

Who Lives?

**A group decision making exercise
that melds theory with
real world challenges**

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The Issue

Small group of individuals with diverse knowledge and conflicting interests must select three patients for life-saving dialysis treatment



Uses

- To teach & test single module on the functional perspective of group decision making
- or
- As a capstone experience for a semester long course about small group processes

Active Learning Via:

- Lecture
- Experience
- Debrief discussion

Purpose

PARTICIPANTS LEARN:

- **APPROACH:** Differentiate five question types
- **PROCESS:** Apply the functional perspective
- **PRACTICE:** Address real world challenges

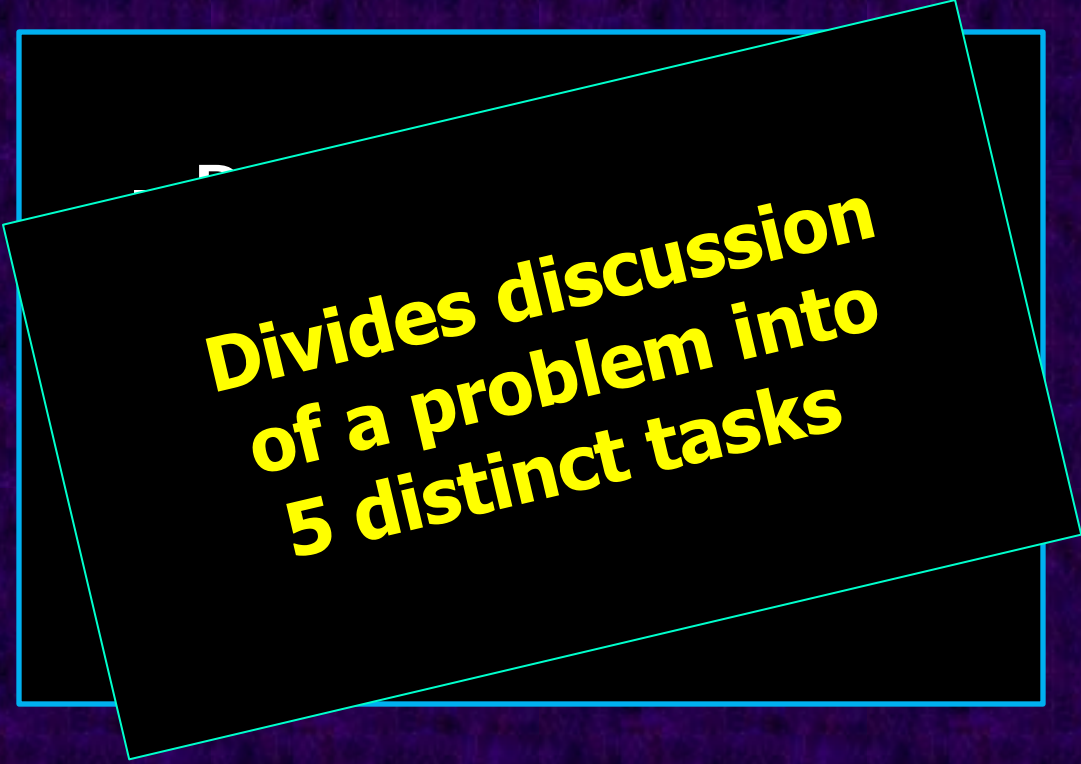
Purpose #1

APPROACH: 5 Types of Questions

- **Fact**
- **Meaning**
- **Value**
- **Policy**
- **Action**

Purpose #2

Functional Perspective



**Divides discussion
of a problem into
5 distinct tasks**

Purpose #3

Real World Challenges

- Problem definition
- Role constraints
- Hidden agendas
- Missing information
- Erroneous data
- Vested interests
- Strategy, subterfuge
- Controversy

Three Sessions

- | | |
|-------------------|---|
| Session 1: | Theoretical learning
Assign groups & roles |
| Session 2: | Group work |
| Session 3: | Report & debrief |

Session 1

Theoretical Learning

REQUIRED

- Functional Perspective

OPTIONAL

- Group Formation
- Leadership
- Robert's Rules
- Meeting Procedures
- Facilitation
- Premature closure
- Groupthink
- Abilene paradox
- Satisficing

Session 1

The Functional Perspective

- 1. Define the problem**
- 2. Develop criteria**
- 3. Identify alternatives**
- 4. Evaluate alternatives**
- 5. Decide fairly & adhere**

1. Define the Problem

- Go beyond symptoms
- To root cause



2. Develop Criteria

- What conditions will resolve the problem?
- Criteria must be:
 - Objective
 - Measurable
 - Specific



Diagram illustrating criteria for a product. Two blue speech bubbles with green borders are shown. The bubble on the left contains the text 'WATER RESISTANT' and the bubble on the right contains the text 'STRONG'.

