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Group Decision Making is Impaired by Opinion Exchange

When Members Like Each Other



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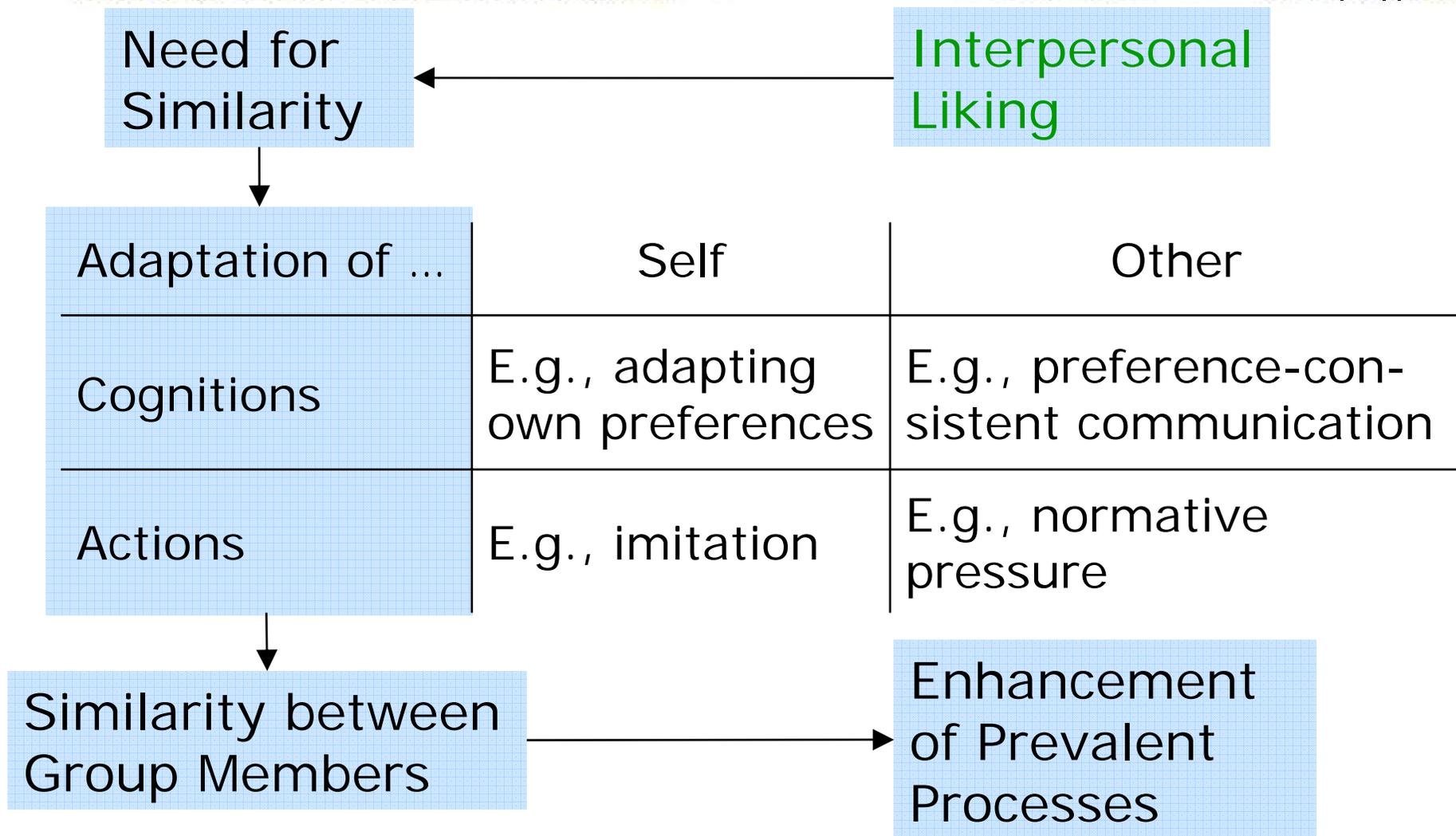
Overview

1. Effect of **opinion exchange** on group decision making (GDM)
2. Hypothesis: **Interpersonal liking** enhances the effect of other variables (e.g., **opinion exchange**) on GDM
3. Results of three own studies
4. Summary and theoretical implications
5. Practical implications

