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Group Decision Making in Organizations

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Group Decision Making in Organizations

Individuals and management team in any organization are faced with problems which will require them to select choices among several possible solutions they have. Therefore, decision making plays a critical part during this selection process. Decision making is a procedure of selecting choices by recognizing a decision, collecting information and analyzing alternative resolutions (Anderson, 1990). However, this process becomes more complex when it involves several individuals for instance in the management of a company. Consequently, the group decision-making process will be utilized to ensure efficient decisions are obtained and that is bias-free. Group decision making is where several individuals are involved and engage collectively to examine the problems and assess the alternative resolutions and pick an appropriate solution. Therefore, the number of individuals involved in the decision-making process differ, and thus most organizations utilize group decision-making process.

Case One

Brainstorming will be the best method to be utilized in this case because it provides a platform where group members are comfortable and utilize informal style with adjacent thinking. According to Braintools (2017) brainstorming method comprises individuals from five to ten and provides their thoughts on a free connotation. Since the company is facing stiff competition from the new competitors, the top management will need to come up with creative tactics of improving their marketing and convincing their customers of the importance of their products. Brainstorming will inspire members to come up with brilliant ideas that may seem crazy at first.

Since many ideas are provided, some of them can be made as original and creative solutions that will solve the problem at hand while others stimulate the generation of new ideas.

Therefore, brainstorming methods aids in getting individuals out of their usual way of thinking (Braintools, 2017). Thus, at this point, the company requires many ideas that will be provided by the management team. However, although they are susceptible to conventional thinking, it will be essential for them to involve top individuals from other departments to ensure creative thoughts are brought on board. Moreover, considering the top management team are extroverts it will enable them to be free and provide their thoughts regardless of how crazy they are. According to Braintools (2017), brainstorming always works well in specific issues, wherein in this case, the company has faced a problem that is specific including a decrease in sales and increased competition from upcoming firms. Consequently, to solve the problem top management members will have to break down the problem and work on them at a time.

Case Two

Nominal Group Technique will be the best problem-solving method to be used in this case considering that the company is faced with challenges of cost overruns and the extroverts dominating the group. Since there is a need to allow every person's idea to be recognized, nominal group technique will ensure both the thoughts of introverts and extroverts individuals are heard. CDC (2017) defines nominal group technique as the structural changes of a group dialogue to obtain a consensus. Therefore, since the meetings always go out of the agenda, the technique will help get solutions to the problems at hand.

Moreover, the company has different personalities, which need to be considered to ensure effective solutions are obtained. Introverts are usually quiet, selfless and set aside hence not involved in social engagement. On the other hand, extroverts are open and can speak their thoughts to everyone without feeling offended. This makes the introvert's ideas not to be considered and get ignored or they do not get a chance to present their thoughts concerning the

problem. Nominal group method will eliminate the dominance of one group and allow the formation of groups where individuals will work independently and have a chance to develop strategies that will solve the issues facing the company quietly and in writing.

When individuals are not communicating with each other, they might decrease the chance of other members to ignore, threaten and criticize other members' ideas. Hence, the nominal group technique will eliminate the dominance of one personality in a meeting the way brainstorming does. Also, the method encourages creativity among group members, hence allowing the company to make fast decisions while bearing in mind the ideas and thoughts of every member. Furthermore, the technique provides a platform where each top manager idea has a chance of being chosen conditional to the originality of the solution to the problem. According to CDC (2017), the written thoughts are then gathered together and conversed with every individual stimulated to provide their views on the ideas for elucidation and enhancement reasons. Also, the benefits and drawbacks of the ideas are assessed and individuals are required to vote on the ideas generated by ranking and the idea with the highest marks is chosen.

Case Three

Companies need to focus on their plans and events, especially those dealing with technology features such as software. For that reason, for this organization to support the operations, they will need advanced and updated software which will require the management to set plans in place to deal with them. Delphi technique will be essential in solving the issue of new software since with different software the information technology manager from overseas are well skilled and conversant and it is becoming very hard to create a meeting with them due to their tight schedule. According to Sims (2002), Delphi technique is an approach used to approximate the possibility and result of future events. Therefore, considering that individuals

are in different geographical locations, they will be able to exchange ideas self-reliantly and provide approximation and expectations through reviews of the questionnaires.

Moreover, managers in overseas divisions are professionals with knowledge of the software. Hence, as the manager, the first thing to do is to select the facilitator who will be neutral in the company and recognize the information technology (IT) managers to be used in answering the questionnaires (Haughey, 2017). Similarly, the problem will then be identified and develop a questionnaire that will be answered with the chosen managers, who will then return their responses. The facilitator will then review the responses by eliminating any extraneous content by searching the shared viewpoints. The next thing to do will be to develop another questionnaire that will be based on the previous content to ensure that deeper and specific challenges are addressed. In this stage of the Delphi technique, questions might be presented in either surveys or questionnaires (Haughey, 2017). The process will be repeated as many times as possible until the required solution is obtained. As a result, considering that the technique might use more time, it is good to set a time frame for obtaining the solution hence based on the case, the time limit will be within three months.

In summation, the decision-making process is very critical in the success of an organization as it will ensure companies select the best solution among several alternatives. Based on decision situations am faced, the most useful decision-making technique being utilized is brainstorming as we communicate with team members different ideas together and finally come up with the best solution.

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