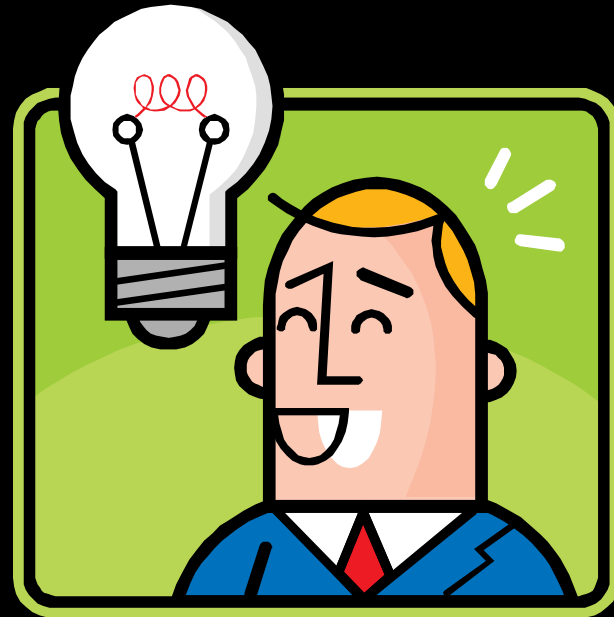
**WATER
RESISTANT**

STRONG

3. Identify ^{ALL} Alternatives

Brainstorm

Identify & list options
without any judgments



4. Systematically Evaluate ALL Options

	Option 1	Option 2	Option 3	Option 4	Option 5
Cost \leq \$2 million	3	2	3	3	1
Install in 24 hrs	2	1	3	2	2
Strength > 600 lbs/psi	0	2	2	1	4
TOTAL	5	5	8	6	7

5. Decide Fairly & Adhere

- **Set “fair” process**

- Equality
- Equity
- Need
- First come
- Performance
- Legal
- Precedent
- Democratic
- Turn-taking
- Power

*When participants accept **PROCESS**,
they typically accept the outcome*

- **Adhere to process**

- **Adhere to decision**

Session 1

Exercise Set-Up

- **Assign groups w/ 5 or 6 members**
- **Explain situation & task**
- **Assign individual roles**
- **Review rules & expectations**
- **Introduce instructor role**

Session 1

The Issue

Small group of individuals with diverse knowledge and conflicting interests must select three patients for life-saving dialysis treatment



Session 1

The Situation

- Group will select patients for a kidney dialysis center
- 12 patients ask for treatment
- But dialysis center has room for just 3 more patients

Session 1

Group Charge

- **Use functional perspective to solve this problem**
 - Develop group procedures
 - Establish patient selection criteria
 - Pick 3 patients for immediate treatment
 - Rank remaining 9 patients
(in case space opens up)
 - Make other recommendations

Session 1

Participant Roles

- **Doctor** (chair)
- **Nurse**
- **Accountant**
- **Attorney**
- **Patient advocate**
- **Business leader** (optional)

Each role has:

- Hidden agendas
- Selective knowledge about others in group

Role Instructions

Your character	Your background	Secret you know:
Dan (Dani) Doctor, M.D. Medical Director Kidney Center	You are overwhelmed with other professional responsibilities (e.g. establishing medical protocols for the upcoming state accreditation, treating patients, passing the new Renal Disease board certification exam). In addition, you are concerned about both financial matters (earning enough money to repay medical school loans) and the family demands created by your second wife and new baby daughter. Since you cosigned as a personal guarantor on the bank loan that created this center, your financial future is in jeopardy if the center doesn't at least cover expenses. You see this committee as a necessary evil.	The accountant's job is to assure the financial viability of the center. If the accountant does this job well, s/he will receive a big fat bonus at the end of the year. So the accountant ... believes that patient selection should be based on ability to pay. The accountant sees the committee process as a potential threat to fiscal solvency. Based on this belief, s/he is likely to try and form an alliance with the lawyer to support all paying patients.
Victor (Vicky) Volunteer President Kidney Patients Association	Your 26 year old daughter died from kidney disease because she had no insurance and could not get access to dialysis treatment. In the past five years, you've raised \$5 million for kidney research in her memory.	The lawyer has political ambitions and plans to run for a seat in the state legislature. Since running for public office takes lots of money., the lawyer does not want to upset potential donors by taking any

