

## DISBURSING MONEY: A TEAM DECISION

### OBJECTIVES

- To illustrate the differences in team members' decision-making styles
- To identify methods for incorporating all functions in decision making  
(Show Slide 3.19, Recognizing Decision-Making Styles in Teams.)

### TIME

60 minutes

### PREPARATION

- Identify the group members' decision-making styles.
  - If you are using the Interpretive Report, use your completed Facilitator Worksheet 3 (Decision Styles Tally) to identify participants' decision-making styles (Logical and Reasonable; Empathetic and Compassionate; Empathetic and Reasonable; Logical and Compassionate; Midzone with Underlying Feeling; or Midzone with Underlying Thinking).
  - If you are not using the Interpretive Report, identify decision-making styles as follows based on scores on the first two Thinking–Feeling facets:

Group	Facet Scores
Logical and Reasonable	Both Logical and Reasonable scores of 2-5 to the left
Empathetic and Compassionate	Both Empathetic and Compassionate scores of 2-5 to the right
Empathetic and Reasonable	2-5 on Empathetic and 2-5 on Reasonable
Logical and Compassionate	2-5 on Logical and 2-5 on Compassionate
Midzone with Underlying Feeling	Any other facet combinations (Midzone scores) plus the overall basic preference for Feeling
Midzone with Underlying Thinking	Any other facet combinations (Midzone scores) plus the overall basic preference for Thinking

Not all possibilities are covered, so use your own judgment in making assignments. When in doubt, assign to a Midzone group. People are free to change groups if their initial one does not fit.

- Locate Slides 3.19–3.33.
- Copy Worksheet 3.3.

- Note that if your group is larger than 10 members, you can have it break up into smaller groups, based on the members' decision-making styles, for discussion. However, do not announce up front how you are forming the groups.

## DIRECTIONS

1. Hand out Worksheet 3.3 (A Team Decision on Disbursing Money) and present the case (Slide 3.20, Disbursing Money). Have the group work as a team for about 15–20 minutes to discuss the budget windfall and record responses on flipchart paper.
2. Show Slides 3.21 (Review Your Process) and 3.22–3.26 (Facet Questions) and review with the team its decision-making process according to the 20 questions related to the facets. Find illustrations on the flipchart where team members asked questions related to the facets. Discuss what information was included and what was skipped.
3. Now introduce the notion of decision-making styles using Slides 3.27 (Looking at Decision-Making Styles), 3.28, (Decision-Making Styles), and 3.29–3.30 (Decision-Making Styles Summary). Have team members identify their styles, using page 2 of Worksheet 3.3, as you present a synopsis of the styles.
4. Review the process (Slide 3.31, Review Your Process).
  - What decision-making styles were present?
  - Did you incorporate different styles?
  - What are some implications of your style mix for well-rounded decisions?
  - What can you do to help your team incorporate diverse styles?
5. Review the product (Slide 3.32, Review Your Product).
  - Do your decisions on how to spend the money fit with your team's overall goals?
6. Conclude with Slide 3.33 (Keep in Mind)

