

# How Do You Facilitate Group Dynamics?

*Data, Decision, and Disagreement*

**Workshop**

		Decision-Making	
		Disagree	Agree
Data Analysis	Agree	<b>Quadrant II: Competing Options</b> <ul style="list-style-type: none"><li>• Work Group Agree on Data but not Decision</li></ul>	<b>Quadrant I: Full Consensus</b> <ul style="list-style-type: none"><li>• Work Group Agree on both Data and Decision</li></ul>
	Disagree	<b>Quadrant III: Full Discord</b> <ul style="list-style-type: none"><li>• Work Group Disagree on both Data and Decision</li></ul>	<b>Quadrant IV: Anecdotal Decision</b> <ul style="list-style-type: none"><li>• Work Group Agree on Decision but not Data</li></ul>

HEIR 2018, RSCI  
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Hirosuke Honda  
University of Maine at Augusta

Ian Scott  
Oxford Brookes University

**Opening**

# Goals of the Workshop

Participants will be able to use our framework to:

- 1. Better understand data-decision dynamics**
- 2. Enhance facilitation skills towards full consensus**

# Participant Introduction

Please introduce yourself by answering the questions:

**1. How do you currently manage decision-making dynamics?**

**2. What are your expectations for this workshop?**

# Workshop Agenda

Time	Activity
14:30 – 14:40	Opening
14:40 – 14:50	Introduction to the Analytical Framework
14:50 – 15:00	Exercise I: Application of the Framework
15:00 – 15:05	Exercise II: Development of Strategies towards full consensus
15:05 – 15:20	Group Discussion and Peer Feedback
15:20 – 15:25	Closing

# Introduction

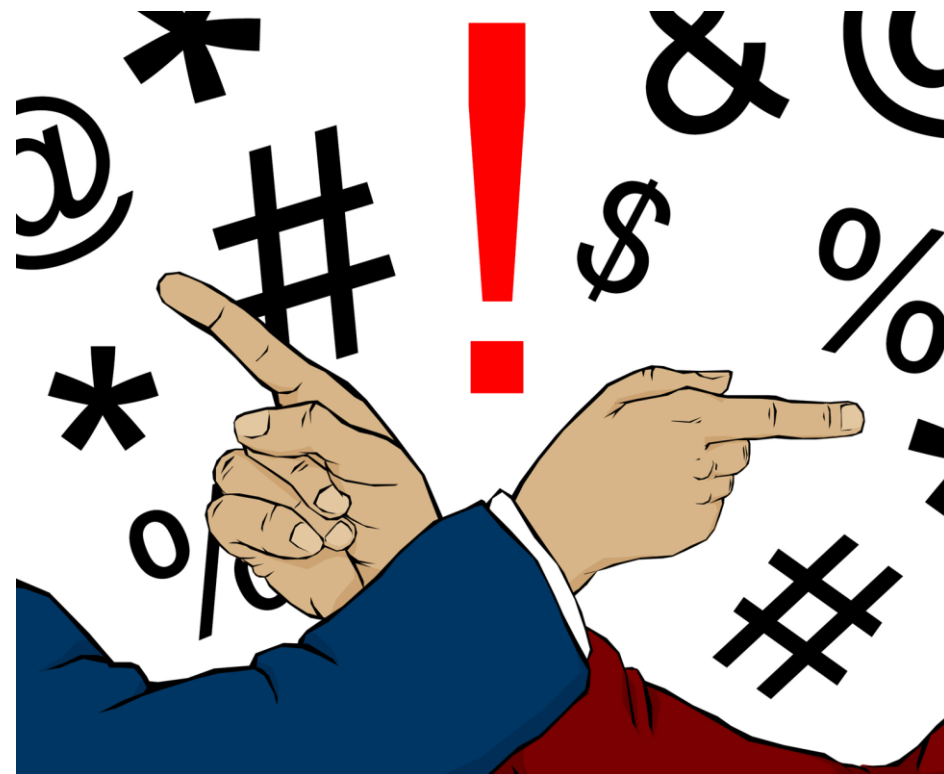
Have you tried promoting

**data-informed**

decision-making?