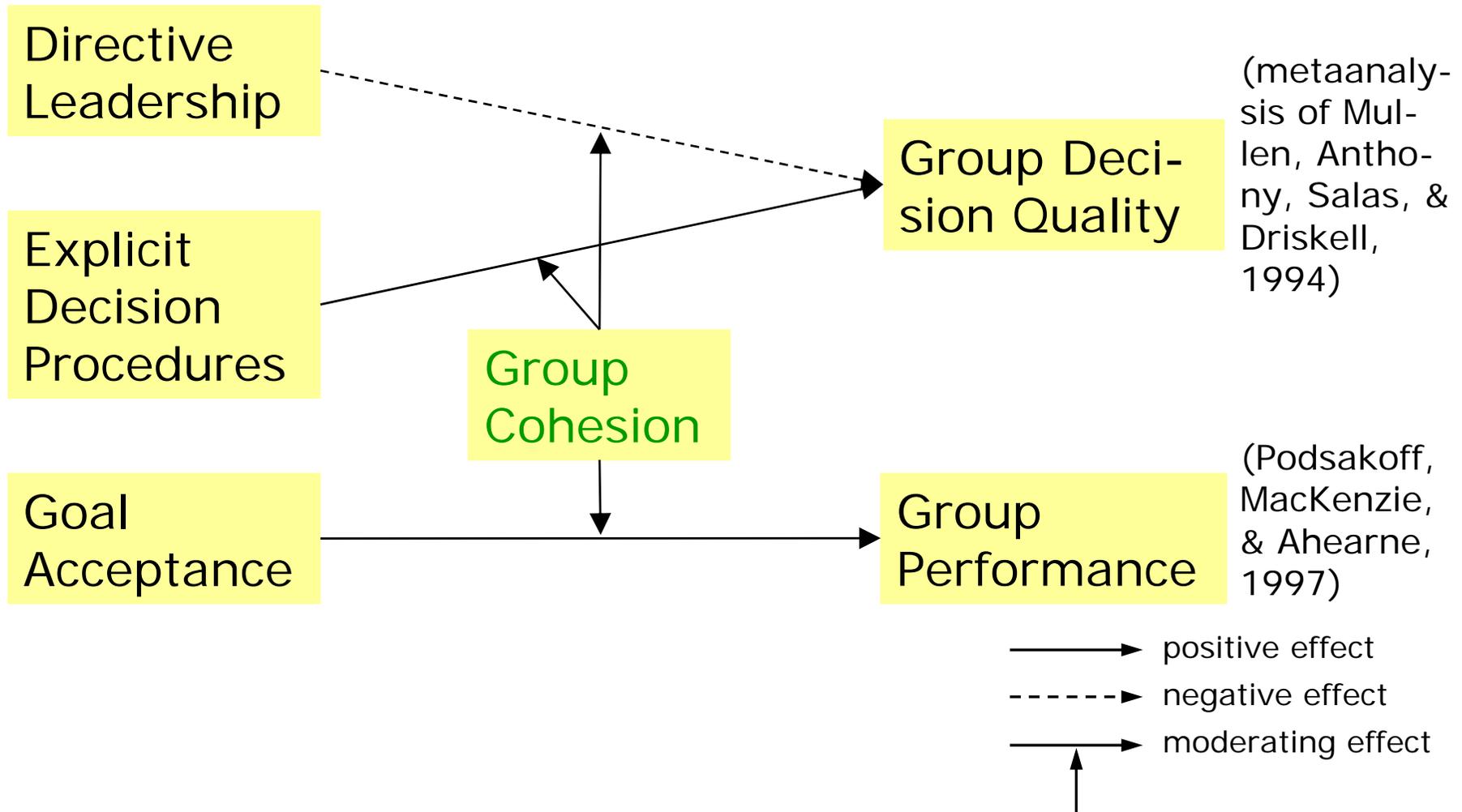
Group Decision Making (GDM) is Impaired by Opinion Exchange

- Groups often fail in decision-making tasks
 - when they have to integrate each member's unshared information to identify best alternative (Brodbeck, Kerschreiter, Mojzisch, & Schulz-Hardt, 2007; Stasser & Titus, 1985; Wittenbaum, Hollingshead, & Botero, 2004).
- = in hidden-profile tasks
- One reason: **Early opinion exchange on members' decision preferences**
 - ⇒ reduced systematic information processing (Mojzisch & Schulz-Hardt, 2008)
 - ⇒ reduced decision quality (Gigone & Hastie, 1993; Mojzisch & Schulz-Hardt, 2008)

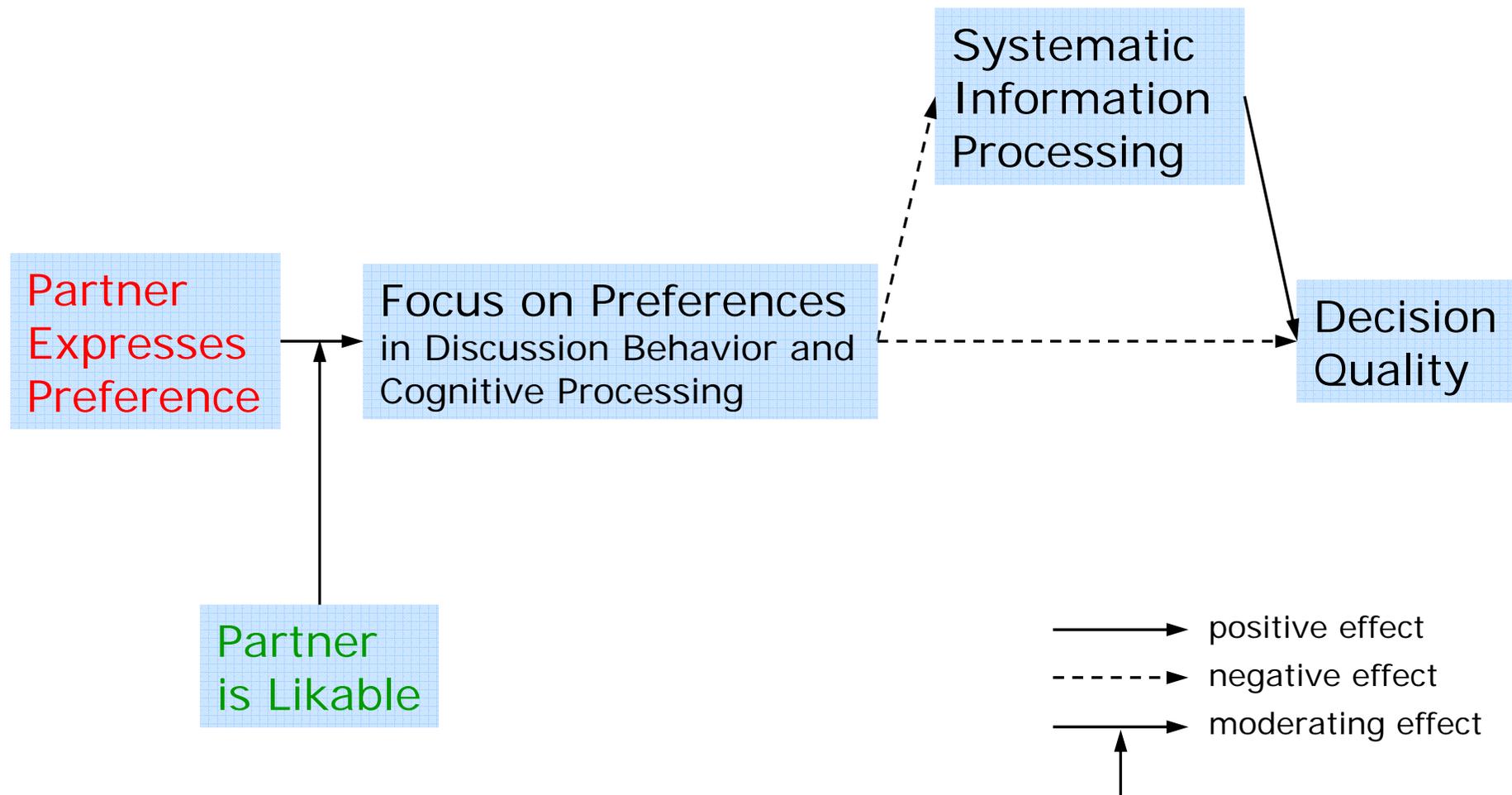
Hypothesis: Interpersonal Liking Enhances Effect of Preference Exchange on GDM