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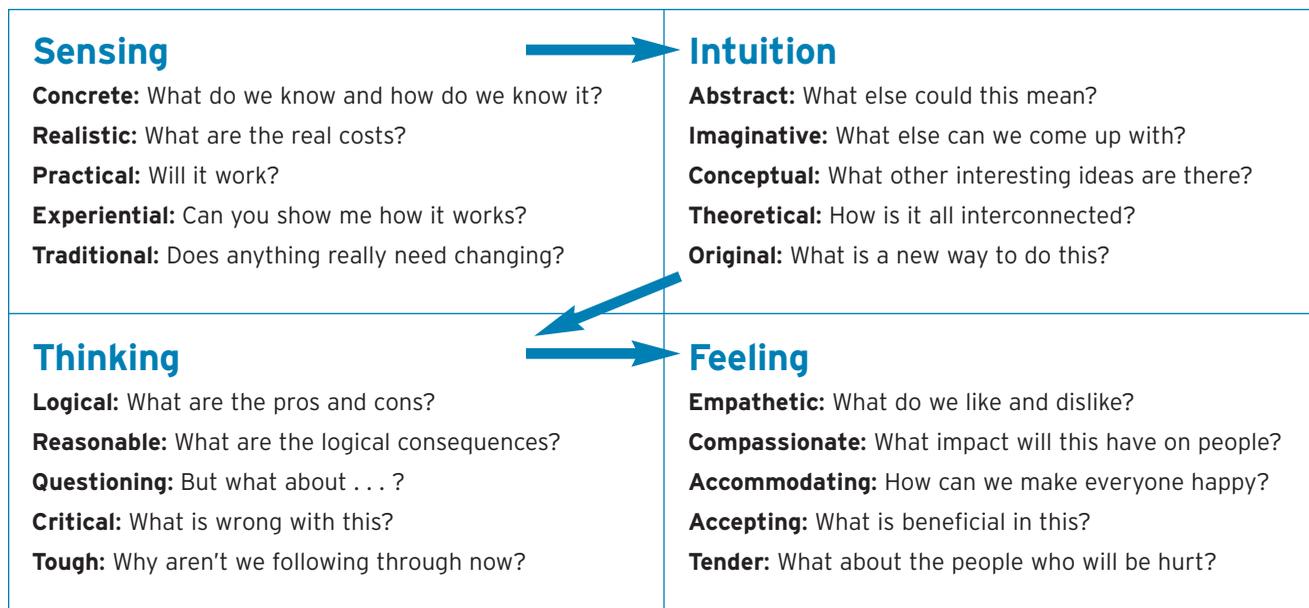
*Note:* Special thanks to Sondra Van Sant for the original idea for this exercise.

## A TEAM DECISION ON DISBURSING MONEY

The case (fill in the blanks together):

- You're an organization (or department) of \_\_\_\_\_ employees with a budget of \$\_\_\_\_\_.
- There is an ongoing concern about morale.
- You've suddenly discovered an additional \$\_\_\_\_\_ (10% of your budget) that you need to decide how to spend by the end of the fiscal year, which happens to be in 15 minutes.
- How will you spend it?

Notes:



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## DECISION-MAKING STYLES SUMMARY

### **Logical and Reasonable (27% of national sample)**

Trust the Thinking preference and readily make decisions based on logical analysis of data. Use logic in your ideal and actual decision making. Are seen as precise, objective, and confident, and sometimes inflexible.

### **Empathetic and Compassionate (36%)**

Trust the Feeling preference and readily make decisions based on your system of values. Use values and feelings in the ideal and in reality. Seek to create and maintain harmony through your decisions, but are sometimes seen as overly accommodating.

### **Empathetic and Reasonable (5%)**

Want to make decisions based on your values, but your actual decisions favor logical analysis. May experience tension and agonize over decisions that pit the welfare of individuals against a commitment to an institution or larger principle.

### **Logical and Compassionate (3%)**

Consider logic first as you mull over the decision; the actual decision, however, is made with your feelings and values. Work very hard to gain consensus. May sometimes appear unpredictable in your decisions.

### **Midzone with Underlying Feeling (20%)**

Pay attention to the Thinking and Feeling perspectives and as a result may take longer to actually make the decision. Are probably better off in ambiguous situations basing your decisions on your values and those of others, since that is consistent with your overall preference.

### **Midzone with Underlying Thinking (9%)**

Pay attention to the Thinking and Feeling perspectives and as a result may take longer to actually make the decision. Are probably better off in ambiguous situations basing your decisions on logical analysis since that is consistent with your overall preference.

#### **Keep in mind . . .**

The best decisions include information from a variety of perspectives.

*Note:* Special thanks to Sondra Van Sant for the original idea for this exercise.

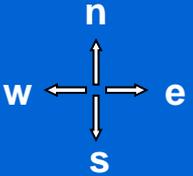
# Disbursing Money

- You're an organization (or department) of \_\_\_\_\_ employees with a budget of \$\_\_\_\_\_.
- There is an ongoing concern about morale.
- You have \$\_\_\_\_\_ (10% of your budget) to spend in 15 minutes.
- How will you spend it?

