



**UNIT III:  
Group/  
Organizational  
Leadership  
Skills**

## **Module 3: Group Decisions**

Every group makes decisions. The way a group makes decisions influences how people feel about the group. It can also determine how well the group members support the decision, as well as how they convey their support to others.

Groups make decisions regarding their functions and purposes, plans and programs, community projects and political activities. The level of group agreement affects the feelings various group members have when decisions are being made. The way a group feels after making a decision becomes especially important if the group plans to have a continuing positive relationship.

It is increasingly difficult today to solve many problems for two reasons. (1) the complexity of the issues facing organizations and communities, and (2) the number and diversity of people who expect to participate in making decisions.

### **Steps in Decision-Making**

The general decision-making process involves a sequence of steps. Group facilitators and members should:

1. Recognize the problem or opportunity. The process begins with recognizing a possible need for change.
2. Analyze the situation. Once a difference is recognized between “what is” and “what could be,” study the situation carefully to determine exactly what is causing the difference.
3. Consider the goal or goals you want to reach. The goals you choose are influenced by the values you have — what you believe is important. Becoming more aware of your values and the priorities you put on them helps you see more clearly what is desired.
4. Look for alternatives. Look for as many alternatives as possible to solve your problem — not just the obvious or habitual ones. Creative thinking, reading and talking to other people may uncover more possibilities.
5. Consider the consequences. One of the key elements of the decision-making process is looking ahead to see “what might happen if we do this.” Consider the use of resources: how much time, energy, skill, money, knowledge, resources are required?
6. Select the best alternative. Look at the alternatives and select the one that seems best for you. If there is no “best” alternative, or none seems satisfactory, perhaps a new alternative can be made by combining some of the possibilities.
7. Act upon the decision. Making a decision doesn’t end with choosing the best alternative — it must also be put into action.