Existing Evidence: Group Cohesion Enhances Effects of other Variables on GDM



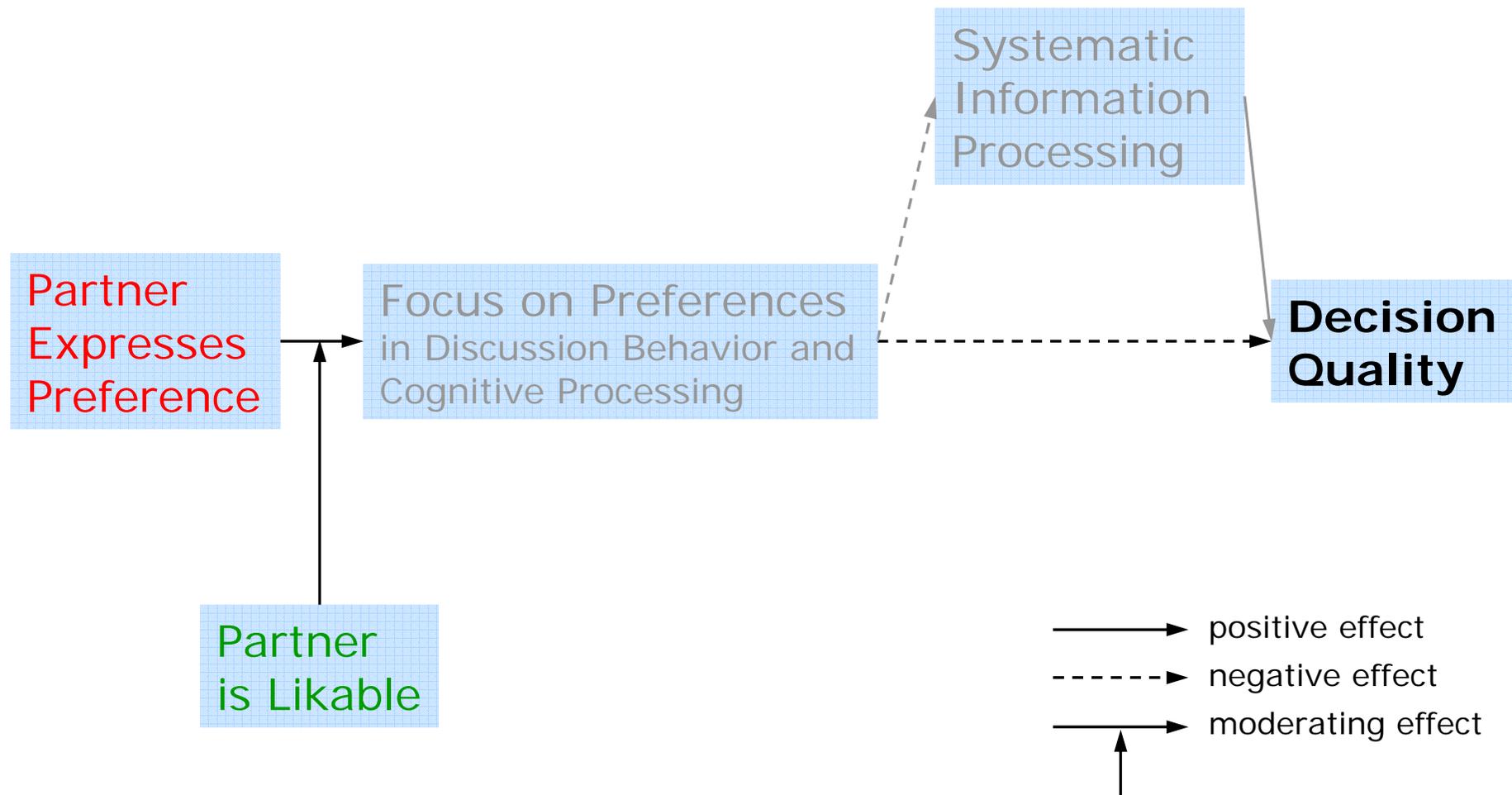
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Three Studies: Methods

