



For: Sample Report

**“A GOOD DECISION
IS BASED ON
KNOWLEDGE
AND NOT ON
NUMBERS.”**

- Plato

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**Better Decisions
Come from
Better Decision Making**

Individuals and organizations are continually confronted with an ever-changing landscape of options and obstacles. In the face of this uncertainty, effective decision making becomes the primary challenge and responsibility of leadership. Moreover, effective leaders know that deciding what's best and knowing how best to decide are two different skills. The difference between these two capabilities and a leader's mastery of that difference has major implications for both the decision maker and those affected by the decisions. Decision Style Profile provides Leaders with a simple, transparent and proven model for knowing how best to decide along with feedback about personal decision preferences and biases.

Decision Style Profile Model

The failure of leaders to understand the range of options available to them and to use the appropriate decision style can lead to hit-or-miss outcomes. Understanding the decision style preferences and the key factors that affect good decisions is one way leaders can move themselves and their organization toward more effective outcomes.

Five Decision Factors

Five critical decision factors help leaders significantly improve their decision effectiveness.



1. CLARITY

the degree of understanding about the nature and scope of the problem or situation at hand.

Clear

Unclear

2. INFORMATION

the facts and knowledge needed to make the best decision.

Adequate

Inadequate

3. COMMITMENT

the level of support needed to implement the decision.

Compliance

Ownership

4. ALIGNMENT

the degree to which key stakeholders share common goals among themselves and with the organization.

Low

High

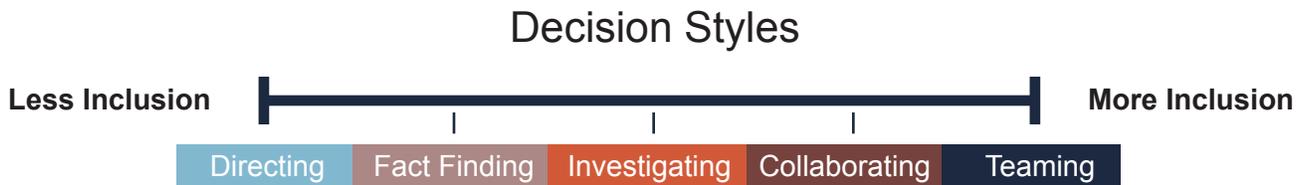
5. TIME

the degree of urgency surrounding the decision and the investment of time and effort others must make to participate in the decision making process.

Critical

Not Critical

Decision Style Profile Model Continued



When using **Directing**, leaders:

- rely completely on their own judgment
- assume they understand the situation
- assume they have all the information needed to make a good decision
- do not share the problem with others
- do not solicit information
- consume the least time

When using **Fact Finding**, leaders:

- identify specific information needed to make the decision
- know from whom to request the information
- do not share the problem with others
- do not solicit advice or suggestions
- reserve the sole right to make the decision

When using **Investigating**, leaders:

- share the situation with others
- may solicit information
- solicit input in the form of suggestions and possible course of action
- selectively include key stakeholders whose input is most relevant to the decision at hand
- accept input from others, but clearly reserve the right to make the final decision

When using **Collaborating**, leaders:

- share problem with and solicit input from all stakeholders (e.g., team, group or individuals) identified as having an interest in the decision and its outcome
- ask for ideas and input
- discuss with all stakeholders simultaneously to avoid confusion about information or opinions that are shared
- reserve the right to make the final decision while valuing the input of the key stakeholders

When using **Teaming**, leaders:

- turn to the stakeholders to join in making the decision. Stakeholders may be members of a work team, task force, project team or others whose input and buy-in are critical for successful implementation
- may be one of the stakeholders
- do not relinquish accountability for the decision
- reach a consensus decision

Decision Style Preference

The following table displays the number of times you have chosen each of the five decision styles. Ideally each style would be selected twice.

<u>Decision Style</u>	<u>Frequency</u>
Directing	2
Fact Finding	3 5 8
Investigating	1 7 10
Collaborating	6
Teaming	4 9

You used the Investigating, Fact Finding decision styles on three cases. This indicates a slight preference for these styles.

Interpreting the Data

Below is a summary of your chosen style and the suggested style for each case. The percentages listed for the five decision styles represent the distribution of 20,000 managers in the Decision Style Profile database.

