

Decision Making in Group and Organizations

Executive Education Course
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Inspiring innovations that change the world

Carnegie Mellon University Qatar



Decision Making in Group and Organizations



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Today's Overview

- **Introduction and Decision-Making Exercise**
- Break and Networking
- **Debrief and Discussion** by Ben Collier
- Break and Networking

Benjamin Collier, PhD

BBA - Information Systems and Statistics
MBA - Information Systems



Software Developer
Project Manager
Technology Consultant at a Hedge Fund



MS - Information Systems
PhD - Organizational Behavior



Courses Taught

Undergraduate

- Organizational Behavior
- Negotiation and Conflict Resolution
- Digital Marketing and Social Media Strategy
- Empirical Research Methods
- Business Technology Consulting

Executive Education

- Dynamic Organizational Leadership
- Negotiation and Conflict Resolution
- Decision Making in Groups and Organizations
- Managing Groups and Teams (Spring 2015)

جامعة كارنيغي ميلون في قطر
Carnegie Mellon Qatar



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Qatar Foundation



Name

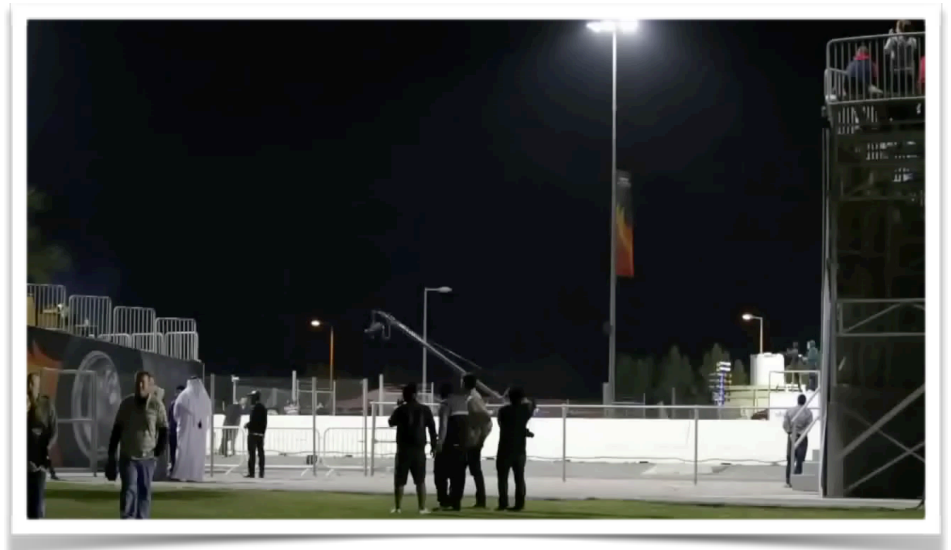
Institution

Where in the world are you from?

- What decisions in your professional or personal life do you find most challenging?
- What decisions would you like more help with?
- What would you most like to get out of this Executive Education seminar?

Decision Simulation

- You are part of a racing team before a big race
- Some of your team members are concerned about mechanical failure
- You need to weigh the information, and come up with a decision
- Read through the case, and come to a decision: **Race** or **Do Not Race**.



Decision Simulation

- Read through the case, and come to a decision - Race or Do Not Race.
- Circle **Race** or **Do Not Race** on the last page of your packet, fill in your confidence level, turn in the sheet
- Be prepared to discuss the reasons of your position when you are with a group

Break Off into Groups of Three or Four

- Race or withdraw? You must have a final team decision
- Be prepared to give your reasons for your solution, and your group's process

Break & Networking

What was the decision making process like on your team?

Who changed their mind?

Who compromised?

What makes this a
challenging decision?

Based on your career experience,
what advice can you give about
leading a group through a decision?

What factors should
we consider?

What are the possible
outcomes?

Why is decision making in groups so hard?

- Goal conflict - **Example:** safety vs. risk
- Decision criteria is often unclear - **Example:** Optimize for profit? Number of customers? Environment?
- Imperfect information / too much information / too little information
- Status / Hierarchy Differences - **Example:** powerful boss no one wants to disagree with
- Role differences - **Example:** Finance, Marketing, Creative, Engineering, Policy

Did getting more
information about the
failures improve your
confidence?

Take Aways

People

The people who may have the best information about the decision may:

- not be able to present it well
- not feel free to speak openly
- not be at the table

Having **stakeholders** in the decision present, with a high level of **psychological safety** is a must for effective team decision making



Take Aways

Decision Confidence

More information tends to make people feel more confident. Talking with others who have **the same opinion** tends to make people more confident in their own opinion (**Group Think**).

A **pre-mortem** may help reduce this.

“Imagine it is 9 months from now and this project has utterly failed. What went wrong?”



Take Aways

Decision Tasks

Information about past performance is a valuable tool in decision making. To get the most out of it:

- Analyze it using the appropriate method
- Present it in a way that helps make a decision, not overwhelm



Take Aways

Other take-aways we will discuss further tomorrow:

- **Confirmation bias** - people tend to first make a decision, then find information to support the decision they already have
- **Overconfidence**
- **Recency Bias / Availability Bias**
- **More to come!**





Questions?

Comments?



Tomorrow: Decision Making Heuristics, Biases, and Traps: How to Reduce Bias and Errors in Decisions

Decision-Making Survey

Break & Networking