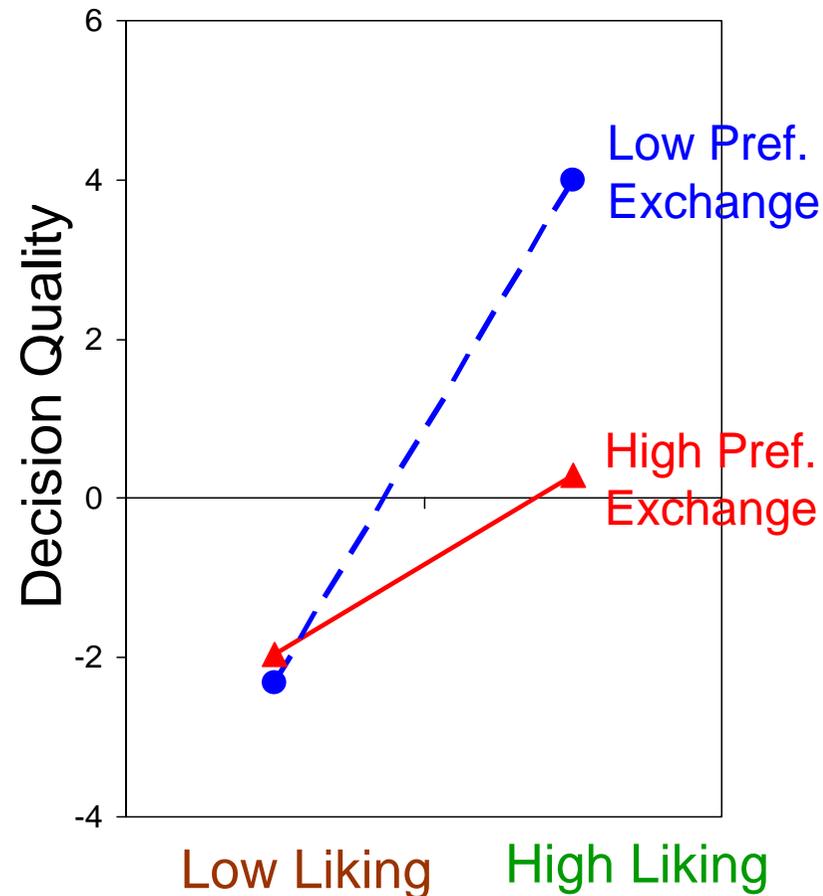
Study 1	Study 2	Study 3
30 groups of 3 familiar members	123 single individuals	77 single individuals
Real face-to-face interaction	Anticipated face-to-face interaction with a female partner	
Hidden-profile task		Judgmental task
Interpersonal liking		
Measured before discussion	Manipulated in "first experiment on person perception" by self presentation of "partner" on a video in likable or dislikable way	
Preference exchange / Partner's preference expression		
Observed in discussion	Manipulated by „initial" audio statement of the "partner" (preference + information vs. only information)	

Hypothesis: Interpersonal Liking Enhances Effect of Preference Exchange on GDM



Study 1 (Real Interaction): Liking Enhances Effect of Preference Exchange on Decision Quality

Decision quality = Reversed rank position of correct alternative in group decision



Predictor	β
Preference exchange	# -0.83
Liking	* 2.14
Pref. exch. x liking	# -1.02

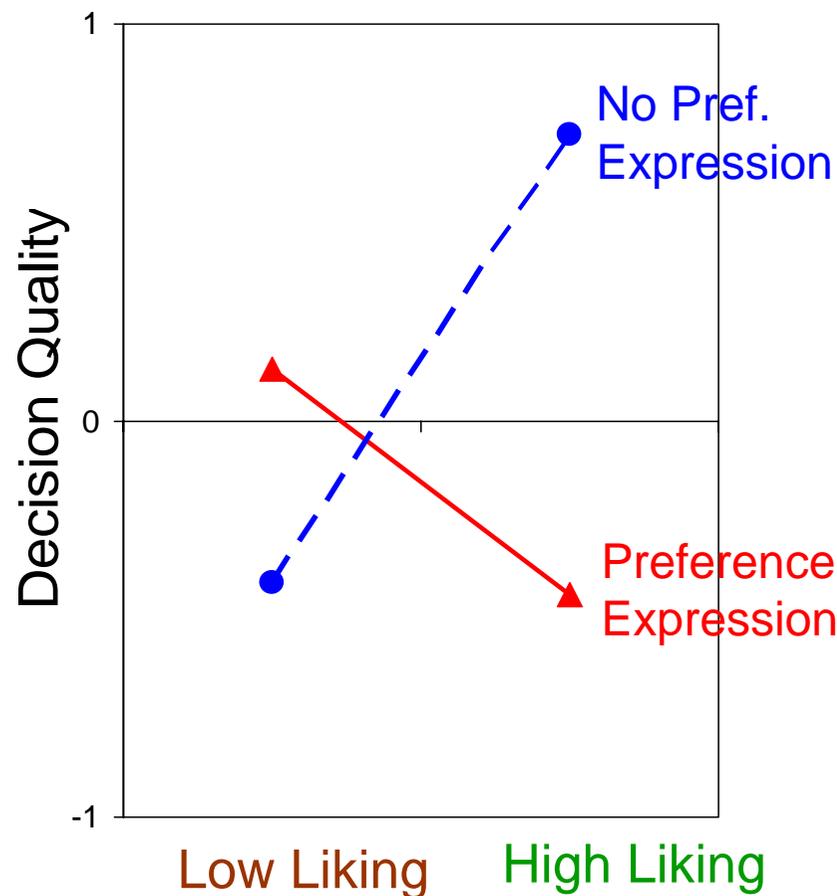
Ordinal regression with z-standardized predictors

Means estimated by procedures of Aiken and West (1991)

$p < .10$ * $p < .05$ ** $p < .01$
(hypotheses one-tailed)

Study 2 (Anticipated Interaction): Liking Enhances Effect of Preference Expression on Decision Quality

Decision quality = Reversed rank position of correct alternative in individual decision after unlimited time to listen to partner's statement



