



Exercise

Preview this text in max **15** seconds:

Decision-making processes

When an organization makes an important decision, a lot of different people are usually involved in the process. The more people who become involved, the more views, experiences and knowledge they bring to the process of making a decision on the matter concerned. The chances of making a well-considered decision are far greater than when one person makes a unilateral decision.

In addition, when people help to make a decision, they are more likely to implement it. They are familiar with the arguments that led to the decision, and they know which alternatives were considered and why they were rejected. Seen from this perspective, it would perhaps be better if organizations made *all* their decisions in consultation with *all* those involved.

However, there are also disadvantages to decision-making processes involving large numbers of people. First, the people taking part must all invest a lot time and effort. They must be prepared (and able) to listen to each other's opinions, and willing to distance themselves from their own point of view.

Second, if those taking part already think along much the same lines, there is a danger that group decisions will be made on the strength of one-sided perceptions with the process simply serving to endorse the opinions already shared by the parties. Some groups do not have enough people representing different points of view.

A third disadvantage is the lack of skills. If none of the people involved are skilled enough to guide the decision-making process, the various options and supporting arguments may not be discussed in enough detail. As a result, decisions can be ill-considered and/or made too hastily.