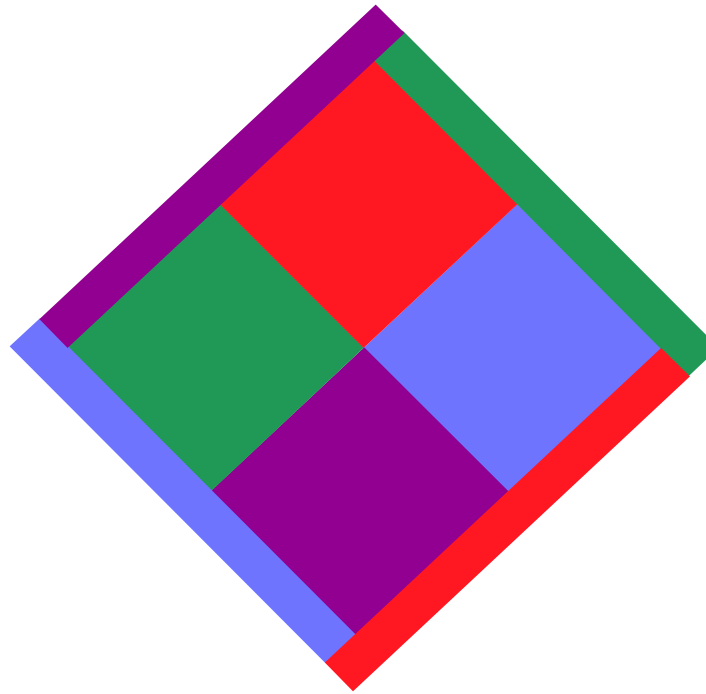
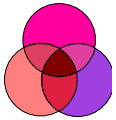


Kilbride's Tools for Managers and Teams



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Tools for Managers and Teams

Nominal Group Technique

What is it?

A decision making tool for a group which cannot meet together, i.e., a group in “name only”, or nominal group. It can be used by teams who are:

- ◆ Unable to meet together, or
- ◆ Pressed for time and cannot adequately discuss and evaluate options.

The tool has individuals rank options based upon personal preference, then tally the results to determine an overall ranking, which indicates the group’s preference. The worksheet allows a group to evaluate up to 18 options in this manner.

How do I use It?

- ❶ Write a **statement** or the decision to be made, or a description of the issue needing prioritization. Be aware that the statement you write implies some decisions have already been made.

- ❷ If the group is not together, send out the forms and instructions. Clarify roles and the type of decision (Consensus, Consult, Command, or Delegate). This determines who to involve when. Allow 10-15 minutes for individual rankings and 10 minutes to total rankings.
- ❸ List up to 18 options (A-R) to prioritize. These could be solutions, process improvement ideas, possible problems or projects, investment options, etc.

TOOL TIP: To generate options, use Brainstorming (page C-21), Affinity Diagram (page C-25), or Brainscribing, (page C-29). If you have more than 25 options, narrow the list first by Multivoting (page S-8).

- ❹ Brainstorm the Criteria you will use to evaluate options before individuals rank the options. Criteria express your feelings, values, and intuition related to a decision.

TOOL TIP: If you have trouble developing Criteria, consider Head-to-Head Comparisons, page S-23. This lets you evaluate options without stated criteria. You capture your *Pros/Cons* for each choice. These can easily be converted into a list of Criteria.

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Since they drive the decision making process, be sure your criteria:

- ✓ Reflect your values and key priorities?
- ✓ Reflect the concerns of all key stakeholders?
- ✓ Avoid redundancy?
- ✓ Avoid bundling together compound criteria that should be separated?
- ✓ Account for the pros/cons of each option?

Two acronyms for remembering potentially important criteria dimensions are provided at right.



In evaluating solution alternatives, remember solutions should have the desired **EFFECT**:

Eliminate root causes, i.e., provide a permanent solution to the problem,

Financially sound, i.e., will give the greatest results with the least investment,

Feasible, can be done and expected gains offset associated risks,

creates **E**nthusiasm among those who will implement, and possible given our

Capabilities and **T**ime limits.