How do you handle disagreement over

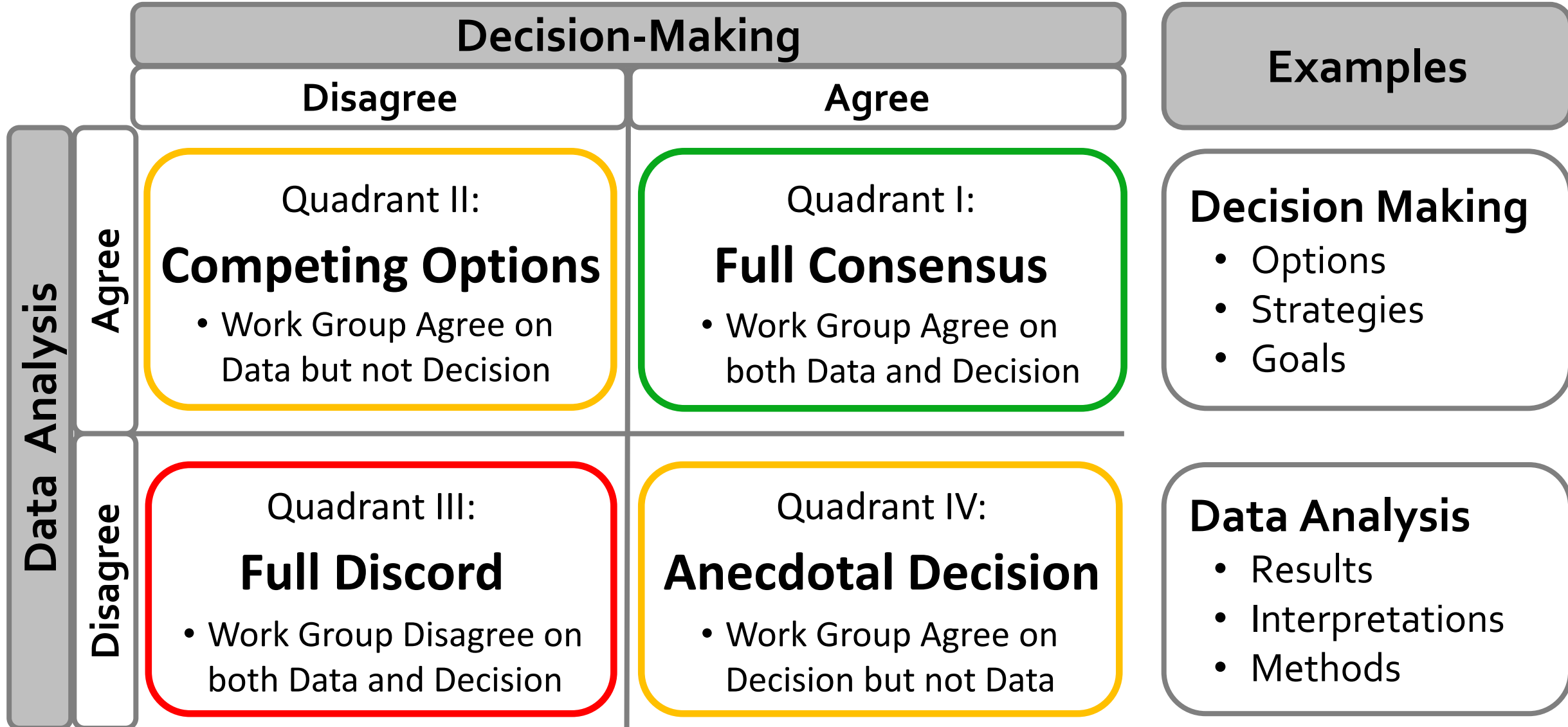
