

Does Choosing by Advantages promote Inclusiveness in group decision-making?

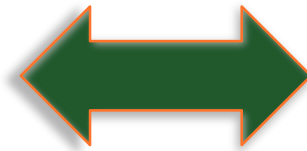
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Group Decision-Making

Integration of different perspective improves the decision quality and the support of the decision during implementation.



- Social process
- Difficult to manage

Three Factors that influence Group Decisions

Groupthink

Lack of diverse thinking, because of a highly group cohesiveness to maintain unanimity or the pressure to conform to norms.

Psychological safety

Fear of speaking-up freely, because of disapproval, negative consequences, or the concern to be seen as incompetent.

Gender bias

Effects of gender proportion in group decision-making, a gender is underrepresented.

What we know from the Literature

...when using CBA in group decision-making

- » Constructive conversations
- » Holistic perception of value
- » Confidence about outcome
- » Traceable for a not involved party

Aligns with the Lean idea of making decisions slowly by consensus and implementing rapidly (nemawashi).

Research Question and Method



Does CBA promote inclusiveness to overcome group thinking, promote psychological safety, and avoid gender bias?

Action Research

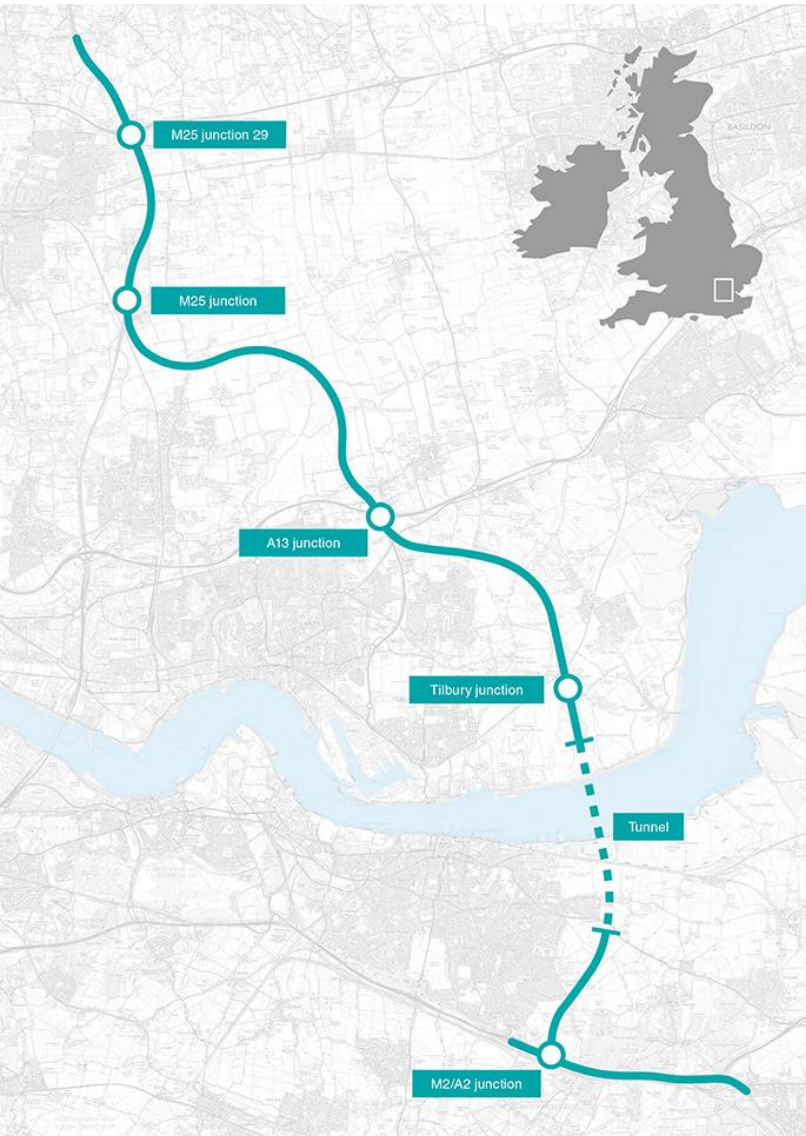


Lean awareness survey,
Meeting evaluation (e.g. +/-▲),
Observation + Discussion

Case Study



Inclusiveness survey



Lower Thames Crossing

- Most ambitious road scheme since the M25, linking Kent, Thurrock and Essex
- £5.3-£6.8bn estimated cost
- 14.5 miles of dual-3 lane expressway
- Over 50 new bridges
- One of the world's largest bored tunnels
- Longest road tunnel in the UK
- Open for traffic in 2027
- Currently in preliminary design

Lean Awareness Survey & Observation

(Fully completed by 160 team members)

Findings confirmed literature review

- Gaining consensus across the project
- Better decision quality, efficiency, togetherness, transparency, and integrity
- Transparent documentation
- Discussion focuses on relevant differences

Additionally

- Feeling that everyone is heard
- Easier to speak up compared to seniors
- No directive leadership in the room during CBA workshops
- Especially introvert personalities appreciate the opportunity to prepare upfront

Inclusiveness survey results

Reported Pain Points when not using CBA

- Not having the right people in the room
- Lack in communication and information sharing
- Misunderstanding of perspectives during and after the decision-making



Problems in understanding the decision outcome

Inclusiveness survey results

(6 participants/facilitators, gender relation 50/50)

Category	Without using CBA	Using CBA
Speak-up freely	– Variation from occasionally to always	– Yes
Respect regarding views	– High variation: somewhat agrees to somewhat disagrees	– Yes

Inclusiveness survey results

(6 participants/facilitators, gender relation 50/50)

Category	Without using CBA	Using CBA
Experience	<ul style="list-style-type: none"> – Ignored/Not listened to – Spoken over/Interrupted – Not being included – Females reported that others repeated their idea and got support/credit for it, and they were not recognized for their idea 	<ul style="list-style-type: none"> – Respect among participants – Participants listen to each other – Supports speaking up – Participants' valued input – Other people's perspective could be understood easily (mostly very easily)



CBA “promotes inclusivity by nature of the more open invitation process.”

Conclusion

- CBA promotes inclusiveness to overcome groupthink
- CBA promotes psychological safety
- No direct evidence was found that CBA helps to overcome gender bias



Perception: CBA helps to achieve a higher degree of inclusiveness, but because of the insufficient dataset more research is needed.

Future Research



Generalize the findings regarding groupthink and psychological safety



Analyse the impact of gender bias



Deeper investigation regarding group cohesiveness