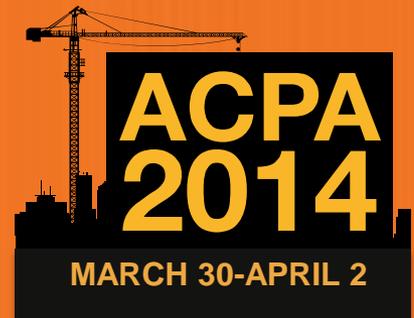
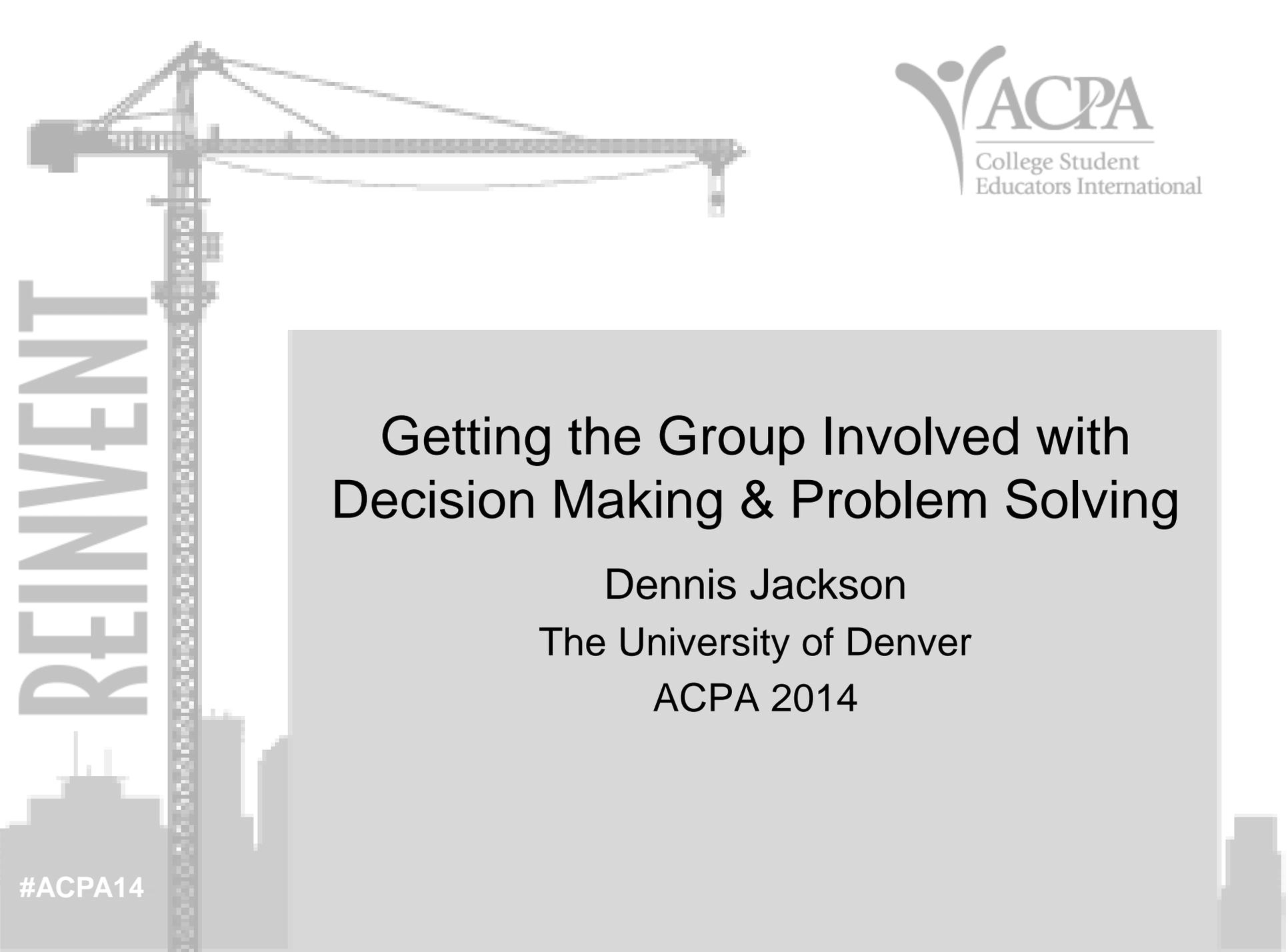


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Getting the Group Involved with Decision Making & Problem Solving

Dennis Jackson

The University of Denver

ACPA 2014

It may look like I'm doing nothing, but I'm actively waiting for my problems to go away.