# Data and Decision



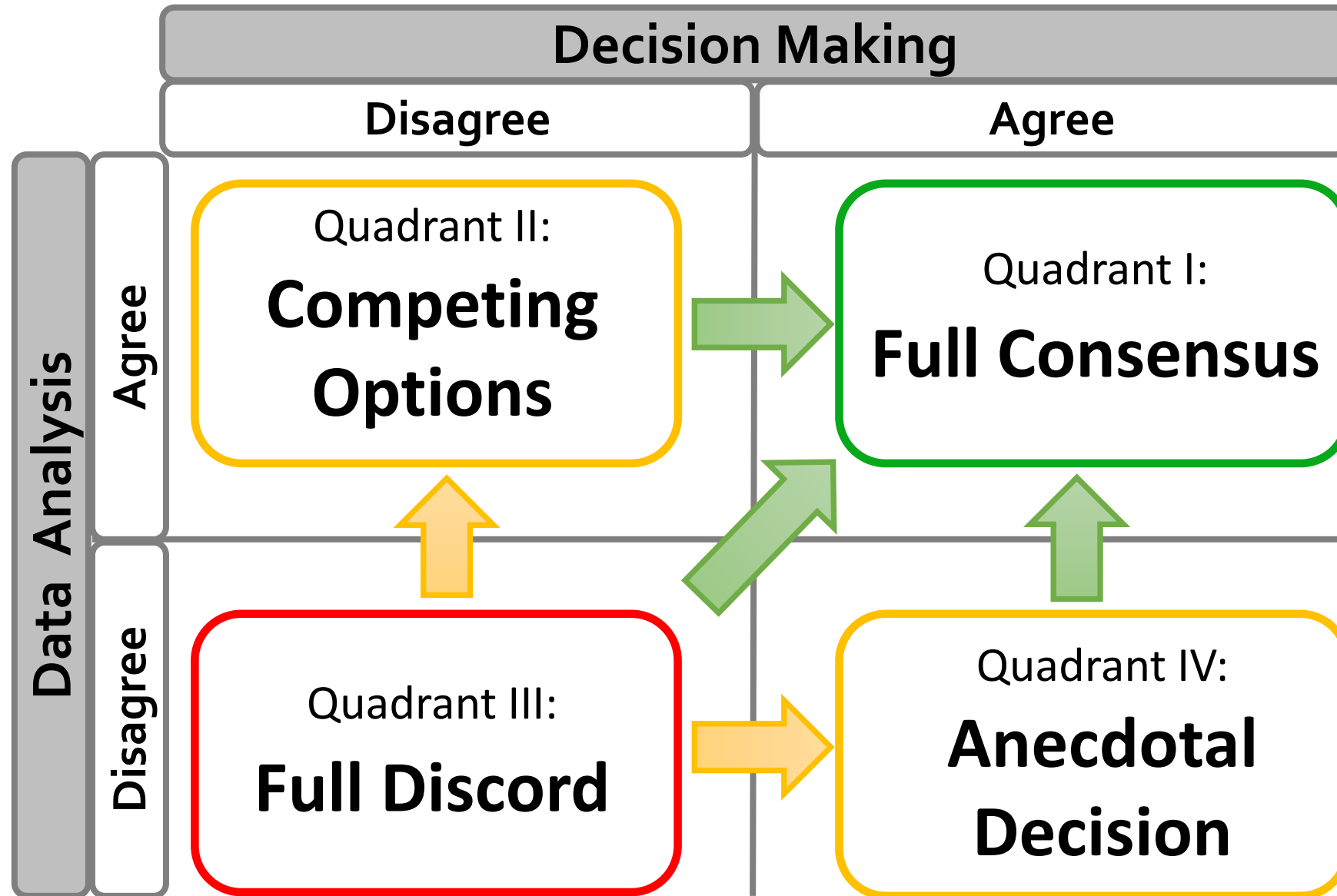


# Analytical Framework