Case #	Your Style	Suggested Style	Directing	Fact Finding	Investigating	Collaborating	Teaming
1	Investigating	Collaborating	2%	10%	24%	53%	11%
2	Directing	Directing	70%	5%	6%	10%	9%
3	Fact Finding	Fact Finding	15%	35%	31%	14%	5%
4	Teaming	Teaming	1%	3%	14%	39%	43%
5	Fact Finding	Investigating	7%	25%	37%	16%	15%
6	Collaborating	Collaborating	2%	16%	27%	38%	17%
7	Investigating	Directing	45%	16%	15%	14%	10%
8	Fact Finding	Fact Finding	15%	42%	24%	13%	6%
9	Teaming	Teaming	11%	20%	11%	27%	31%
10	Investigating	Investigating	7%	17%	32%	26%	18%

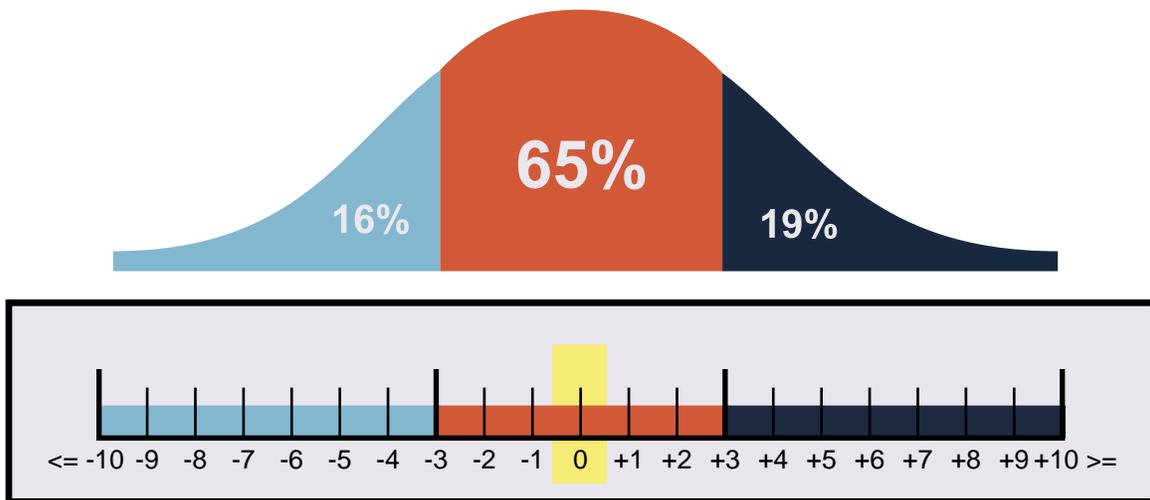
Decision Inclusion Orientation

Do I tend toward too much or too little inclusion?

Managers with scores between -3 and +3 are considered to be of average inclusion.

Managers with scores of -4 and lower are considered to be the least inclusive.

Managers with scores of +4 and higher are considered to be the most inclusive.



This score indicates that in those cases where you disagree with the suggested style you showed no clear bias concerning the involvement of others in decision making. You did not involve others either more or less than the average manager. If this lack of bias is typical of your on-the-job style, then you are probably quite flexible when choosing styles to fit different situations.

Your decision inclusion score is

0



There are five cases (1, 4, 5, 9, & 10) where the decision maker lacks good problem clarity. You did not consider the problem clarity factor on cases 1, & 5. In these cases, the understanding and perspective needed to make a good decision could be jeopardized by using a less inclusive style than recommended. Just the same, your responses indicate that you have a fair understanding of the importance of problem clarity. You ignored this factor about as often as the average manager.

1. CLARITY

Clarity addresses the issue of whether or not the decision maker has an adequate understanding of the nature of the situation under consideration. When the problem is well understood, decision styles involving low inclusion such as Directing and Fact Finding are appropriate. When the exact nature of the problem to be addressed is unclear, a more inclusive style is needed.

Lack of clarity leads to a weak analysis of the problem and can cause decision makers to gather inappropriate information or to identify relevant stakeholders incorrectly. Lack of clarity can lead to considerable effort being spent on the wrong problem.

Clarity Factor For DSP Cases				
Clarity Overlooked (# of cases)	0-1	2	3	4-5
% of 20,000 Managers overlooking this Factor	25%	33%	28%	14%

Achieving Clarity

Write out the problem in precise terms using action verbs as well as “because” and “if/then” clauses.

Consider your level of knowledge and experience regarding this issue.

Consider if others have faced this problem before.

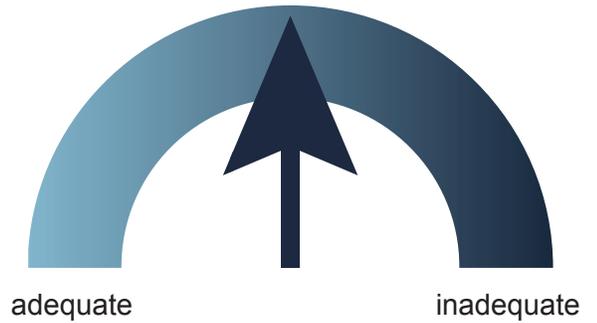
Imagine the consequences of the actions you could take and review what would change. Does the action change the issue you are addressing?