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Introduction

Dennis Jackson

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Resident Director- Housing and Residence Education

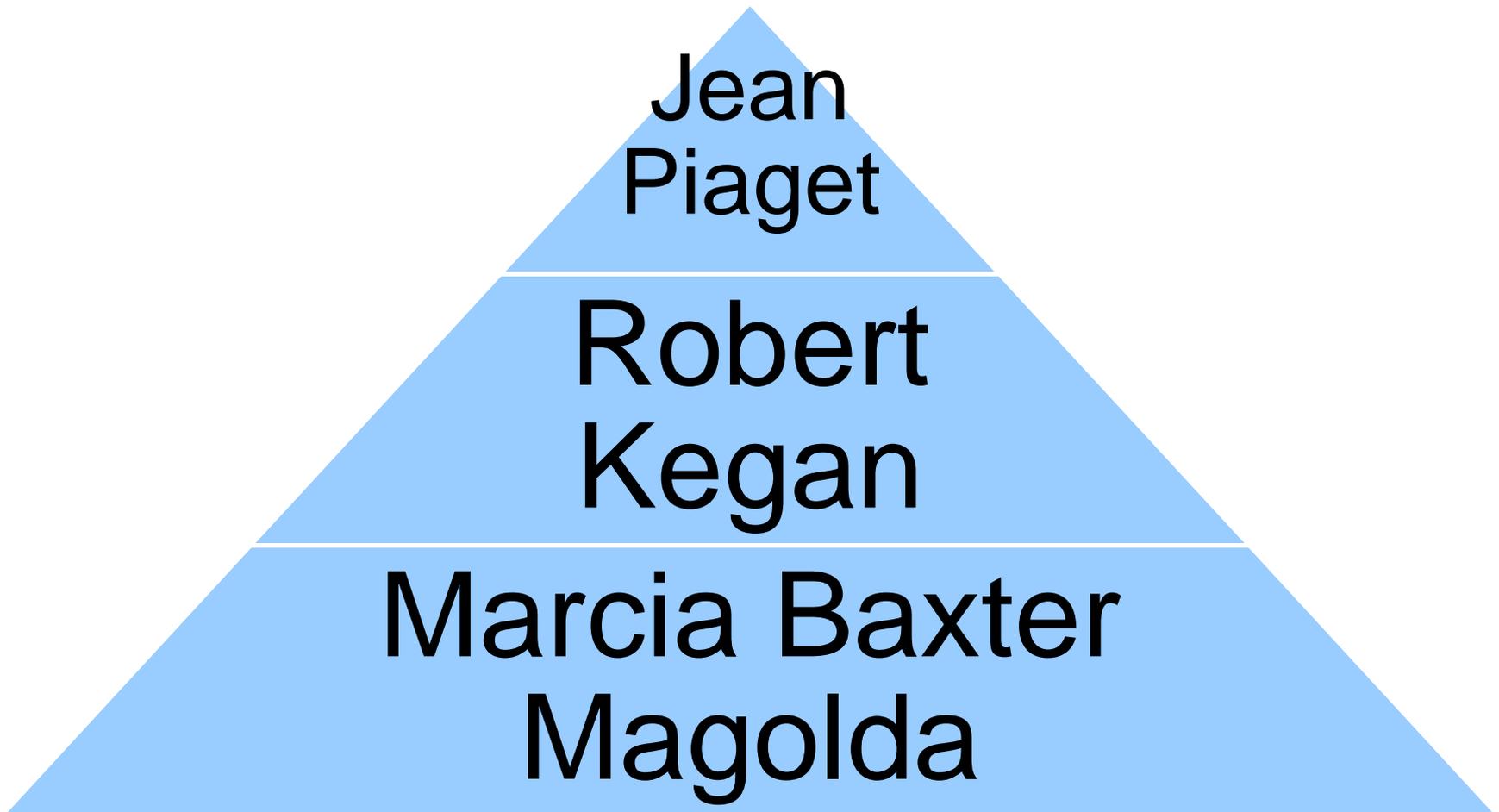
Road Map of the Presentation

1. Learning Objectives
2. Self-Authorship- A Quick Summary
3. Aspects of Group Decision Making
 4. Group Decision Making Activity
 5. Self-Authorship Reflection
6. Aspects of Group Problem Solving
 7. Group Problem Solving Activity
 8. Self-Authorship Reflection
 9. Closing/ Wrap Up

Learning Objectives

1. Gain a Basic understanding of Self-Authorship