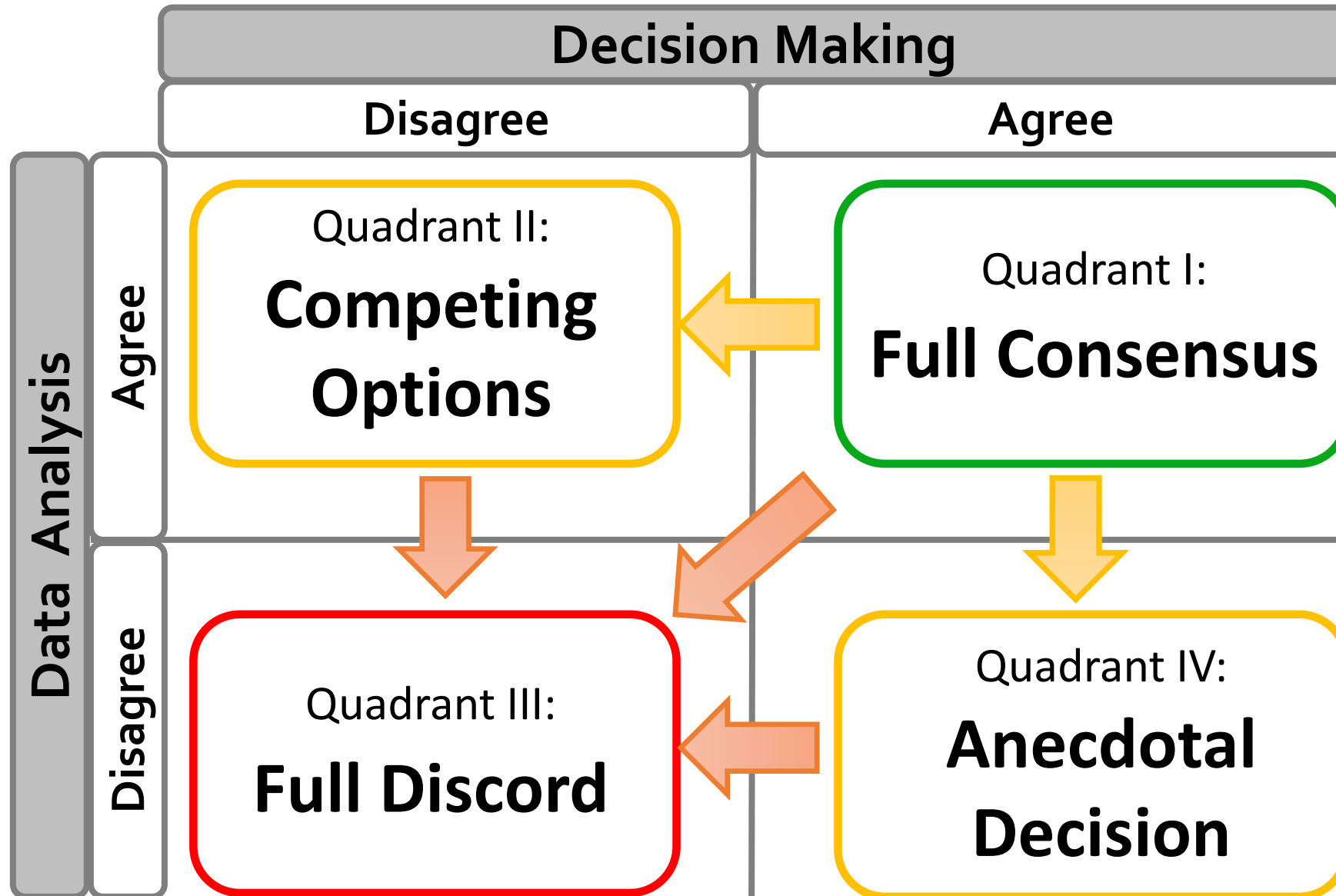
# Typology of Data and Decision Agreement