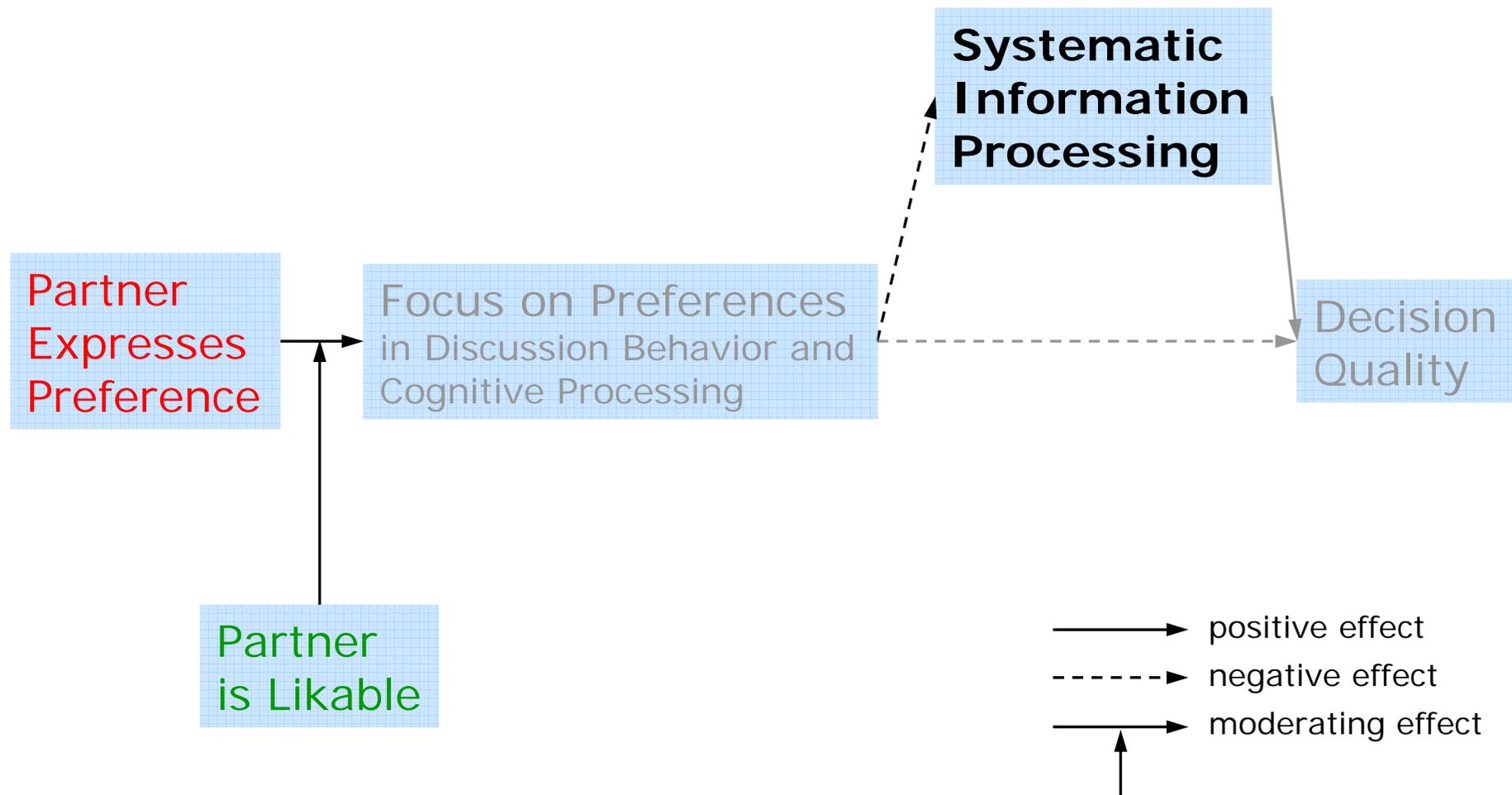
Predictor	β
Preference expression	-.16
Liking	.14
Pref. expr. x liking	* -.42

Ordinal regression with z-standardized predictors

Means estimated by procedures of Aiken and West (1991)

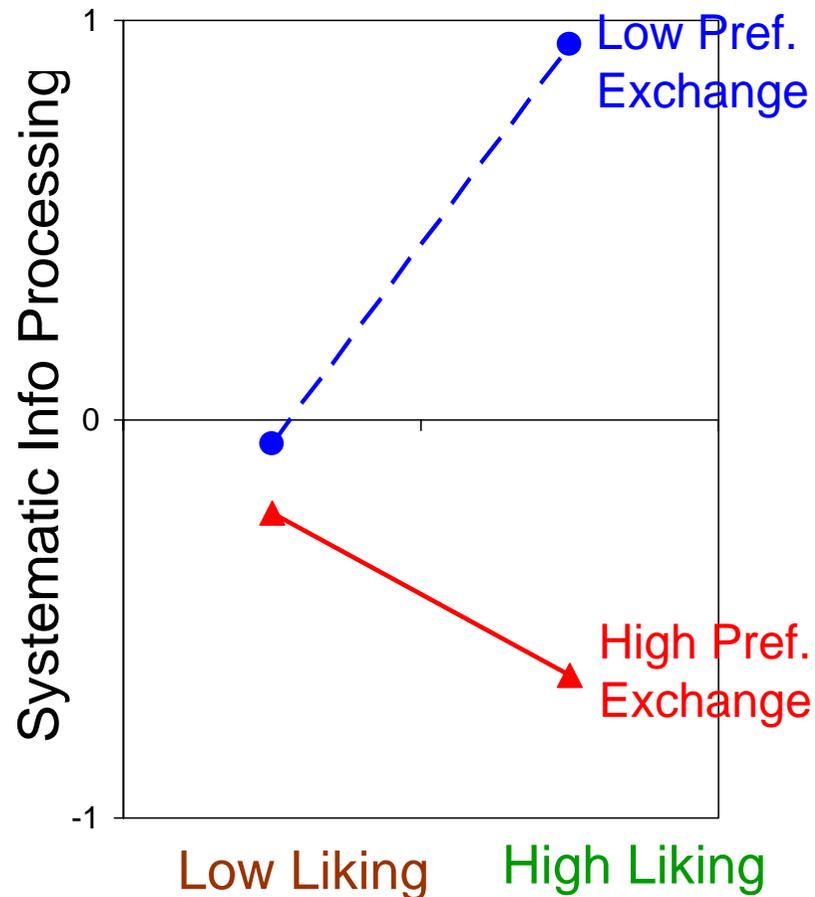
$p < .10$ * $p < .05$ ** $p < .01$
(hypotheses one-tailed)

Hypothesis: Interpersonal Liking Enhances Effect of Preference Exchange on GDM



Study 1 (Real Interaction): Liking Enhances Effect of Preference Exchange on Systematic Information Processing

Systematic information processing = $z(\text{information introduced into discussion}) + z(\text{individual recall of new information after discussion})$



