

## NOMINAL GROUP TECHNIQUE (NGT)

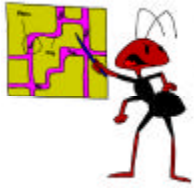
A.	<u>1</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>1</u>	<u>2</u>	<u>15</u>
B.	<u>2</u>	<u>1</u>	<u>1</u>	<u>2</u>	<u>2</u>	<u>3</u>	<u>3</u>	<u>14</u>
C.	<u>5</u>	<u>4</u>	<u>4</u>	<u>5</u>	<u>1</u>	<u>5</u>	<u>6</u>	<u>30</u>
D.	<u>6</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>3</u>	<u>4</u>	<u>4</u>	<u>33</u>
E.	<u>3</u>	<u>3</u>	<u>6</u>	<u>1</u>	<u>6</u>	<u>2</u>	<u>5</u>	<u>26</u>
F.	<u>4</u>	<u>6</u>	<u>3</u>	<u>4</u>	<u>5</u>	<u>6</u>	<u>1</u>	<u>29</u>



### Purpose

**Nominal Group Technique (NGT)** is another form of brainstorming used to produce a large number of ideas in a short time while ensuring that all team members have an equal voice in the development of a list. **NGT** also is used to help reduce a larger list to one that is more manageable. It uses a system of voting to prioritize ideas and to weed out those that fail to get enough votes.

**NGT** is most used to gain consensus from a team on the priorities of issues to be dealt with by the team.



## Process

1. Write the goal, problem, or process to be dealt with on the board so all members can view them. This ensures that all team members can stay focused on the topic and have a clear understanding of what they are to do.
2. Have each team member either say or write the issue they think is the most important to the written problem statement. Having team members write their issue is useful if you have team members that are uncomfortable stating their views orally. The quicker method is to have all members state orally what they think is the most important issue.
3. Write all issues on a flip chart or marker board for all to see.



## Example

1. Problem Statement: What are the issues that prevent customers from leaving our offices with a “good” feeling?

2. Collect Issues: Since the team in question is fairly new and have one or two people who dominate, it was decided to have all team members write down what they think is the most important issue that prevents a “good” feeling by customers.

3. Submitted Issues: Since there are seven team members, seven issues are presented.

Price Resistance  
Poor Location  
Customer Service  
Untrained Cashiers  
Unfriendly Cashiers  
Housekeeping  
Crowded Aisles



## Process

4. Check with team members to make sure there is no duplication of issues. If team members are saying the same thing but using different words, those issues can be combined with the consent of the team members involved.

5. Place a letter of the alphabet before each remaining issue. Members prepare a vote sheet with the letter A through F on a sheet of paper.

unfriendly cashiers and untrained cashiers both agreed that “untrained cashiers” could encompass both issues.

The revised list-

- Price Resistance
- Poor Location
- Customer Service
- Untrained Cashiers
- Housekeeping
- Crowded Aisles

5. Letters Assigned:

- A. Price Resistance
- B. Poor Location
- C. Customer Service
- D. Untrained Cashiers
- E. Housekeeping
- F. Crowded Aisles

Vote Sheets:

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_
- F. \_\_\_\_\_



**Example**

4. Eliminate Duplication: Team members that submitted issues of



**Process**

6. Each member votes based on what they think is the most important issue down to what they think is least

important. They record the vote on the vote sheet with the highest number (equal to the number of issues) next to the most important issue down to a 1 for the least important.

7. Vote sheets are collected with votes recorded where all can view the tallies.

8. Add up total votes for each issue.



**Example**

6. Recorded Vote Sheet:

A.         1        

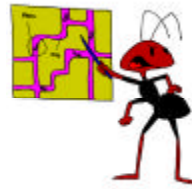
B.	<u>        2        </u>
C.	<u>        5        </u>
D.	<u>        6        </u>
E.	<u>        3        </u>
F.	<u>        4        </u>

7. Tally Votes:

A.	<u>  1  2  2  3  4  1  2  </u>
B.	<u>  2  1  1  2  2  3  3  </u>
C.	<u>  5  4  4  5  1  5  6  </u>
D.	<u>  6  5  5  6  3  4  4  </u>
E.	<u>  3  3  6  1  6  2  5  </u>
F.	<u>  4  6  3  4  5  6  1  </u>

8. Votes Added:

A.	<u>  1  2  2  3  4  1  2  </u>	<u>  15  </u>
B.	<u>  2  1  1  2  2  3  3  </u>	<u>  14  </u>
C.	<u>  5  4  4  5  1  5  6  </u>	<u>  30  </u>
D.	<u>  6  5  5  6  3  4  4  </u>	<u>  33  </u>
E.	<u>  3  3  6  1  6  2  5  </u>	<u>  26  </u>
F.	<u>  4  6  3  4  5  6  1  </u>	<u>  29  </u>



**Process**

9. Rank order issues from highest number of votes to the lowest. This ranking will become the priority list for dealing with the issues presented.

10. The number of votes for each issue also indicates the strength of the issue as compared to the other issues. Those items that are grouped closely indicate overall priorities.

9. Issues Rank Ordered:

<u>Rank</u>	<u>Votes</u>	<u>Item</u>
1	33	D. Untrained Cashiers
2	30	C. Customer Service
3	29	F. Crowded Aisles
4	26	E. Housekeeping
5	15	A. Price Resistance
6	14	B. Poor Location

10. Indicated Strength:

The top four items all have strong support from the team. Perhaps those four should all be dealt with simultaneously with the last two dealt with later.



**Example**



**Key Points**

- For large lists of issues, perhaps over 10, use a “one-half plus one” rule in voting. This rule would mean that for a list of 20 issues team members would be given 11 votes ( $20/2+1=11$ ). They would vote an 11 for the most important down to a one for the least important.
- In a more detailed **NGT** process, team members would be asked to note a few items that make each issue important. This will help team members in ranking issues and helps in later discussions about the results of the **NGT**.
- Be sure to double check all columns of the group tally sheet. This will ensure that all votes are recorded and that those votes are accurate.
- Effective use of **NGT** can eliminate a lack of commitment by team members to work on the issues developed by the team. Each member gave a vote to all the presented issues, therefore they had input on the issues the team decided were most important.
- Prior to finalizing the priority list, the team should discuss the issues presented to verify that they all have a clear understanding of the issues presented. If a major misunderstanding is found to exist, the team may return to the voting phase and re-vote the issues.