

# Team Decision Making

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# Teamwork Skills

- Communication
  - Listening and Persuading
- Decision Making
- Conflict Management
- Leadership
- Trust and Loyalty

Cooperative Teamwork Skills	Teaching Cooperative Skills
<p><b>Forming Skills</b></p> <p>Assign Management Skills</p> <ul style="list-style-type: none"> <li>• Have One Group Quizzes</li> <li>• Use With the Group</li> <li>• Use Quizzes</li> <li>• Task Lists</li> <li>• Use Names, Look at Speaker</li> <li>• "No 'I' Allowed"</li> </ul> <p><b>Norming Skills</b></p> <p>Group Management Skills</p> <ul style="list-style-type: none"> <li>• Make What and Opinion</li> <li>• Ask for Facts and Reasoning</li> <li>• Give Constructive to the Group Work</li> <li>• Assign/Reassign people to the Group Work, often asking them to explain their role</li> <li>• Ask for Help or Clarification</li> <li>• Express Support and Appreciation</li> <li>• Offer to Explain or Clarify</li> <li>• Reinforce Others' Contributions</li> <li>• Encourage the Group</li> <li>• Describe How/Why When Appropriate</li> </ul> <p><b>Performing Skills</b></p> <p>Formal Methods for Forming Teams</p> <ul style="list-style-type: none"> <li>• Summarize Out Loud Completely</li> <li>• Ask Questions to Clarify/Highlight to Summarize</li> <li>• Help the Group Find Clear Ways to Remember</li> <li>• Check Understanding by Repeating/Paraphrasing</li> <li>• Ask Others to Plan for Next Teaching Out Loud</li> </ul> <p><b>Adjourning Skills</b></p> <p>Stimulate Cognitive Conflict and Reasoning</p> <ul style="list-style-type: none"> <li>• Critique Ideas Without Criticizing People</li> <li>• Deconstruct Ideas and Reasoning of Members</li> <li>• Integrate Ideas into Single Positions</li> <li>• Ask for Justification on Conclusions</li> <li>• Extend Answers</li> <li>• Probe by Asking In-depth Questions</li> <li>• Generate Further Answers</li> <li>• Test Results by Checking the Group's Work</li> </ul>	<p>1. Help students see the need to learn the skill.</p> <p>2. Help them know how to do it.</p> <p>3. Encourage them to practice the skill.</p> <p>4. Help them reflect on practice, to refine use.</p> <p>5. Help them persevere until skill is automatic.</p> <p><b>Monitoring, Observing, Intervening, and Processing</b></p> <p>Monitor to promote academic &amp; cooperative behavior. Observe for appropriate teamwork skills given their use and remind students to use them if necessary. Intervene if necessary to help groups with monitoring or teamwork problems. Process to students continuously analyze how well they learned and engaged in order to develop successful strategies and improve when needed.</p> <p><b>Ways of Processing</b></p> <p><b>Positive Feedback:</b></p> <ol style="list-style-type: none"> <li>Have students tell their partners something they did well on.</li> <li>Have all students tell their partners something they did well on.</li> <li>Get the class together to share what they did well on.</li> </ol> <p><b>Group Feedback:</b></p> <ol style="list-style-type: none"> <li>Name a group that did well, which helped you learn and work well together.</li> <li>Name a group that did well, which helped you learn and work well together.</li> <li>Name a group that did well, which helped you learn and work well together.</li> </ol> <p><b>Cooperative Skill Goals:</b></p> <ol style="list-style-type: none"> <li>Rate your use of the target cooperative skill.</li> <li>Class: "Help Group" - "Help Goal"</li> <li>Decide how you will encourage each other to practice the target skill together.</li> </ol> <p><b>Start:</b> "Did your partner give you good feedback?"</p> <p><b>End:</b> "Did your partner give you good feedback? Thank them for helping."</p>

## Decision-Making Approaches

<b>Objective</b>	Deterministic	Stochastic
Multiple	<b>Ranking</b> AHP SMART	MAUT
Single	B/C LP Optimization	Decision Tree (EV) Simulation

## Team Decision Making – Ranking Tasks

- Typically “survival” tasks
  - First was Moon Survival, “Lost on the moon” developed by Jay Hall for NASA in 1967
  - Many survival tasks available – desert survival, lost at sea, winter survival, ...
- Individual followed by team ranking
- Different decision-making conditions in each team