Predictor	β
Preference exchange	** -.44
Liking	.15
Pref. exch. x liking	* -.35

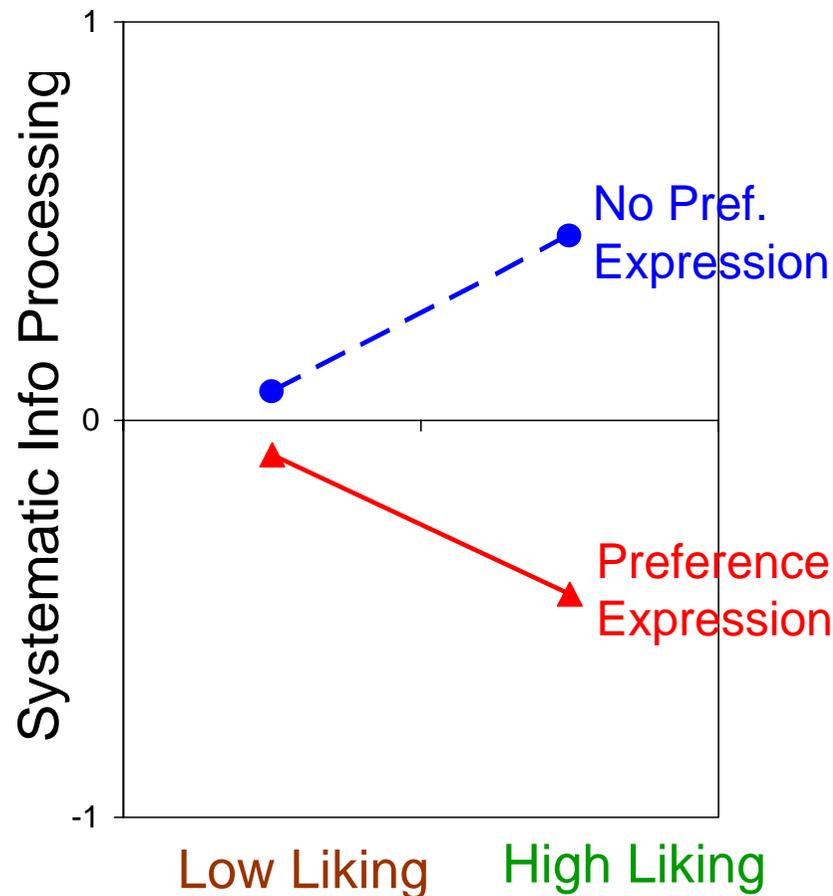
Multiple regression with z-standardized predictors

Means estimated by procedures of Aiken and West (1991)

$p < .10$ * $p < .05$ ** $p < .01$
(hypotheses one-tailed)

Study 2 (Anticipated Interaction): Liking Enhances Effect of Preference Expression on Systematic Info Processing

Systematic information processing = Factor score (time for final decision, words on note paper, evaluative signs on note paper)



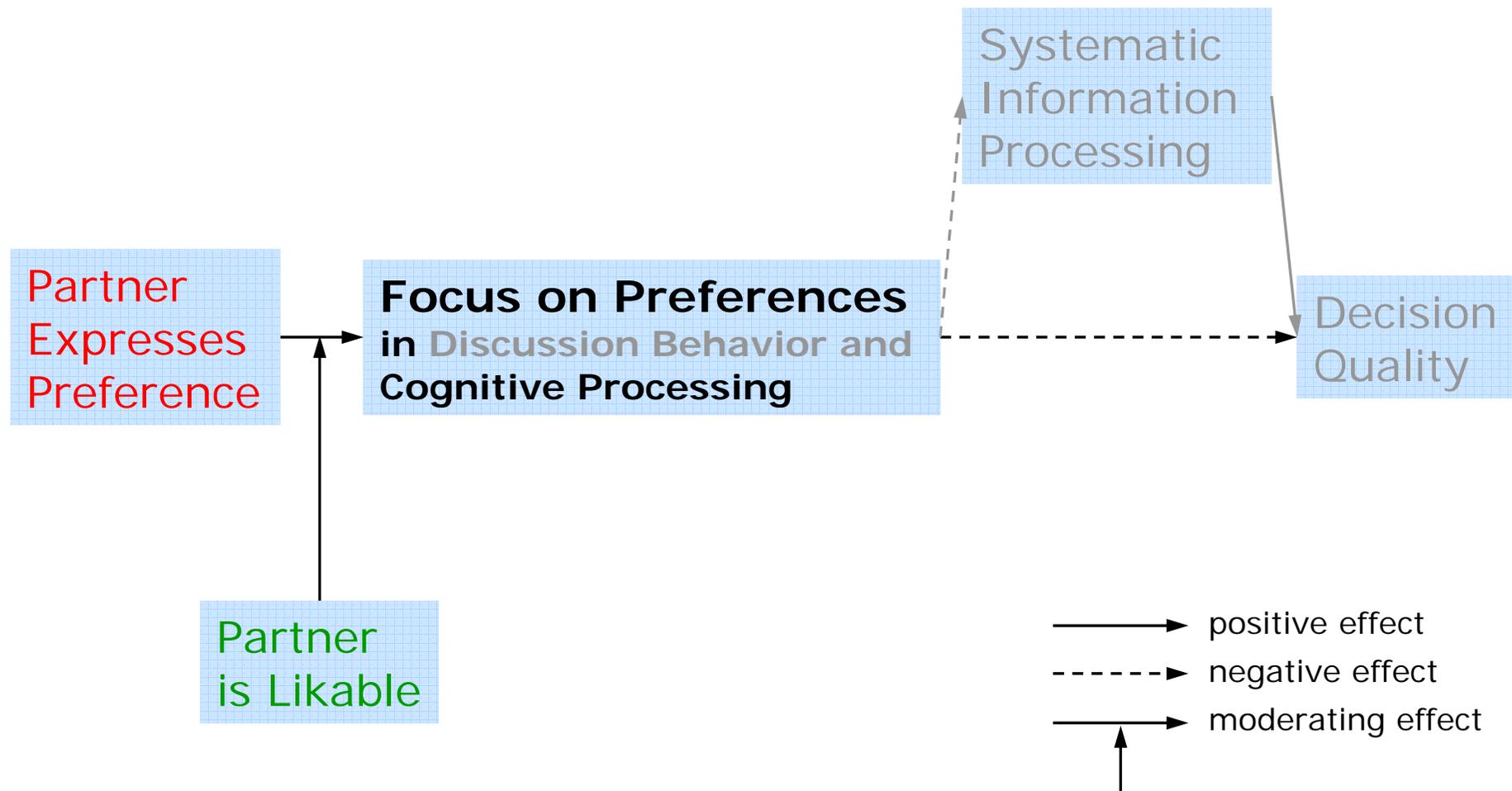
Predictor	β
Preference expression	** -.26
Liking	.01
Pref. expr. x liking	* -.19

