scholar Amar Bhidé notes, “An innovator cannot simply rely on historical patterns in placing bets on future opportunities.”



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### Case Study: Cont.

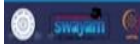
People are much more likely to spot opportunities that lie just beyond what the data can tell us directly. Also, groups of people working in collaboration can discuss and question assumptions and conclusions. Computers cannot actively consider whether their programming makes sense or adapt automatically when values changes.

#### Questions:

**Q1.** What are the specific advantages of using computerized decision making? How can computers be better decision makers than humans?

**Q2.** Are there advantages to completely disconnecting from the wired world when possible? What can you do to try to retain your ability to focus and process information deeply?

**Q3.** What are the weaknesses of using computers as decision tools? Are computers likely to have any specific problems in making decisions that people wouldn't have?



29

So, this is a case study as usual which we discussed and please solve the questions given at the end of the case study.

**(Refer Slide Time: 33:20)**

### Research Paper



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DOI: 10.1108/13527590510684311

## Improving team decision-making performance with collaborative modeling

Arthur B. Jeffery and Jeanne D. Maes  
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Mobile Alabama, USA, and*  
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NAS Pensacola, Florida, USA*

#### Purpose

This article aims to examine considerations and strategies for improving team performance in decision-making by teaching teams to use collaborative modeling based on team mental models. In this paper authors' examined collaborative modeling in the context of improving team decision-making performance and offer five imperatives for successful team collaboration.



30

And this is a research paper improving the team decision making performance with the collaborative modelling is there.

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**Research Paper**




**Design/methodology/approach**

The article describes the nature of shared mental models and collaborative modeling, the potential effects of collaborative modeling on team performance, and a perspective on communication imperatives that facilitate collaborative modeling. The articles builds upon this information to suggest five imperatives for teams to help them develop collaborative modeling skills.

**Findings**

The article offers strategies in the form of five imperatives for teams to observe in order to build skills in collaborative modeling and improve team performance by improving team members' ability to effect collaborative modeling to accomplish team tasks and goals.




   31




(Refer Slide Time: 33:29)

**Research Paper**

**Originality/value**

Research over the years in mental modeling and communication has created a powerful argument that effective communication and shared mental models improves team performance. However there is little about application of this concept in the literature. The next step for researchers is to develop application models for collaborative modeling and test those models through empirical research. This paper offers an application model based on imperatives to be observed by decision-making teams in order to facilitate the creation of shared mental models of team tasks and processes.



   32

(Refer Slide Time: 33:31)

**Book Recommendation**

**Moving Out of the Box: Tools for Team Decision Making**

**Authors:** Jana M. Kemp  
**Publisher:** Stanford University Press (8 July 2009)  
**Language:** English  
**Paperback:** 184 pages  
**ISBN-10:** 0804762465  
**ISBN-13:** 978-0804762465






Image Source: [https://images-na.ssl-images-amazon.com/images/I/418EPb1S5Uk\\_SX329\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/418EPb1S5Uk_SX329_BO1,204,203,200.jpg)

33

And this is the design, methodology, approach and findings about this particular research paper. And finally, this is the book moving out of the box which you can refer for tools for the team decision making is there.

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**Book Recommendation**

The book argues that making good decisions involves expansive group conversation that leads to sound conclusions and swift execution. This sounds simple, but in many organizations, making a decision and seeing it through can become an exercise in frustration for managers and employees alike. At one end of the spectrum are "command-and-control" decisions, proclaimed from on-high and implemented through the ranks without input or buy-in from those affected by the decision. This approach can lead to resentment and backlash. At the other end are purely collaborative, consensus-driven decisions that often lead to inoffensive, weak choices and sub-par results.

Moving Out of the Box shows that there is a time for consensus, a time for command-and-control, and a time to integrate both approaches. Providing examples of successes and failures, the text identifies five decision-making profiles—antisurvival, boxed-in, neutral, engaged enthusiasm, extreme excitement—to help you position yourself in relation to your teammates, facilitate discussion, and steer your group toward the most effective end point.






Image Source: [https://images-na.ssl-images-amazon.com/images/I/418EPb1S5Uk\\_SX329\\_BO1,204,203,200.jpg](https://images-na.ssl-images-amazon.com/images/I/418EPb1S5Uk_SX329_BO1,204,203,200.jpg)

34

And there are different models which have been suggested you can take the basis on these particular readings.

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You can try to find out that how you can take the decision. These are the references for your further studies. Thank you.