Do you have a personal bias or preference regarding the topic under consideration? If so, solicit other perspectives.

Make a list of all advantages and risks you can think of.

State the problem and ask the questions, “Why solve this?” and “What’s stopping Me?” Do these answers present a better Problem Statement?

There are eight cases (1, 3, 4, 5, 6, 8, 9, & 10) in which the decision maker does not have the necessary information to insure a quality decision. Congratulations, you did not overlook the information factor on any of the these cases.



2. INFORMATION

Having “good” information is important to effective decision making. If reliable information is readily available and adequate, the least inclusive decision style, Directing, may be appropriate. If the information needed to address an issue is unknown, unavailable or unreliable, more inclusive decision styles such as Fact Finding, Investigating, Collaborating and Teaming are appropriate.

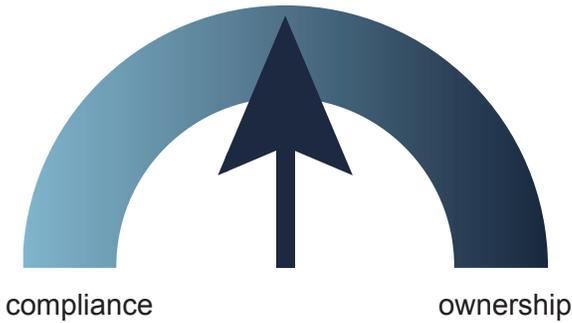
Given that the decision maker is clear about what issue is to be decided (i.e., good problem Clarity), it is critical to know what information is needed to make that decision. After identifying the required information, decision makers must determine where that information can be found if they do not have it. Subsequently, the gathered information must also be evaluated for accuracy and reliability.

Information Factor For DSP Cases

Information Overlooked (# of cases)	0	1	2	3	4-8
% of 20,000 Managers overlooking this Factor	56%	31%	10%	2%	.03%

Processing Information

- Is technical knowledge of a system, process or discipline needed to address the problem?
- Are others available who know more than you do about this issue?
- Are you biasing the information you have to match your preconceptions?
- Have you misjudged this data before? If so, can you validate this information?
- What would be the ideal knowledge to have? Who has the information needed to create that knowledge?
- Is your perception being affected by the last data which you accessed?
- Do you have a tendency to decide too quickly before all the data are in?
- Are you experiencing information overload?
- Do you tend to avoid certain people who might have good information?



3. COMMITMENT

There are six cases (1, 4, 5, 6, 9, & 10) where the decisions' success depends on the support of implementers. They are likely to reject the decision if it is forced upon them (even though it may technically be the "right" decision). You overlooked acceptance and commitment on cases 1, & 5. You may want to avoid using styles that do not allow stakeholders to express their ideas, feelings and opinions. Your responses indicate that you are more likely than the average manager to use decision styles which permit others to express themselves, especially in those situations where their commitment is necessary for successful implementation.

A good decision has in it the seeds of its implementation and considers the level of commitment it will receive from those charged with implementing it. When commitment to implementation is important, the decision maker should consider a decision-making style that includes these key stakeholders: e.g., Investigative, Collaborating and Teaming. If compliance will suffice, then a less inclusive decision style such as Directing or Fact Finding will probably produce effective results.

<i>Commitment Factor for DSP Cases</i>					
Commitment Overlooked (# of cases)	0-1	2	3	4	5-6
% of 20,000 Managers overlooking this Factor	18%	25%	30%	20%	7%

Gauging Commitment

- Who will carry out the decision? Will they support it without providing input?
- Who will be affected by the decision? How will they likely react to any course of action proposed?
- Are you confident that you know all the stakeholders involved with the issues at hand?
- Have past decisions proven too difficult to implement? If so, you may be overlooking key people.
- Ask the stakeholders you have identified who else should be involved.
- Are you avoiding stakeholders because you do not like their personal style?
- Are you overlooking stakeholders you do not know or to whom you do not relate easily?

There are five cases (1, 3, 5, 6, & 8) where the stakeholders' goals seem potentially opposed to the organization's best interests. For these cases the Teaming style should be avoided. Since you never used the Teaming style in cases 1, 3, 5, 6, or 8, you seem very careful to protect organizational interest when choosing a decision-making style.