Ordinal regression with z-standardized predictors

Means estimated by procedures of Aiken and West (1991)

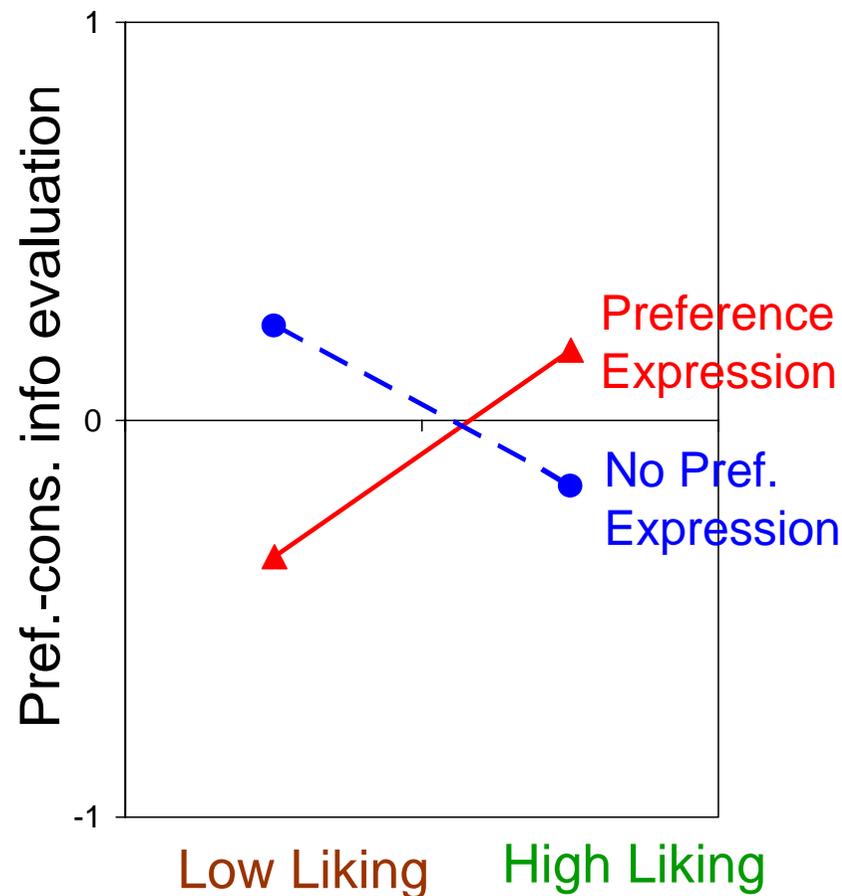
$p < .10$ * $p < .05$ ** $p < .01$
(hypotheses one-tailed)

Hypothesis: Interpersonal Liking Enhances Effect of Preference Exchange on GDM



Study 2 (Anticipated Interaction): Liking Enhances Effect of Pref. Expression on Preference-consistent Evaluation

Pref.-cons. info evaluation = Evaluation of consistent info – evaluation of inconsistent info (credibility and relevance, subset of 12 pieces of info)



<i>Source of variance</i>	η^2
Preference expression	.00
Liking	.00
Pref. expr. x liking	** .06

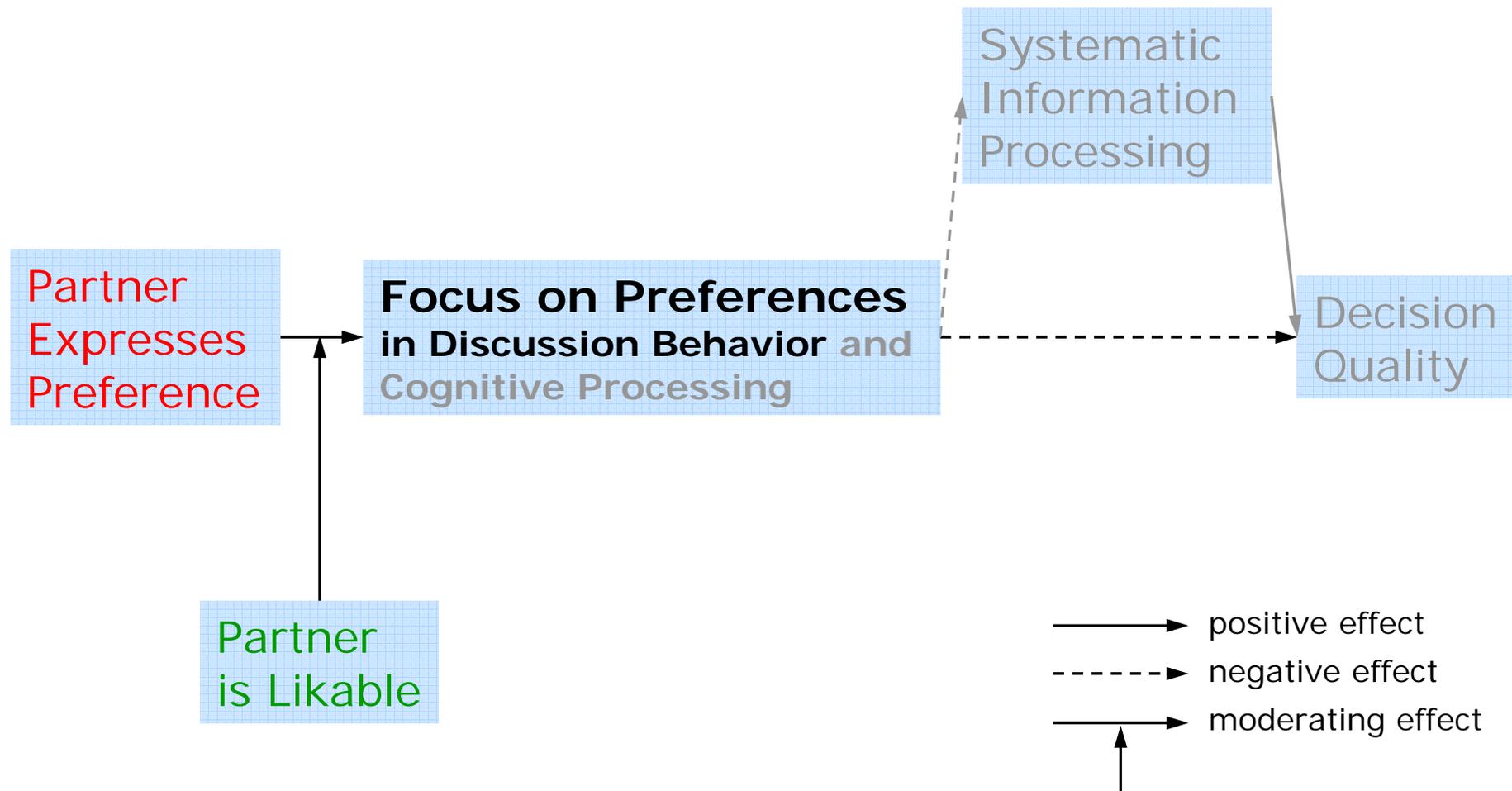
ANCOVA with z-standardized dependent variable

