

Team Decision Making

The Tool

Contingency Decision Making

What is it?

A contingency decision making framework is based on two dimensions - goal consensus and technical knowledge (knowledge of cause-effect relationships leading to goal attainment)

When to Use it

A team might want to use Contingency Decision Making Model to assess the situation regarding the interplay of goal agreement and technical expertise before determining the most appropriate decision making method.

What you need

Flip Chart Paper

How to work with this

The Contingency Decision Making framework is created as a two by two matrix with goal consensus (high and low) on one axis and technical knowledge (high and low) on another.

Technical Knowledge	High	High level of Uncertainty	Low degree of Uncertainty
	Low	High uncertainty in problem identification and problem solution.	Low uncertainty in problem identification. High uncertainty in problem solution.
		Goal Consensus	High

When technical knowledge and goal consensus is high, problem identification must have a low degree of Uncertainty, with the same known for the problem solution.

- An individual may use a Rational Decision Making Approach or numerical models to solve this problem.
- A team may use quantitative data to generate alternatives and decisions.

High Technical Knowledge and low Goal Consensus decisions may show a high level of Uncertainty, but must show low uncertainty for the prospective solution. In this case,

- An individual will likely try bargaining or forming a Group to decide.
- A team will likely use the Carnegie Decision Model, in which they "satisfice" their decision.

Low Technical Knowledge and High Goal Consensus may exhibit a low uncertainty in problem identification, but will exude a high uncertainty in problem solution. In this case,

- An individual will apply their own judgment, and potentially try trial and error solutions.
- The team may apply an Incremental Decision Model to implement their project in phases.

Low Goal consensus and Low Technical knowledge provides high uncertainty in both problem identification and problem solution.

- An individual may try to decide using bargaining and judgment, and possibly imitation - what have others done here?
- The organization will likely use a "satisficing" model such as Carnegie Decision Model, or even the Incremental Decision Model.