

Where do
you think
people
usually
jump in?

Problem Definition

Constraint Identification

Information Gathering

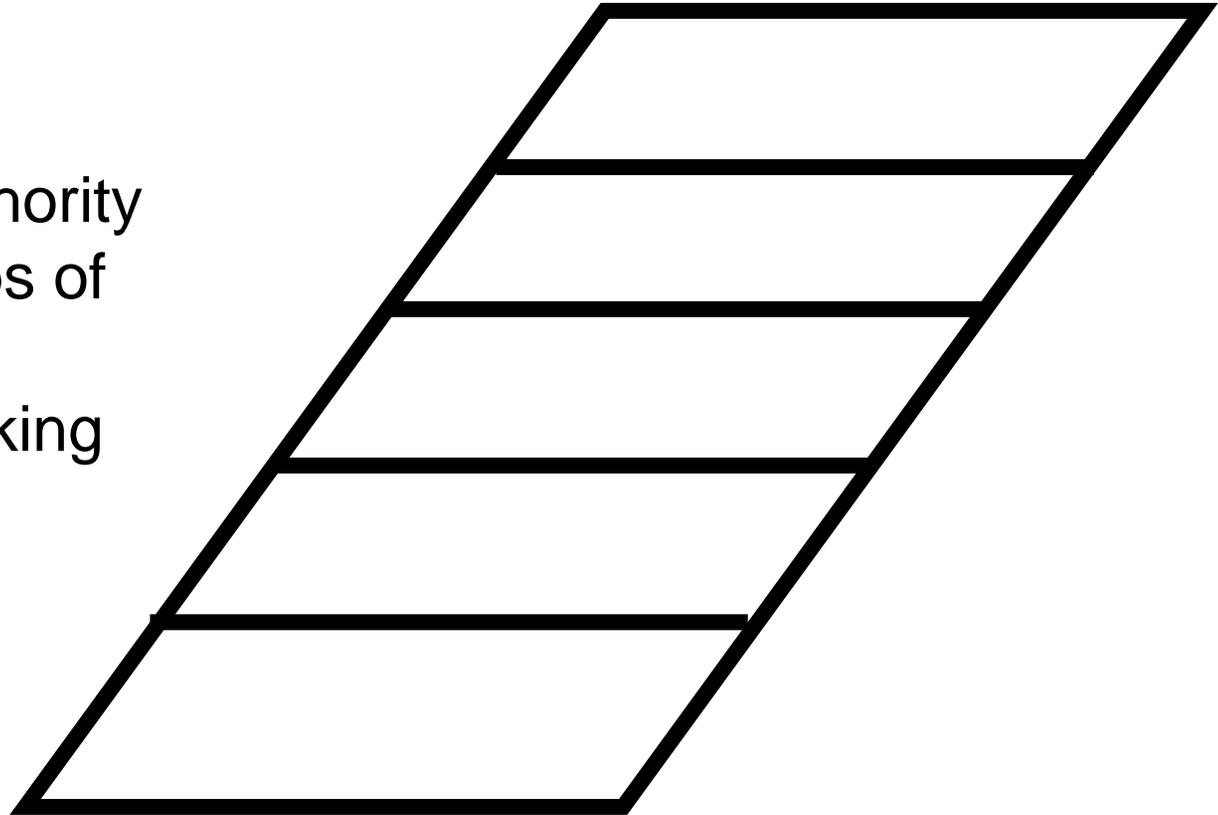
Option Brainstorming

