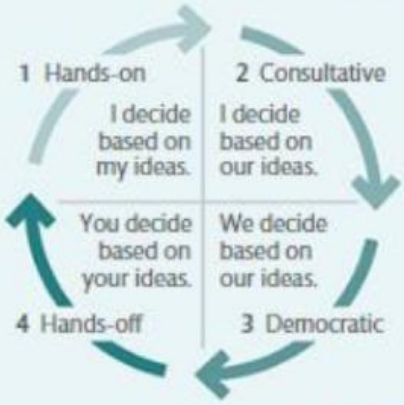
Making group decisions

Lead-in



1A **The diagram on the left shows four approaches to decision-making from the most hands-on (*I, the boss, decide*) to the most hands-off (*I leave it to you, my team, to decide*). In pairs, discuss which approach is best when:**

1. I just need your input before going ahead with my decision.
2. there's nothing much to discuss.
3. I trust you to make the decision without any input from me.
4. I want to share full responsibility for the decision with you.
5. I've decided, but I don't want to leave you out of the process completely.
6. I am the only one with all the relevant information.

B **In small groups, discuss some of the pros and cons of each style.**

VIDEO

2A 4.3.1 **Watch the conversation between Shaun and Orla and answer the questions.**

1. How was Shaun's meeting with Léana?
2. How does Shaun describe 'reverse coaching'?
3. What does Orla think of the idea?
4. What do the junior staff think about the idea?

B **How do you think the meeting will go? What could go wrong?**

Video A 4.3.2



3A **Watch Shaun briefing the junior staff and answer the questions.**

1. Which approach to decision-making from Exercise 1A does Shaun take?
2. How does Shaun 'sell' his idea to the group? Are they persuaded?
3. Who makes the following points? Write in the names *Ethan* (E), *Jasmine* (J) and *Thiago* (T).
   - a We're too busy for this. _____
   - b We're not trained coaches. _____
   - c Can we go away and think about it? _____
   - d Will we get paid extra? _____
4. How does the meeting end? Is it a satisfactory conclusion?

B **What do you think is the main thing Shaun did wrong?**

LIVEWORKSHEETS

4.3.3

4 Watch Shaun taking a different approach and answer the questions.

1 Which approach to decision-making from Exercise 1A does Shaun take?

2 How does he respond to the group's concerns?

3 How can Shaun deal with the concerns that Thiago and Jasmine have?

4 What two new ideas come out of the meeting?

5 Compare Shaun's approach and the group's response in Videos A and B. In what way is the end of the meeting in each version a) the same b) different?

LIVEWORKSHEETS

6 4.3.4 **Watch the Conclusions section of the video and compare the advice with your answers in Exercises 3B and 5.**

7 **Think about how you make decisions that affect others. Which approach(es) to decision-making are you most comfortable with? In pairs, discuss how you could develop your skills.**

Functional language

Facilitating a decision-making meeting

8A **Look at the expressions for encouraging people to take part in a meeting. Put the words in brackets into the correct order to complete the sentences.**

1 I'd like _____ before we finalise anything. (input / to / your / get)
2 So, _____ think? (everybody / does / what)
3 Thiago, you're our tech guru, what _____ this? (on / are / thoughts / your)
4 Mike, _____ so far. (you / anything / said / haven't)
5 I'd like _____ think. (what / hear / to / you)
6 Jasmine, what _____ Mike's idea? (think / you / of / do)
7 Does anyone have anything else _____ before we move on? (like / they'd / add / to)
8 Right, well, _____ , everybody. (input / thanks / your / for)

B **Which expressions in Exercise 8A can you complete using the following phrases? You can use one of the phrases more than once.**

to say	do you think about
to hear your views	
to know what you	we haven't heard much from you

9 **What word will complete all three expressions from the meeting? They all mean 'I'm not sure I agree with you, but you may be right'.**

OK, it's a fair / Hmm, I take your / Mm, you may have a _____ .

LIVEWORKSHEETS

10 **Match the beginnings (1–3) with the endings (a–c) to make three expressions to delay making a decision.**

1 Let's not rush	**a** an immediate decision on this.
2 Can we go away and think	**b** into anything.
3 We don't have to take	**c** about it?

11 **Work in groups. Take turns to lead a short discussion about one of these ideas.**

1. A chill-out room where employees can relax and reflect.
2. Free drink-and-snack machines for all employees.

TASK

12A **Work in groups of three. You are going to take turns to lead a meeting to discuss one of the proposals below using the meeting plan and expressions from Exercises 8–10.**

1 Fitness tracking
Proposal to monitor employees' fitness and stress levels. Look at page 133 for details.

2 Third-agers
Proposal to make better use of the experience of older managers. Look at page 136 for details.

3 The human cloud
Proposal to employ a network of remote workers. Look at page 137 for details.

MEETING PLAN

- Outline the proposal.
- Ask for input.
- Discuss the pros and cons.
- Make or delay a final decision.

B **Take a few minutes to prepare. Then hold each meeting in turn.**

C **When you have finished, discuss how the meetings went. Did everyone get a chance to speak? What could you do better next time? Share your experience with the class.**

LIVEWORKSHEETS