

«SUBAQUEOUS STONE» IN MAKING TEAM DECISIONS

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The main objective of a team is an effective decision-making based on the principle of "one head is good, but two heads are better." This goal is achieved after the group comes to the best solution.

The most common topic of training programs, in more than 200 companies, which are parts of 500 most successful companies in the world, was the method of teamwork. It says about increasing demand on employees who can work in a team.

But teamwork can have in a number of negative factors. Group isolation is typical for groups whose members are aware of their own importance. Consequently a rigorous selection of future members is being made. The main criterion for selection is not a utility of a human, but valuable and ideological compatibility of the applicant to participate in the group. As a rule directive leader directs the group in his favorable direction to reach a decision.

Another situation is in the group based on friendship relations (small company or a firm), with not only formal, but informal relationship.

Unquestioning trust to your partner and at the same time your friend immediately evaporates if you have different principles of business management, views of methods of operating and small frictions, which, accumulated, spoil lives and cause sharp hostility to former friends.

Any company or enterprise provides a standard package of decision-making mechanisms such as consensus, compromise, voting, taking decisions by a leader or a stranger.

But:

The leader of the group may be interested in making decision convenient to him. Voting can be fabricated, company does not trust to an outsider, consensus and compromise can be forced.

Stereotypes play an important role in making the wrong decisions. Following them in the group intuition in decision making creates a false impression of solidarity. Very often stereotype concerns the projecting a false image of the enemy.

The most famous deception in group decision making is an illusion of invulnerability of the decision. Relying on its illusory invulnerability, U.S. Navy suffered during the attack on the American military and naval base at Pearl Harbor.

Conscious manipulation, when making important decisions in business, is not uncommon. They may have even in organizing decision. For example, you can organize a limited number of decision alternatives, where the choice making is among the most profitable for someone.

How to deal with this?

Irving Dzherviz analyzed the consequences of decision making in many cases under the influence of group thinking. He concluded that to prevent the emergence of this phenomenon is easier than simply ignore the consequences when making decisions.

Thus, the desire to avoid future liability is the main objective of the members of a group. If the priority of the group leader is the goal at the lowest cost, he can act as a critic and prevent discussion within the group. The group leader may invite to participate in the debate independent party, competent in this problem.