2. Learn about advantages and disadvantages of group decision making
3. Learn about and practice consensus decision making
4. Look at factors related to group problem solving
5. Discuss a model for solving problems
6. Consider how Self-Authorship can be used in relation to your work

The Evolution of Self-Authorship



Jean
Piaget

Robert
Kegan

Marcia Baxter
Magolda

Exploring Self-Authorship

The internal capacity to define one's beliefs, identity, and social relations

Epistemological

Intrapersonal

Interpersonal

Learning Partnership Model

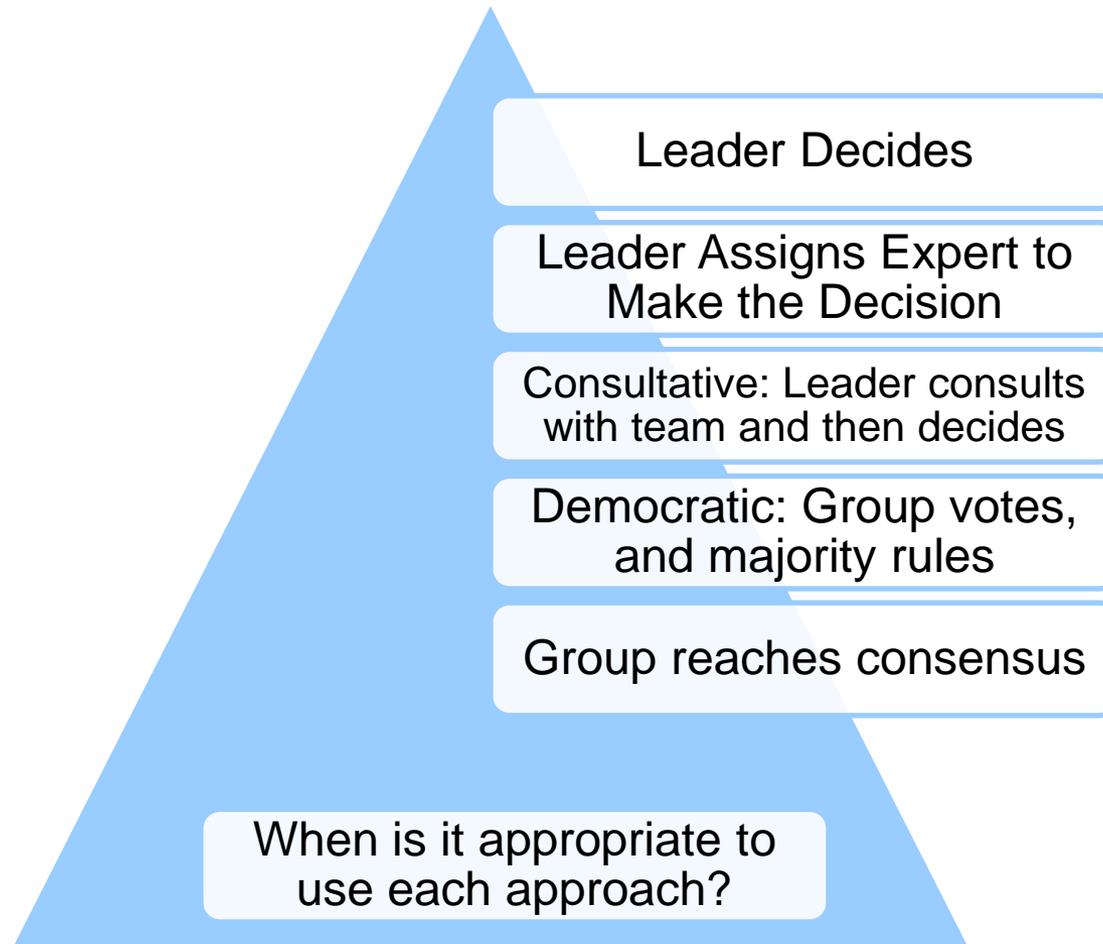
Structured experiences can facilitate the development of self-authorship