# Team Member Roles

- Observer/ Process Recorder (non participant role)
- Facilitator/Time Keeper
- Task Recorder
- Skeptic/Prober

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Action	Name 1	Name 2	Name 3	Name 4	Total
Contributes Ideas					
Describes Feelings					
Encourages Participation					
Summarizes, Integrates					
Checks for Understanding					
Relates New To Old Learning					
Gives Direction To Work					
<b>Total</b>		6			

### Postdecision Questionnaire

1. How understood and listened to did you feel in your group?  
Not at all 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 Completely
2. How much influence do you feel you had in your group's decision making?  
None 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 A great deal
3. How committed do you feel to the decision your group made?  
None 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 A great deal
4. How much responsibility do you feel for making the decision work?  
None 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 A great deal
5. How satisfied do you feel with the amount and quality of your participation in your group's decision making  
Dissatisfied 1 – 2 – 3 – 4 – 5 – 6 – 7 – 8 – 9 Satisfied
6. Write one adjective that describes the atmosphere in your group during the decision making

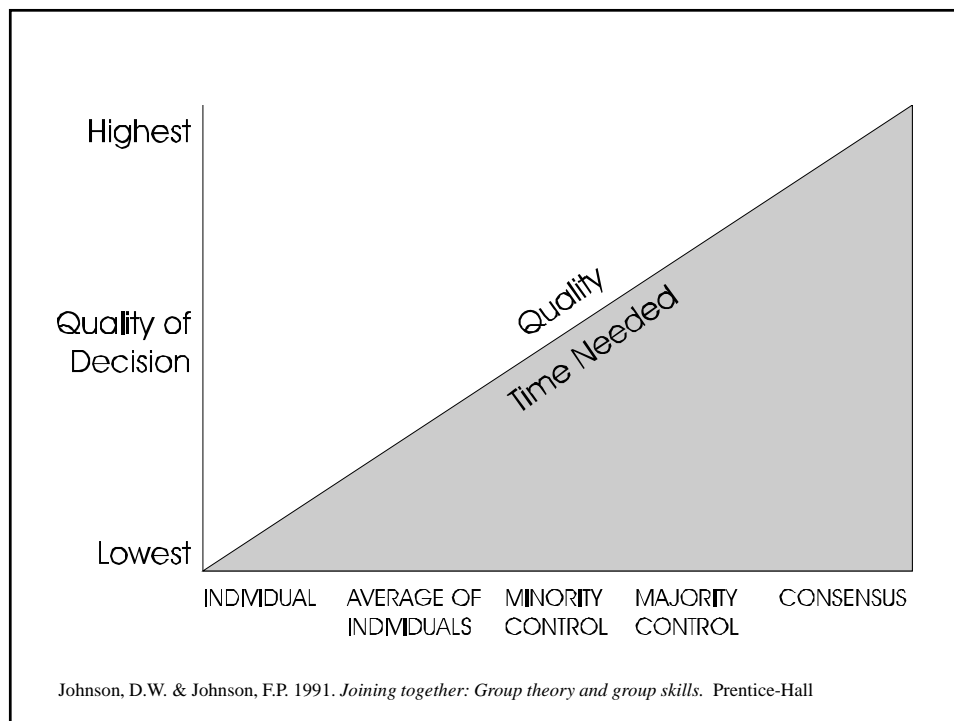
## Team Decision-Making Process

- How
  - Individual
  - Mathematical
  - Consensus
  - Iterative – H, M, L
  - Both ends toward the middle
- Assumptions/Biases
  - Family/Friends
  - News
  - Youth
  - Geographic location

## Methods of Decision Making (Johnson & Johnson, 1991)

1. Decision by authority without discussion
2. Expert member
3. Average of member's opinions
4. Decision by authority after discussion
5. Majority control
6. Minority control
7. Consensus

See Table Summarizing Characteristics – Smith (2007), p. 46



### **Choice of Decision-Making Method Depends On:**

1. The type of decision to be made.
2. The amount of time and resources available.
3. The history of the group.
4. The nature of the task being worked on
5. The kind of climate the groups wishes to establish
6. The type of setting in which the group is working

Johnson & Johnson, 1991

### **Characteristics of Effective Decisions:**

1. The resources of the group members are well used.
2. Time is well used.
3. The decision is correct, or of high quality.
4. The decision is put into effect fully by all the necessary members' commitment.
5. The problem-solving ability of the group is enhanced.

Johnson & Johnson, 1991