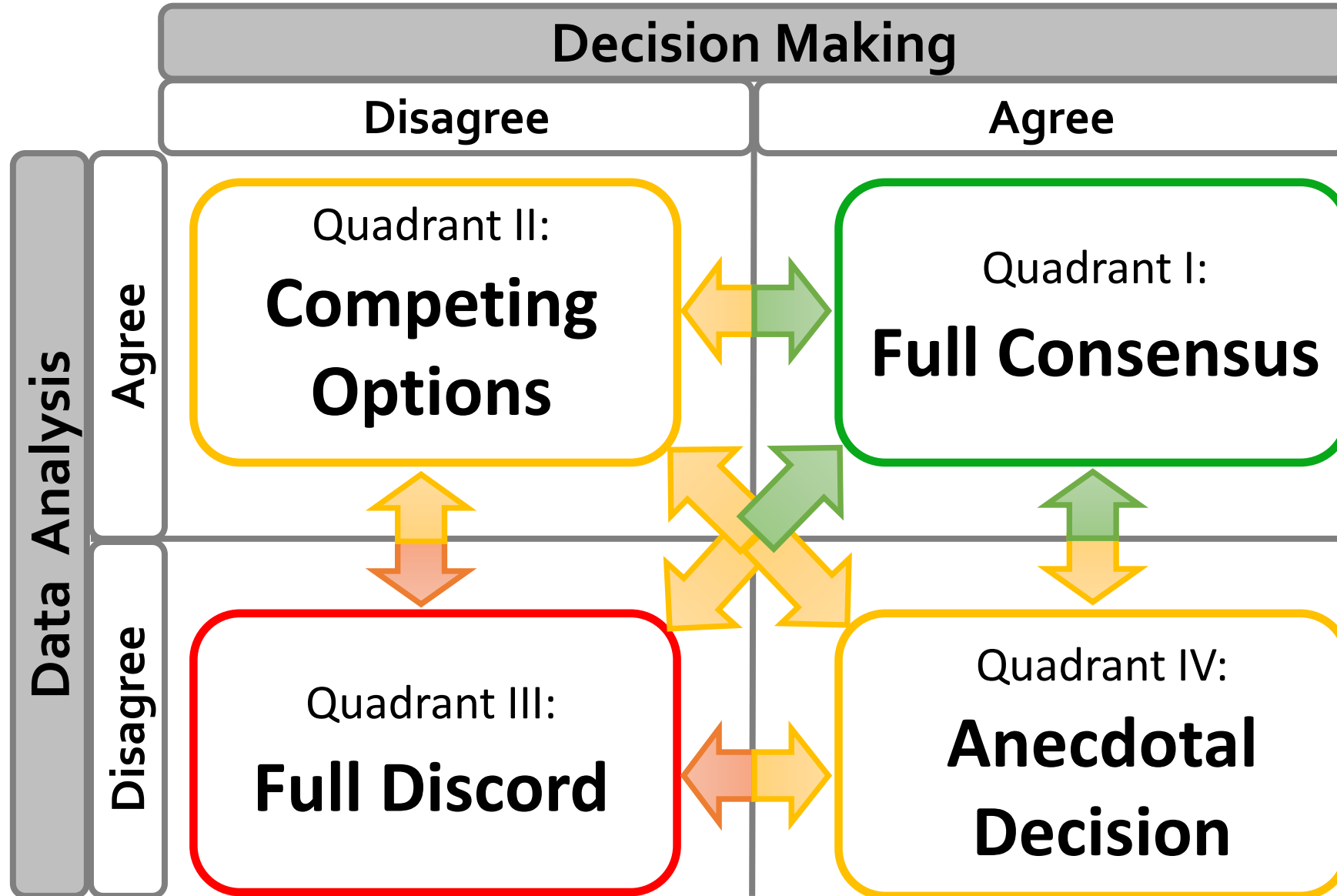
# Aspirational Decision-making Process



# Regressing Decision-making Process



# Mixed Decision-making Process



# **Exercise I**

## **Application of the Framework**

# Instructions

In pairs, discuss the following items:

- 1. Think about one or two projects with complicated data-decision dynamics in the past, present, or near future.**
- 2. Select one project that you would like to analyse and gain insight from your group members.**
- 3. In your analysis, try identifying a decision status within the four-quadrant framework.**