Validate learners' knowledge

Situate learning in a person's experience

Mutually construct meaning

Approaches to Group Decision Making



Value of Group Decision Making

Heterogeneous groups with complementary skills make superior group decisions

Group members pool their knowledge through discussion

Incorrect solutions are more likely to be identified and rejected

Great for complex tasks or problems too difficult for one person

Being a part of a group encourages members to make good decisions and perform better

Disadvantages of Group Decision Making

- Less Effective
- A group can work hard to make an unimportant decision
- May focus too much on common group knowledge

Decision Making Problems

Disagreements

Time Pressures

Outside Stress

Group
Polarization

Group Think

Consensus Decision Making

Uses all of a team's resources fully as well as helps build team skills

Encourages support for implementation of decisions

If the group gets stuck, the team can agree to not agree and move on

Reaching consensus means every team member believes they can support a decision 100% without completely agreeing with it

Guidelines to Help Reach Consensus

Avoid arguing for your own position without listening to the position of others.

Do not try to reach a quick agreement by using conflict-reduction approaches

Do not assume a winner/loser mentality

Do not change your position just to avoid conflict

Encourage others to explain their position

Encourage the participation of all members

Making a Consensus Decision

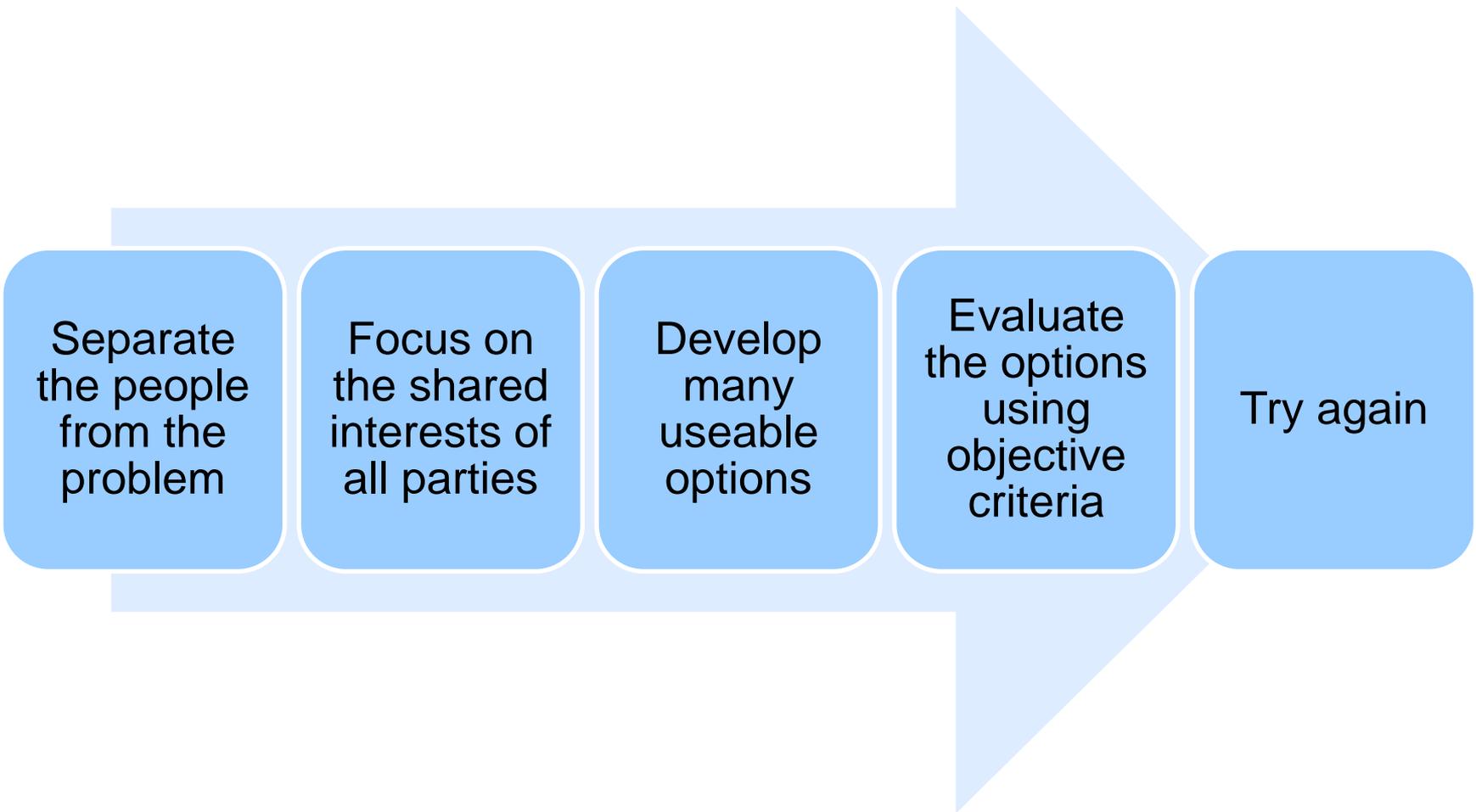
What is the
most
important
characteristic
of a good
supervisor?