Option Weighing

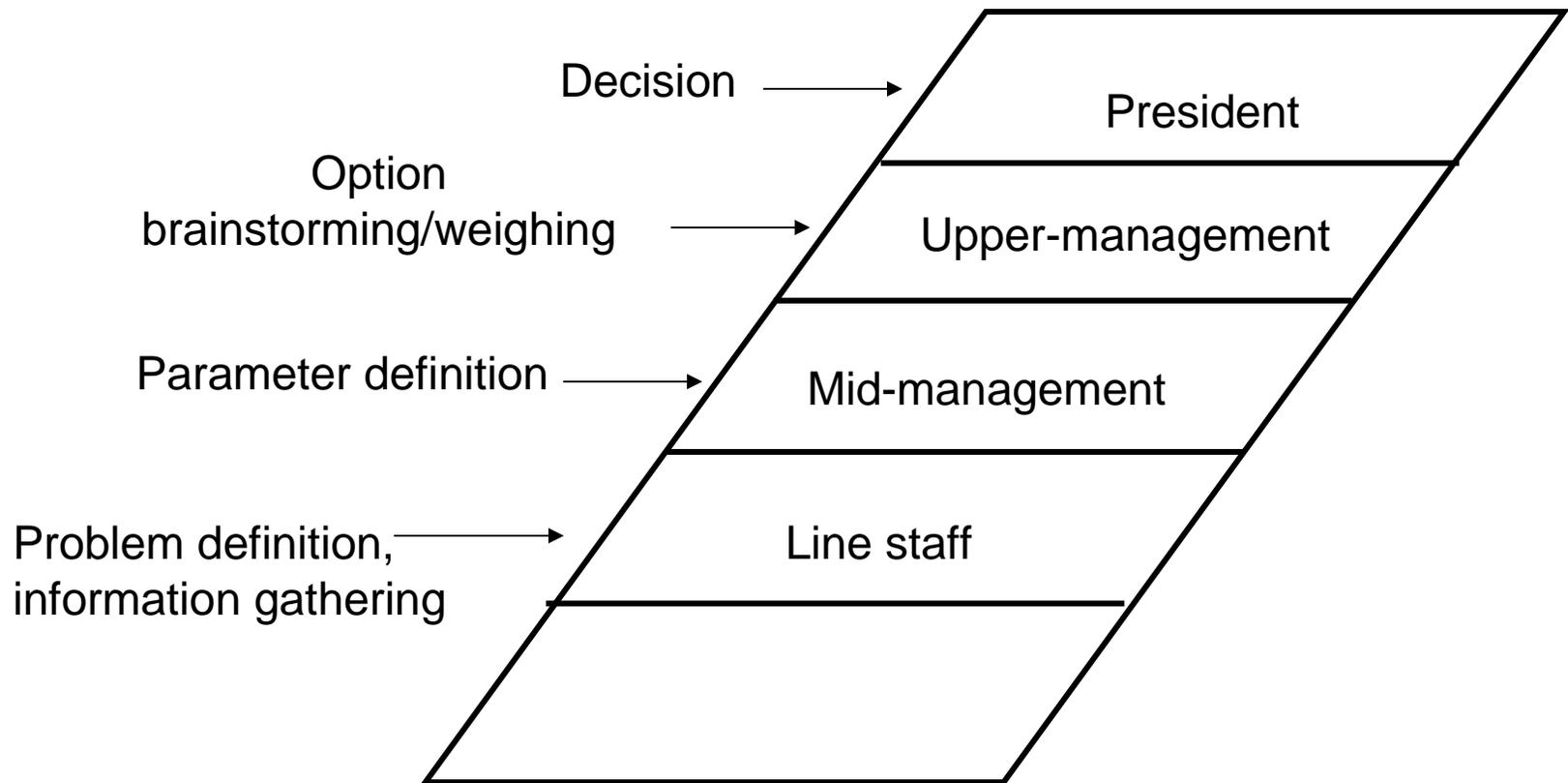
Decision

Decision Ladder

Overlay of
decision authority
with the steps of
the group
decision making
process



