**Decision Making**

### Decision Making Techniques

<table>
<thead>
<tr>
<th>Option</th>
<th>Pros</th>
<th>Cons</th>
<th>Uses</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spontaneous Agreement</td>
<td>Fast, Easy</td>
<td>Too fast, Lack of discussion</td>
<td>When discussion isn’t critical, Trivial issues</td>
</tr>
<tr>
<td>One person</td>
<td>Can be fast, Clear accountability</td>
<td>Lack of in-put, Low buy-in, No synergy</td>
<td>When one person is the expert, Individual willing to take sole responsibility</td>
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<tr>
<td>Compromise</td>
<td>Discussion, Creates a solution</td>
<td>Adversarial, Win/lose, Divides the group</td>
<td>When positions are polarized, Consensus is improbable</td>
</tr>
<tr>
<td>Voting</td>
<td>High quality with dialogue, Clear outcome</td>
<td>May be too fast, Win/lose, No/low dialogue, Influenced choices</td>
<td>When there are clear options, If division in the group is OK</td>
</tr>
<tr>
<td>Consensus</td>
<td>Collaborative, Systemic, Participative, Discussion-oriented, Encourages commitment</td>
<td>Takes time, Requires data and member skills</td>
<td>Important issues, When buy-in matters</td>
</tr>
</tbody>
</table>

**Bens, Ingrid. Facilitating With Ease. (2012)**

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### Psychological Contract

- **Inform**
- **Consult**
- **Engage**
- **Collaborate**

Communicate decision making process and expectations transparently to avoid breaking a psychological contract.

**Procedural Justice**

People are more likely to support decisions when they believe the process was fair, just, and equitable.

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### Communicate How You Make Decisions

- "We are about to recruit for a position on our team. I would like to engage you in the process by hearing your thoughts and you being part of the interview process. I will ultimately make the final decision."
- "We agreed to make this decision by vote. I now see how integral it is to our team’s functioning. I believe we should try for consensus."
- "How are we making this decision?"
- "How are you making this decision?"
- "Can you share more about why you believe this is the best process for this subject?"

When discussing any project or issue, start by identifying the decision making process you will use.

If you need to change your decision making process, name this and explain why.

If you are not in a position to determine the decision making process, ask.