Self-Authorship and Decision Making

Reflection Time

- Discussions, case studies, and small group work can give team members the opportunity to develop their own understanding of a decision through their personal lens while working and learning from others. Thinking of your work team/group, how can you incorporate self-authorship into decision making?

Problem Solving- Managing Conflicts Among People



Separate
the people
from the
problem

Focus on
the shared
interests of
all parties

Develop
many
useable
options

Evaluate
the options
using
objective
criteria

Try again

Approach to Problem Solving

The perfect way to solve a problem is to define it and then decide how to solve it

A common flaw in problem solving is not evaluating the solution

For many work teams, a problem is simply how to complete their task or assignment

Problem Solving Teams

Must have a shared conceptualization of a problem

Brainstorming helps

Use structured approaches

Factors that Improve Problem Solving

Research

An open
mind

Evaluations

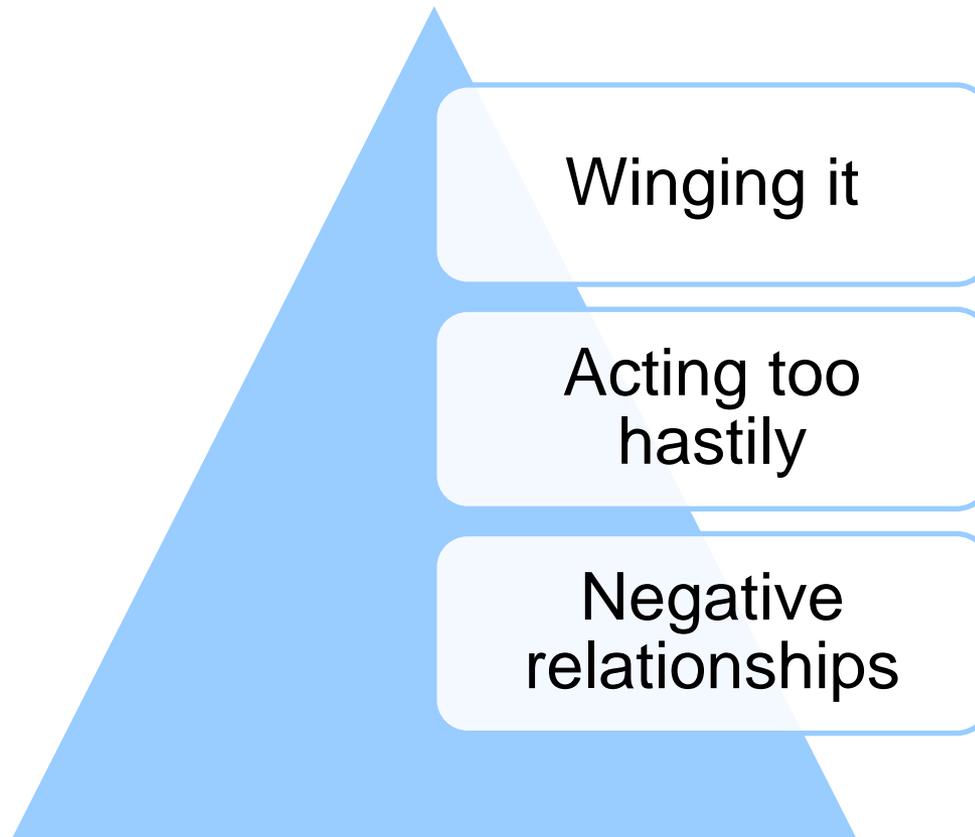
Manage task and relational
aspects

Multiple
perspectives

Focus on
the
problems

Listen to the
minority opinion

Factors that Hurt Group Problem Solving



Prescriptive Approach (Rational Problem Solving Model)

Encourages groups
to solve problems
more effectively

- Problem Recognition and Definition
- Problem Analysis
- Generate Alternative Solutions
- Select Solutions