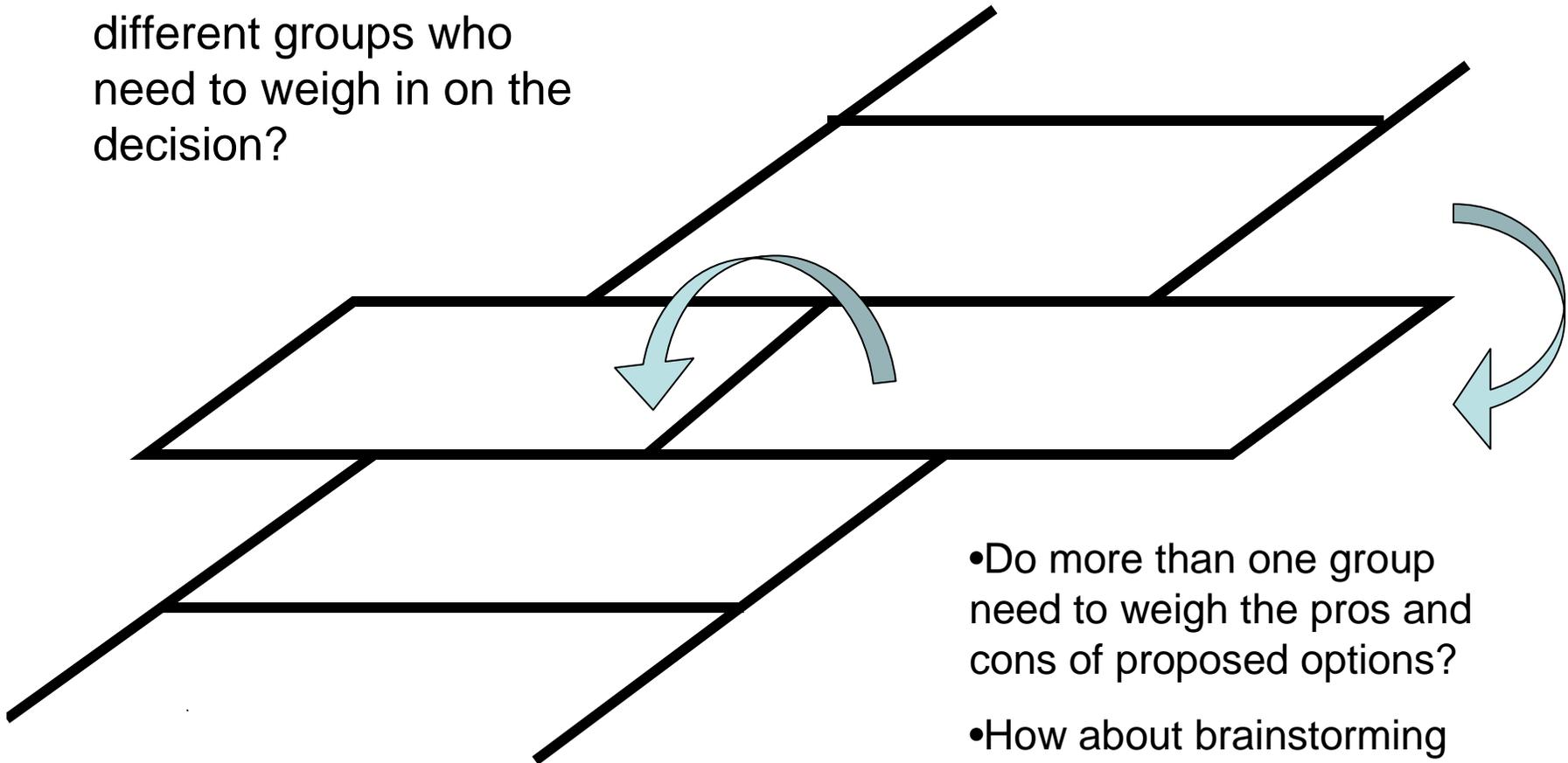
Decision Ladder—a simplified example



Which rung are you on?

- And which step of the group decision are you tasked with at this time?
- Who follows you in the process? What tasks do they take on?

What if there are different groups who need to weigh in on the decision?



- Do more than one group need to weigh the pros and cons of proposed options?
- How about brainstorming options?
- Does there need to be back and forth between hierarchical levels in refining constraints and goals?