If using the tool to select a **VITAL** few goals or processes to improve, consider:

Versus--How large is the gap versus competitors? Versus customers' perception?

Influence--To what extent will improvement in this area influence other areas?

Timing--How urgent is it we improve in that area now? Other things we should do first?

Appetite--Is there enthusiasm for achieving this goal? Improving this process?

Likelihood of success--How feasible is it? Do we currently have the required capabilities in that area? Can we develop them?

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- ⑤ Each group member should individually rank the options from best (1) to worst (18) in terms of how well they meet the agreed upon criteria.

Collect and record individual rankings:

- ◆ Write the initials of each group member in the top row.
- ◆ Write the numbered rankings by each individual (1 up to 18) in the column below their initials.



Make sure each individual has ranked all options and used the full ranking scale (1 up to 18).

- ⑥ Calculate a Total score for each option. Simply add the numbers across the rows and place this sum in Column 6 labeled TOTAL.
- ⑦ Determine the TEAM RANKING. The lowest Total score (Column 6) is the #1 option.



HINT: Remember numbers are used in this process to objectify a subjective process, not with precision.

- ◆ Review the highest ranked options versus agreed upon criteria to verify the selection.
- ◆ Does the choice feel right? Why? Why not?

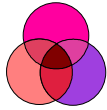
HINT:



This tool is ideal for “virtual” teams, which rarely meet. It can be administered by e-mail, in a multi-step process.

- The scribe or facilitator proposes a Decision statement. Group members then suggest changes.
- Criteria are proposed and agreed upon.
- Individuals brainstorm options and send them to the scribe.
- Individuals rank the options and submit their rankings to the scribe.
- Scores and Rankings are determined and distributed to the team.

On the next page is an example, followed by a blank NGT worksheet.



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NOMINAL GROUP TECHNIQUE

2 Roles

1 Decision or Issue: CHOOSE a fun outing

Scribe: _____ Facilitator: _____

Date: _____ Participants: _____ Timekeeper: _____

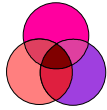
Who will decide?

Review decision process?

Be consulted prior to?

Be informed after?

3 OPTIONS	4 CRITERIA	5 RANKINGS by team members (Put initials and rankings below)										6 TOTALS	7 TEAM RANKING
		MJ	SP	DR	LL	RH							
A .Bulls game	<ul style="list-style-type: none"> Fun Feasible (we can get tickets or adm ission within the next 2 weeks) 	5	2	1	2	3						13	1
B .DePaulgame		4	3	7	1	4						19	2
C .Hawks game		8	6	2	6	1						23	4
D .W olves game		9	8	8	7	2						29	5
E .Art museum		1	4	3	3	11						22	3
F .M useum of Science & Industry	<ul style="list-style-type: none"> Something for everyone 	6	7	9	8	8						39	9
G .Shedd Aquarium		3	10	4	5	10						32	7
H .Planetarium	<ul style="list-style-type: none"> W on't cost a fortune W e can 	7	5	10	9	9						40	10
I .Brookfield Zoo		10	9	5	4	5						33	8
J .Boat ride on Lake Michigan		2	11	11	10	6						40	11
K .Blue M an Group		11	1	6	6	7						31	6



Tools for Managers and Teams

NOMINAL GROUP TECHNIQUE

2 Roles

1 Decision or Issue: CHOOSE

Scribe: _____

Facilitator: _____

Date: _____ Participants: _____

Timekeeper: _____

Who will decide?

Review decision process?

Be consulted prior to?

Be informed after?

3 OPTIONS	4 CRITERIA	5 RANKINGS by team members (Put initials and rankings below)										6 TOTALS	7 TEAM RANKING
A.	Sample												
B.													
C.													
D.													
E.													
F.													
G.													
H.													
I.													
J.													
K.													
L.													
M.													
N.													
O.													
P.													
Q.													
R.													

A Sample of Tools for Managers and Teams

