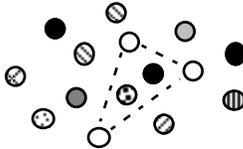


Decision Making Structures

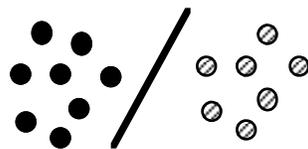
No Structure

- Rugged individualism
- “We all trust each other”
- + Sounds nice
- + Free of rules and penalties
- Often chaotic
- Often hidden decision-making and domination by the few (often aggressive males)
- Most people grow dissatisfied and leave



Majority Rule

- Voting
- + Most people are experienced with it
- + Works with any size group
- + Usually fast
- Splits the group into winners and losers; losers often leave
- Fosters competition and factions
- Encourages attacks against opponents
- Polarizes group; losers often angry and have no commitment to the decision
- The decision contains the bad parts of the winning proposal and lacks the good parts of the losing proposal

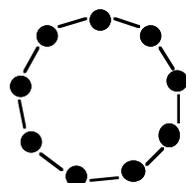


Parliamentary Process

- Robert's Rules of Order
- + Allows antagonists to work with each other in a reasonably orderly fashion
- Confusing; only a few really know what is happening
- Encourages tricky maneuvering
- Hinders real communication

Unanimity

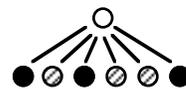
- Everyone completely agrees
- + Good when it occurs
- Almost impossible to achieve with more than two people



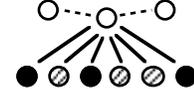
Hierarchy

- Chain of command
- + Fast — good for crises, war, etc.
- + Clear responsibility and accountability
- + Explicit structure
- Bossism
- Encourages competition and pandering
- Not egalitarian or representative
- Many views not heard
- Underlings often do not understand or accept decision
- Little commitment to carry out decisions

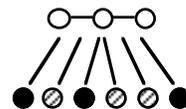
Autocratic (one-person rule)



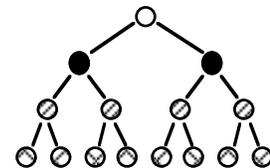
Consultative (one-person rule with advice)



Oligarchic (elite or experts rule)



Military or Business



Consensus

- Explore solutions until the best one for the group emerges
- Mutual search for a solution
- Reach a decision which all can accept
- + Synthesizes all ideas into one
- + Brings conflicts into the open
- + Minority opinions and concerns are heard and considered
- + Decisions are thoroughly thought out
- + Encourages cooperation
- + Promotes solidarity; all are winners
- + Minimizes domination
- + Promotes commitment to carry out decisions
- Usually takes more time
- Sometimes frustrating
- Requires good listening skills
- Requires cooperation and mutual concern
- One person can block a decision