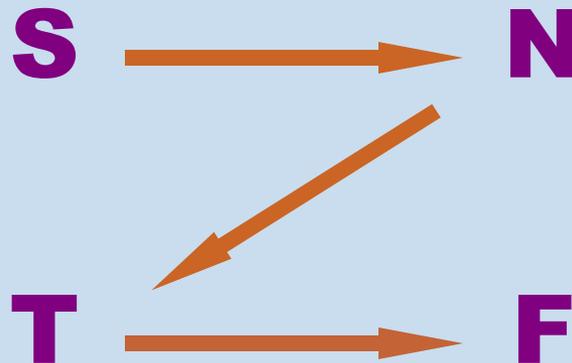
*Work as a team for 15–20 minutes.*

*Flipchart your responses.*

# Review Your Process



Did you ask the facet questions  
in all areas?



# Sensing Facet Questions

## **SENSING**

**Concrete:** What do we know? How do we know it?

**Realistic:** What are the real costs?

**Practical:** Will it work?

**Experiential:** Can you show me how it works?

**Traditional:** Does anything really need changing?

# Intuition Facet Questions

## INTUITION

**Abstract:** What else could this mean?

**Imaginative:** What else can we come up with?

**Conceptual:** What other interesting ideas are there?

**Theoretical:** How is it all interconnected?

**Original:** What is a new way to do this?

# Thinking Facet Questions

## THINKING

**Logical:** What are the pros and cons?

**Reasonable:** What are the logical consequences?

**Questioning:** But what about ...?

**Critical:** What is wrong with this?

**Tough:** Why aren't we following through now?

# Feeling Facet Questions

## FEELING

**Empathetic:** What do we like and dislike?

**Compassionate:** What impact will this have on people?

**Accommodating:** How can we make everyone happy?

**Accepting:** What is beneficial in this?

**Tender:** What about the people who will be hurt?

# Twenty Facet Questions

## SENSING

**Concrete:** What do we know? How do we know it?  
**Realistic:** What are the real costs?  
**Practical:** Will it work?  
**Experiential:** Can you show me how it works?  
**Traditional:** Does anything really need changing?

## INTUITION

**Abstract:** What else could this mean?  
**Imaginative:** What else can we come up with?  
**Conceptual:** What other interesting ideas are there?  
**Theoretical:** How is it all interconnected?  
**Original:** What is a new way to do this?

## THINKING

**Logical:** What are the pros and cons?  
**Reasonable:** What are the logical consequences?  
**Questioning:** But what about ...?  
**Critical:** What is wrong with this?  
**Tough:** Why aren't we following through now?

## FEELING

**Empathetic:** What do we like and dislike?  
**Compassionate:** What impact will this have on people?  
**Accommodating:** How can we make everyone happy?  
**Accepting:** What is beneficial in this?  
**Tender:** What about the people who will be hurt?

# Looking at Decision-Making Styles

- Combining the first two facets of Thinking and Feeling reveals six decision-making styles.
- Let's look at which of those styles are present in this team.

# Decision-Making Styles

- Logical and Reasonable
- Empathetic and Compassionate
- Empathetic and Reasonable
- Logical and Compassionate
- Midzone with Underlying Feeling
- Midzone with Underlying Thinking

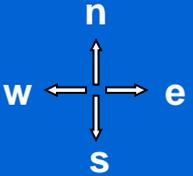
# Decision-Making Styles Summary

- **Logical and Reasonable (27% of national sample)**
  - Use logic in your ideal and actual decision making.
- **Empathetic and Compassionate (36%)**
  - Use values and feelings in the ideal and in reality.
- **Empathetic and Reasonable (5%)**
  - First use your values and feelings as you ponder the decision.
  - The actual decision is made with logic.

# Decision-Making Styles Summary continued

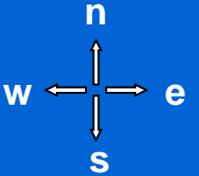
- **Logical and Compassionate (3%)**
  - First use logic as you mull over the decision.
  - The actual decision is made with feelings and values.
- **Two different Midzone Patterns (29%)**
  - Use both your Thinking and Feeling processes.
  - However, in ambiguous situations, rely more on your basic preference, either Thinking or Feeling.

# Review Your Process



- What decision-making styles were present?
- Did you incorporate different styles?
- What are some implications of your style mix for well-rounded decisions?
- What can *you* do to help your team incorporate diverse styles?

# Review Your Product



Do your decisions on how to spend the money fit with your team's overall goals?

# Keep in Mind...



The best decisions  
include information from  
a variety of perspectives.