Estimated marginal means

$p < .10$ * $p < .05$ ** $p < .01$

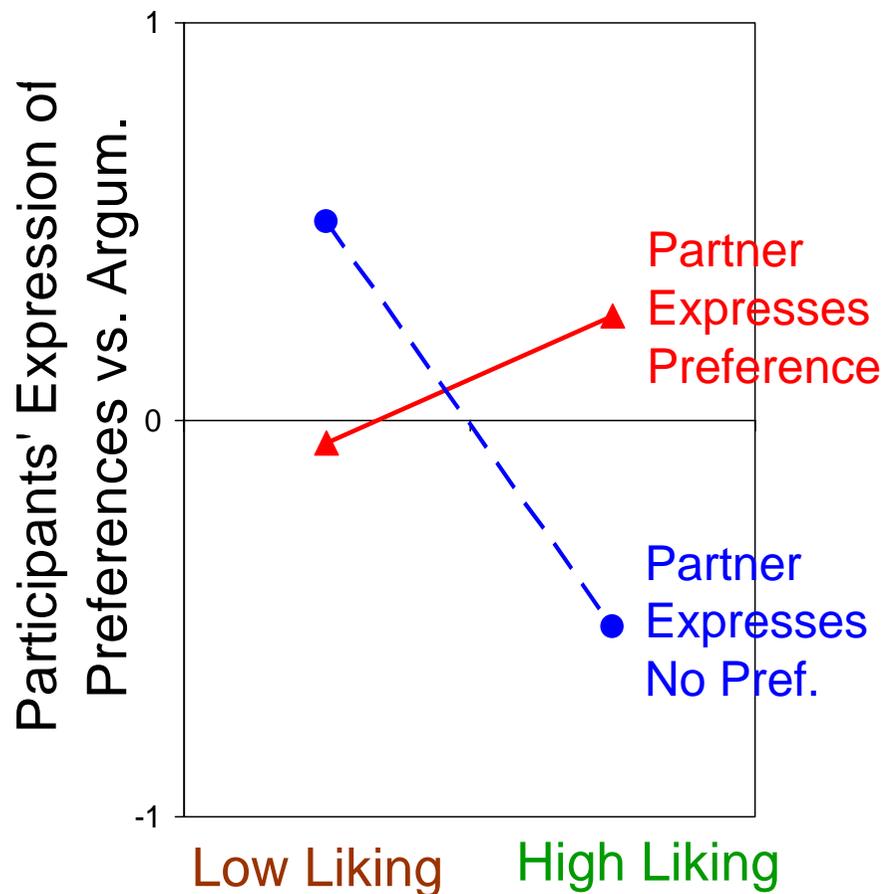
(hypotheses tested one-tailed by contrasts)

Hypothesis: Interpersonal Liking Enhances Effect of Preference Exchange on GDM



Study 3 (Anticipated Interaction): Liking Produces Imitation of Discussion Behavior

Expression of preferences vs. arguments = $z[\text{Preference expr.} \times \text{intensity}] - z[z(\text{different arguments expr.}) + z(\text{time to expr. arguments})]$



Source of variance	η^2
Preference expression	.01
Liking	.04
Pref. expr. x liking	** .14

ANCOVA with z-standardized dependent variable

Estimated marginal means

$p < .10$ * $p < .05$ ** $p < .01$

(hypotheses tested one-tailed by contrasts)

Summary and Theoretical Implications

- Detrimental effect of **preference exchange** and promotional effect of **information exchange** on decision quality only when **interpersonal liking** is high (study 1 & 2)
- Possible reason: **Liking** ⇔ Striving for similarity
 - Imitation of discussion behavior (study 3)
 - Imitation of cognitive processing
 - More systematic information processing when **partner has presented only information** (study 1 & 2)
 - More preference-consistent information evaluation when **partner has presented her preference** (study 2)

Practical Implications



Enhance **interpersonal liking**
in decision-making teams, e.g.
by funny teambuilding games?

Practical Implications

- YES: Enhance **interpersonal liking** in decision-making teams
 - BUT: only when other conditions of high decision quality are secured
 - e.g., by a facilitator who structures decision process in a way that **information exchange** precedes **preference exchange**



Thank you very much
for your attention!

Questions ...?

Comments ...?