

Task 7: Decision Making

The big idea of this task:

Building on our experience learning about Jewish values, practicing active listening and consensus building, and reviewing grant proposals, we can make a responsible decision about where we should give our grant.

By the end of this task, campers will be able to:

- Utilize their mission statement in order to come to a group consensus as to which organization(s) to fund.
- Articulate how their teen foundation came to the funding decision.
- Identify that they feel proud of the teen foundation's process.

During this task, campers will grapple with:

- What qualities of an organization do I think are important when deciding to fund them?
- What is the best method for us to use to make this decision? How can we reach consensus?
- How does our foundation's mission statement guide us as to where to give our grant?
- How can I constructively contribute to this conversation?

You know you have been successful with this task when:

Campers have used the skills gained throughout this program to choose an organization to fund.

To have on your radar screen

- Campers will exert leadership by deciding the process by which they will make their decision, as well as the decision itself. All of the options are variations on consensus building models. See Appendix 1.
- It is perfectly acceptable for teens to choose to split up the grant in order to give money to multiple organizations. They can also choose to give a smaller grant than the organization requested, in order to fund multiple organizations. A conversation about the impact of giving fewer larger grants vs. a greater number of smaller grants can allow for an interesting discussion.
- The teens may look to you to help them determine which organizations they should choose to fund. You should be their guide in helping them to process their experience, but not to decide which organizations they should fund.

Sample Activity

- Sample: Choosing Our Organizations (Adaptable program for one facilitator/multiple facilitators)

Sample: Choosing Our Organization
Adaptable program for one facilitator/multiple facilitators

Overview

During this task campers will continue to debrief their trips to the organizations. Using their Mission Statement and the consensus techniques that they learned in Task 4, campers will choose the organization that their teen foundation will fund.

Group Type

Teen Foundation

Space Needed

A quiet indoor space that will hold the entire teen foundation

Supplies Needed

- Large copy of the teen foundation mission statement
- Copy of ground rules for consensus
- One large sheet of butcher paper with the name of the organization from the site visit (each site should have its own butcher paper)
- Enough markers for each camper

Prior to the Program

- Read through Choose Your Own Consensus (Appendix 1). In this program, campers will choose which method they would like to use in order to help them come to a consensus on the organization they would like to fund. Prior to the beginning of the program eliminate any options that do not work in your camp setting.
- Read How to Dig Deeper (Appendix 2). This appendix provides examples of probing questions that you can use to help the teens come to a consensus as well tips on how to guide a discussion.
- Post the teen foundation mission statement and the ground rules for consensus

Timetable- 55 minutes

5 minutes- Review

15 minutes- Reflection

25 minutes- Choose our own consensus activity

*You may need extra time to come to consensus

10 minutes- Wrap Up

Review (5 minutes)

Ask campers to summarize the trips to the organizations and any important discussions from the reflection in Task 6.

Reflection (15 minutes)

1. Share with the campers:

- On the wall you will notice that there are sheets of paper with the names of the organizations we visited.
- We would like you to take a few minutes and think about which values you saw enacted in the organizations. These may have been the values we have learned about on our values list or other values that were not on the list.
- When you are ready, write the values that you saw on the sheet of paper and how you saw them enacted. *(For example: I saw someone treated b'tzelem elohim at the soup kitchen because every person was treated like a guest in a restaurant)*

2. Once the campers complete the activity have them share their responses with the group.

Choose Your Own Consensus Activities (25 minutes)

1. Point out to the campers: When we originally learned about consensus we created our own ground rules for coming to consensus. Today we are going to use those ground rules. (Review the rules)

2. Explain to the campers:

- You have different tools you can use to help you to come to a consensus about which organization to fund. (Briefly explain the options and allow the campers to choose which option they prefer.)
- Using the consensus tool and the rules that you previously created, choose together which organization your teen foundation will fund.

Wrap Up (10 minutes)

1. Congratulate the campers on the amazing work that they have done.

2. Ask the campers:

- What do you think is the most important thing you have learned about this experience that you will share with others?

Appendix 1 Consensus Activities

1. Hands Up

Have campers present on each organization that they visited. Then the program leader can ask questions:

- Did the mission and values of the organization align with one another?
- Did the mission and values organization align with the mission of our teen foundation?
- Did the organization enact the (insert values from Mission Evaluation sheet here)?
- Did the organization embody its mission?

Go through each question, one by one. Group leaders should also add any additional open-ended questions to further the conversation.

Have campers use the following hand configurations as each question is read:

- 5=Absolutely
- 4=Yes
- 3=OK
- 2=I'd rather not, but I could change my mind if.....
- 1=No, unless....