- Implement Solution
- Evaluate Outcome
- If not successful, go back to Generate Alternative Solutions and repeat

Problem Solving Activity

Go through this problem solving technique by addressing the following issue:

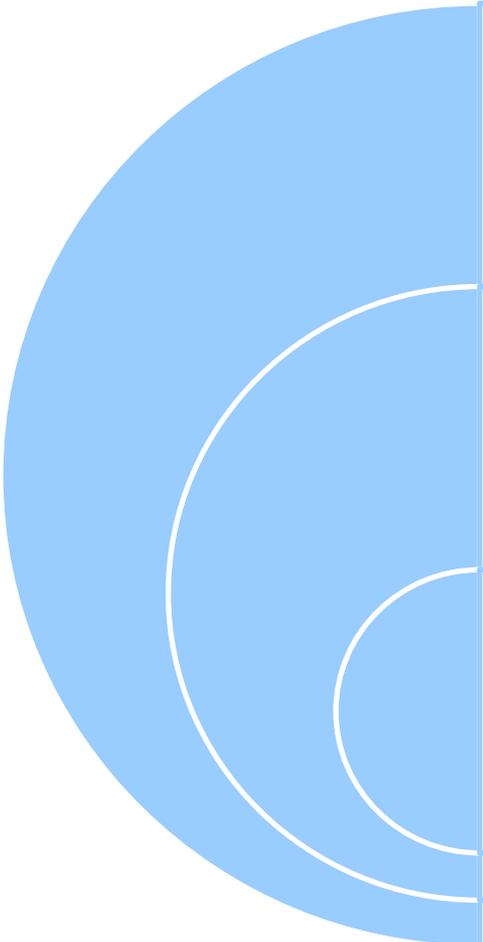
- It was rumored that two of your coworkers are dating. During a meeting of your peers you notice these two coworkers are not treating each other in the most positive manner. When one of these people make a suggestion, the other shares negatively critiques and rolls their eyes. You also notice other staff members are divided in thoughts to support one of these people. A few staff members seem unaware of any troubles within the group.

Self-Authorship and Problem Solving

Reflection Time

- Promoting self-authorship in the work environment enables staff to learn how to learn and think for themselves rather than what to learn and think. Thinking of your work team/group, how can you incorporate self-authorship into problem solving?

Closing Thoughts



Exploring Self-Authorship with staff can increase their ability to grow into new roles and take on various challenges by improving confidence

Providing time and space for staff to interact as well as exchange ideas and thoughts can improve one's capacity to critically think

Group decision making and problem solving create learning opportunities for staff

Key References

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