# **Exercise II**

## **Development of Strategies**



# Disagreement over **Data Analysis**

		Decision-Making	
		Disagree	Agree
Data Analysis	Agree	<p>Is there conflictive information based on personal experiences and anecdotes?</p>	<p>Are there issues with research methodology and/or data interpretation?</p>
	Disagree	<p>Quadrant III: <b>Full Discord</b></p> <ul style="list-style-type: none"><li>• Work Group Disagree on both Data and Decision</li></ul>	<p>Quadrant IV: <b>Anecdotal Decision</b></p> <ul style="list-style-type: none"><li>• Work Group Agree on Decision but not Data</li></ul>

How can IR professionals cross validate and synthesize quantitative and qualitative data?

# Disagreement over **Decision-Making**

		Decision-Making	
		Disagree	Agree
Data Analysis	Agree	<p>Quadrant II:</p> <p><b>Competing Options</b></p> <ul style="list-style-type: none"><li>• Work Group Agree on Data but not Decision</li></ul>	<p>Are there conflictive goals and means?</p>
	Disagree	<p>Quadrant III:</p> <p><b>Full Discord</b></p> <ul style="list-style-type: none"><li>• Work Group Disagree on both Data and Decision</li></ul>	<p>Are there different views on problems and solutions?</p>

How can IR professionals provide more information to examine each option?

# Summary Instructions

Develop strategies through answering the questions below:

*Disagreement over **Data Analysis**:*

- 1. Are there issues with research methodology and/or data interpretation?**
- 2. Is there conflictive information based on personal experiences and anecdotes?**
- 3. How can IR professionals cross validate and synthesize quantitative and qualitative data?**

*Disagreement over **Decision-Making**:*

- 1. Are there conflictive goals and means?**
- 2. Are there different views on problems and solutions?**
- 3. How can IR professionals provide more information to examine each option?**

# Potential Situations and Discussion Questions

Typology	Potential Situation	Discussion Questions
Quadrant I: <b>Full Consensus</b>	This decision state can be reached with or without a deliberate process.	Has a working group arrived at a consensus without a deliberate process? If so, how can IR professionals promote more encompassing decision-making to avoid any potential pitfalls or challenge assumptions?
Quadrant II: <b>Competing Options</b>	A working group might be in a process of examining potential decision options.	What are the competing options among group members? How can IR professionals provide more data that allow the group to further examine each option?
Quadrant III: <b>Full Discord</b>	A working group can be in an initial phase of a decision-making process. Otherwise, the situation might be highly political with competing interests and opinions.	What are some contested elements in the data analysis and decision-making? How can IR professionals offer further data analyses, interpretations and even facilitate the group discussions?
Quadrant IV: <b>Anecdotal Decision</b>	A working group might have limited understanding of data or results can be counterintuitive to their perceptions. The group decision is often vulnerable to contrary anecdotes and data analyses.	If the issue is a limitation of data analysis, how can IR professionals defend the value and careful interpretation of the data analysis? If the issue is a heavy reliance on anecdotes, how can IR professionals offer data analysis to introduce gently a more objective perspective within a work group?

# **Group Discussion for Peer Feedback**

# Option 1

- **Connect with another pair of participants**
- **Each pair presents a summary of Exercise I and II**
- **The other pair provides feedback**

# Option 2

Connect with a pair and discuss the following questions:

- 1. What are common challenges in facilitating data-decision dynamics?**
- 2. What are strategies to promote full consensus?**

# Closing



# Your Thoughts

- **What are your takeaways from this workshop?**
- **How could this workshop be improved?**

# References

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# Contact Information

Hirosuke Honda, Ph.D.

[hirosuke.honda@maine.edu](mailto:hirosuke.honda@maine.edu)

Director of Institutional Research and Assessment  
University of Maine at Augusta

Ian Scott, Ph.D.

[i.scott@brookes.ac.uk](mailto:i.scott@brookes.ac.uk)

Associate Dean for Student Experience,  
Faculty of Health and Life Sciences  
Oxford Brookes University