The recorder writes down which organizations received a 3-5 rating from all members of the teen foundation on one list, and create another list of organization(s) that received mostly 3s-5s, but had a few people who gave them a "2."

- Based on rating each organization do we know which organization we want to fund?
 - If they do come to a decision about who to fund ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)
 - If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
 - Or you can try another consensus activity

2. Pro Con Pro

Assign one camper to describe the mission and values of the organization based on prior research and the trip to the site. Once all of the information is presented choose different campers to present. One camper will present a positive item about funding the organization, one a negative idea about funding the organization, followed by one positive idea for funding the organization. It should always follow the format of pro,

con, pro. Repeat as many times as needed, but always end on pro (multiple campers can contribute).

Examples of statements:

- Pro- The organization fulfilled their mission because they said that it was important for the kids in the agency to be part of the community. When we visited the organization we saw some members of the community helping the kids complete their homework.
- Con- The organization did not fulfill the value of sustainability because they were part of a recycling program, but because of a cut in funding they can no longer run the program.
- Based on sharing the pros and cons of each organization do we know which organization we want to fund?
 - If they do come to a decision about who to fund ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)
 - If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
 - Or you can try another consensus activity

3. Fishbowl

Choose a few of the campers who feel strongly about each organization to arrange themselves in a circle in the center of a room and discuss the organizations while the rest of the group "observers," should sit in a larger circle around the fishbowl. Begin by asking campers question such as

- What were the strengths of the organizations we visited?
- How did you see the mission of the organization enacted?
- How did you see the values of the organization enacted?
- How did the mission and values organization best align with the mission of their teen foundation?

Campers can also write questions or comments, which should be screened by the moderator. Group leaders should also add any additional open-ended questions to further the conversation.

- Based on the fishbowl do we know which organization we want to fund?
- If they do come to a decision about who to fund ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)
- If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
- Or you can try another consensus activity

4. Small Group Discussions

Break the teen foundation down into groups with 3-4 campers (if campers were not all on the same site visits, make sure there are campers in each group that visited each site). Ask the groups to discuss what they saw at each site, including how they saw the mission and values of the organization enacted as well as how they best align with the mission of their teen foundation. One camper should summarize their conversation to the larger group. Then the campers should discuss all the information presented with the entire teen foundation. By the time they finish meeting they should have come to a consensus of which organization they would like to fund.

- If they do come to a decision ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)
- If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
- Or you can try another consensus activity

5. Criteria List

Have the campers brainstorm a list of important criteria that an organization must fulfill in order to be funded by the teen foundation. Then ask a camper(s) volunteer to present on each organization and have one camper volunteer to write. As the camper(s) speak(s) about each organization have the other campers acknowledge when the organization has met one of the criteria. The camper that is writing should record when the organization fulfills the criteria.

- At the end of the activity ask the campers:
 - Based on these criteria is there an organization that we would like to fund?
 - If they do come to a decision ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)
 - If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
 - Or you can try another consensus activity

6. Advantages/Disadvantages Chart

Create a sheet of butcher paper for each organization that has two columns. On the top left of the column write "advantages" and write "disadvantages" on the top right. Draw a line down the middle. For each organization, list the advantages and disadvantages of funding them. Point out that no solution is perfect and none is completely bad — then choose the one with the most (or best) advantages and the fewest disadvantages. Ask the campers:

- Based on this chart do we know which organization we want to fund?
- If they do come to a decision about who to fund ask: Does anyone have a problem with this decision? (this will allow a final confirmation of the decision)

- If they do not come to a decision encourage a dialogue between the teens so that they are able to discuss why they do/don't support the decision to fund a certain organization.
- Or you can try another consensus activity

Appendix 2

How to Dig Deeper- Creating Meaningful Conversations

Guiding the Conversation

- Remain neutral
- Focus on the group process, not content
- Keep the group focused and moving forward
- Help everyone have equal access to the conversation
- Do not offer your opinion on the issues
- Name any common trends that you are hearing in the group
- You may want to use the limit of time as a parameter to push the group towards a decision. Just like in real life, we are limited by time constraints.
- When it looks like a decision has evolved, state that decision clearly and check with the group that it does, in fact, agree — “Does anyone have a problem with this decision?”

Probing Questions/Comments

- What exactly did you mean by 'XXX'?
- It sounds like you are saying 'XXX'? Did we understand you correctly?
- It sounds like the group is leaning towards/thinks that 'XXX'.
- Could you tell me more about YY?
- Can you give us a specific example to illustrate your point?
- I'm not sure we understand what you're trying to say. Can you say it again, in other words?