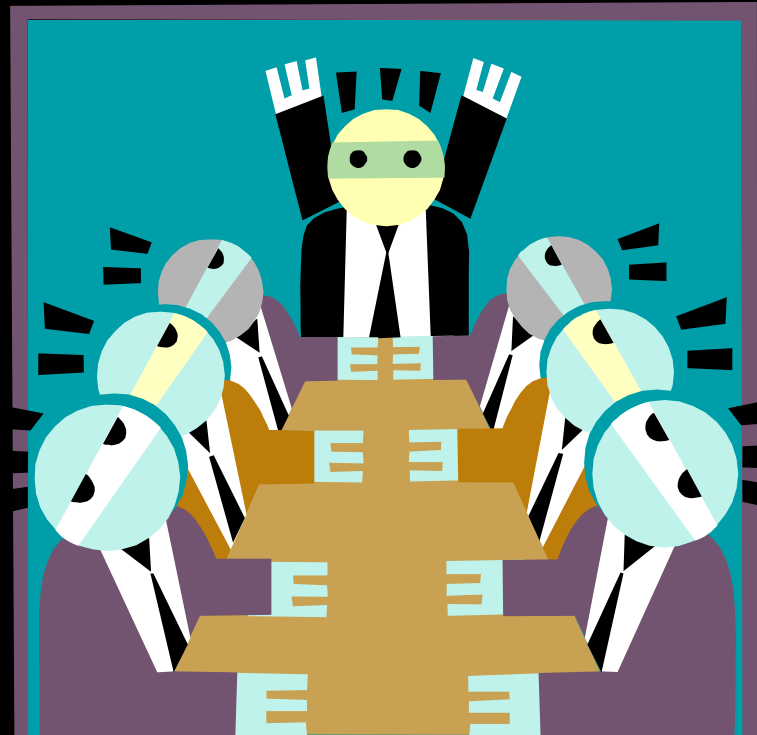
Patient Information

Name	Sex	Age	Race Ethnicity	Religion	Family History	Social History	Medical History	Insurance
Luis Gomez	M	16	White Mexican	Catholic	Single, orphan, supports 2 brothers	Arrested for drug dealing	Kidney failure from drug use	No insurance; applied for aid
Shelley Longstreet	F	33	White American	Episcopal	Married, 2 teenage children	Social worker	Congenital problems since childhood	---
Phillipe Estuvier	M	42	Black Haitian	Muslim	Married, has 6 young children	Butcher + security guard	High blood pressure	Aetna
Camilla Highness	F	84	White American	Unknown	Married, no children	Housewife, married to the Baron DuMarier	Kidney failure from stroke,	Medicare + supplement
Janah Newar	F	39	Brown American	Hindi	Single, no children	Secretary	Temporary kidney failure	None

Session 2

Group Work

- **Groups meet**
 - Process
 - Rules
 - Criteria
 - Choices
- **Instructor is available**
 - For consultations
 - To answer questions

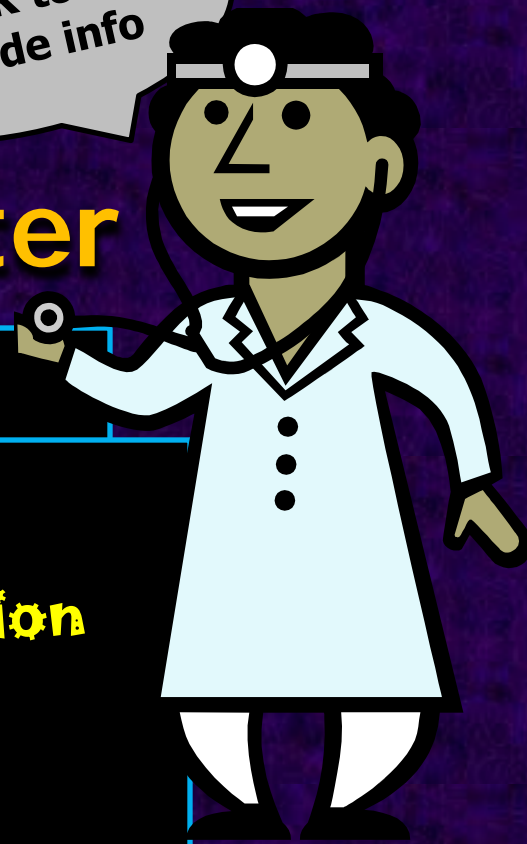


Instructor is Dr. Fenster

It is OK to use
outside info

- **Has additional knowledge of:**
 - Kidney disease
 - Treatment options
 - Patient information
 - Problem parameters
 - Potential solutions

**Provides
information
ONLY
if asked**



Session 3

Groups Report & Debrief

- **Group reports**
 - Process, procedures
 - Criteria
 - Selections
- **Debrief discussion**

Session 3

Debrief Discussion

- Grade disclaimer
- Questions of value
- Hidden challenges
- Reflection

Grade Disclaimer

- Critical to open learning climate
- MUST distinguish between:

- **Grade criteria**

- Functional perspective
- Adherence to role
- Performance analysis

- **Discussion**

- Problem
- Criteria
- Process
- Rules
- Information
- People

Questions of Value

- **No one “right” answer, so...**
- **Each group has different solutions**
- **That reflect norms & priorities**
 - Process requires heterogenous mix
 - With representational validity

Hidden Challenges

- **Problem**

- Symptom vs. root issue

- **Criteria**

- Separate from solutions
- Logical basis
- Consistent application

- **Process**

- Discussion management
- Value differences
- Decision procedures

- **Rules**

- Conflicts of interest
- Robert's rules

- **Information**

- Data errors
- Missing information
- Differing interpretations
- Knowledge gaps

- **People**

- Knowledge
- Hidden agendas
- Coalitions
- Personal styles

Individual Reflection

- Functional perspective as process
- Theory vs. real world complications
- Boundary role conflict
- Personal feelings about the task
- Individual contributions
- Effects of membership mix
- Thinking deep