

Case Study Team Decision Making

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The goal of this assignment is to evaluate the team decision-making process, when applied to a case study scenario involving creating a new cell phone with better features and enhancements (Scandura, 2016). “Decision-making has become an integral part of organizational operations and managerial activities at every level” (Akdere, 2011, p. 1317). According to Ulrich and Crider (2017), “effective teams make organizations successful; ineffective teams can create more problems than they solve” (p.141). The challenges presented within this case study involve discussing how team decision-making can decide, which new phone features to implement, what would be the major factors in the decision-making process and when should the decision-making team request assistance from their leaders or supervisors regarding project progression (Scandura, 2016). Consequently, this paper will discuss the team decision-making process when applied against the scenario of creating a new cell phone with better features and enhancements (Scandura, 2016).

The first challenge presented within this case study was how would the team decide which new phone features to include in the new phone (Scandura, 2016). The author of this writing is recommending either consensus or voting decision-making be utilized as the primarily methods for deciding which features to include in the new phone. The consensus decision-making process would allow each team member an opportunity to express their views, concerns and reservations regarding the features being consider prior to their ultimate selection (Akdere, 2011). While, “voting decision-making is used as an alternative process to consensus decision-making when a consensus is not possible to be achieved among the participants” (Akdere, 2011, p. 1323).

The second challenge presented within this case study was which factors are the biggest in decision-making (Scandura, 2016)? According to Ulrich and Crider (2017), “a high performance team is a group of goal-focused individuals with specialized expertise and complementary skills who collaborate, innovate, and produce consistently superior results” (p.147). Consequently, several of these high performance teams have many similar traits and unique factors, which help them, become and remain successful as decision-making units (Ulrich & Crider, 2017). Therefore, the author of this writing suggest the biggest factor in team decision-making is does the team have adequate knowledge necessary to make a well informed and rational decision (Scandura, 2016).

The third challenge presented within this case study was when should the decision-making team request assistance from their leaders or supervisors regarding project progression (Scandura, 2016)? The author of this writing is suggesting the decision-making team request their leaders or supervisors assistance with project progression when their group is experiencing significant amounts of groupthink or social loafing. “Groupthink is defined as the conformity-seeking tendency of the group, which results in a compromised decision making” (Scandura, 2016, p. 243). Social loafing is experienced when group members are taking a passive role in decision-making and an active role in socializing during group interactions (Scandura, 2016).

In conclusion, all organizational leaders should become familiar with effective team decision-making dynamics, since research indicates its effectiveness as a mark of highly reliable organizations (Ulrich & Crider, 2017). Organizations that properly learn how to utilize these principles, should properly expect to maximize their outcomes and optimize the use of their resources (Ulrich & Crider, 2017).

## References

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