

## Team Decision Making

<b>The Tool</b>	Carnegie Decision Model
<b>What is it?</b>	The Carnegie Decision Making Model (Cyert-March-Simon model) was developed by Richard Cyert, James March, and Herbert Simon, from Carnegie-Mellon University. It is a model of decision satisficing adopting a bounded rationality approach at an individual level.
<b>When to Use it</b>	There is often disagreement among members about goals, so decision making often requires groups formed on the basis of people who agree on goals and priorities. This model emphasizes the political process involved in decision making

### How to work with this

1. The Carnegie Decision Model emphasizes bounded rationality i.e. limited time and mental capacity of people resources and limited information and resources, so a rational solution often cannot be derived.
2. Those responsible for the decision tend to look for a quick solution in the immediate, local environment, rather than trying to develop the optimal solution. The solution chosen is said to "satisfice" (satisfy + suffice) rather than optimize.
3. The model involves two sets of constraints - uncertainty and conflict.
  - There is uncertainty in the value of information, as it is limited and the various players have many constraints.
  - There is conflict between the player's goals, opinions, values and experience.
4. The decision is given to a group, where discussions are held to interpret goals and problems. Opinions are shared, and decision priorities are set. Social support for the decision is the primary goal.
5. Using established processes or solutions where possible the group identifies alternatives for the decision.
6. The group adopts the first alternative that is acceptable, or satisfices the Group.