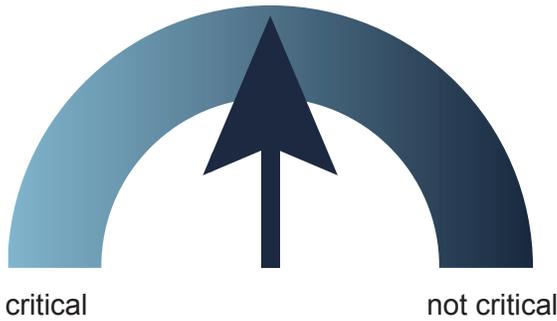
4. ALIGNMENT

High alignment on goals among the stakeholders merits a higher level of participation in decision making, so consider Collaboration and Teaming. When the stakeholders exhibit low alignment, decision styles that favor the highest level of inclusion should be avoided, such as Collaboration and Teaming.

<i>Alignment Factor For DSP Cases</i>					
Alignment Overlooked (# of cases)	0	1	2	3	4-5
% of 20,000 Managers overlooking this Factor	55%	37%	7%	.5%	.2%

Assessing Alignment

- Do you already know what other stakeholders believe about the issue?
- Do the stakeholders have competing goals?
- Can you get separate input from others with potential differing viewpoints?
- What is the likely outcome of allowing different viewpoints to confront each other directly?
- Do you have a good history of coordination and integration across jobs and function?
- Are the stakeholders rewarded fairly and evenly?
- When Collaborating or Teaming, do you have access to good facilitation? Do you have adequate time?



5. TIME

There are eight cases (1, 2, 3, 5, 6, 7, 8, & 10) where time is a factor. Most managers identify time as their most valuable resource. The most frequently mentioned problem by top and middle level managers is work overload. When inviting or requesting others to participate in a decision, the decision maker should be conscious of this. Some situations require urgency so the decision maker needs to evaluate how critical the time factor is for each decision. The more inclusive the decision style, the longer it typically takes to make the decision. Each decision needs to be made in the shortest amount of time possible while carefully considering the other four factors; problem clarity, adequate information, level of commitment needed for implementation, and alignment. You selected an overly time consuming response on case 7. In this case, your choices reflect a concern for the other four factors, but they may have wasted time and threatened morale by unnecessarily involving others in the decision. However, compared to other managers, the number of cases in which you used more time than recommended was slight. You seem to have a good awareness of the importance of time. Time is a valuable resource to others as well as yourself. You should always consider time efficiency when choosing a style.

Time is a well-recognized matter of importance with regard to decision making. Some issues are urgent and require immediate decisions regardless of other factors. On other occasions, more time is available to reach a decision. However, experienced leaders know that “work expands to fill the time allotted.” When the time available to reach a decision is plentiful, some managers are tempted to involve others needlessly in the process. This burdens them and wastes their time. Leaders must carefully balance clock and calendar time against people’s resource time in determining an appropriate decision style.

Typically the more inclusive decision-making styles require not only more resource time but more clock time as well. In most businesses and industries, each decision should be made with the least investment of time possible while carefully considering the other factors: problem clarity, adequate information, commitment and goal alignment.

Time Factor For DSP Cases

Time Overlooked (# of cases)	0-1	2	3	4	5-8
% of 20,000 Managers overlooking this Factor	18%	25%	26%	19%	12%

Allocating Time

Is the issue urgent?

Does the issue at hand warrant the involvement of other people?

Are you deciding quickly to relieve personal tension or to achieve a goal?

If you delay the decision, with whom will you talk and what information will you collect that you do not have now?

Who will be affected by a delay in this decision of a day? A week?

What are the risks in delaying the decision? What are the risks in deciding too quickly? Are you known for your quick decisions or as a contemplator? Can you adjust this?

Decision Style Summary

Style	Strength	When Overused	When Underutilized
DIRECTING	<ul style="list-style-type: none"> • Decisive • Conserves critical time • Shows willingness to take charge • Instills confidence in leader 	<ul style="list-style-type: none"> • Appears dictatorial • Minimizes valuable input from others • Weak analysis of the problem • Discourages ownership by others • Reinforces blind spots • Promotes overconfidence 	<ul style="list-style-type: none"> • May take too much time • May frustrate people by engaging them in decisions that are irrelevant to them • May appear hesitant to take charge
FACT FINDING	<ul style="list-style-type: none"> • Efficient • Promotes adequate information • Effective with technical problems • Shows openness to logical input 	<ul style="list-style-type: none"> • Information overload • May trust the wrong information • May focus on easy to access information • Lack of problem clarity • Weak analysis of the problem • Inadequate risk assessment 	<ul style="list-style-type: none"> • Lack of appropriate information • Focus on the wrong information • Lack of logical analysis
INVESTIGATING	<ul style="list-style-type: none"> • Insures more than one perspective • Provides perspective on the problem • Engages most important stakeholders • Minimizes unproductive conflict 	<ul style="list-style-type: none"> • Concentrates focus on preferred individuals • May ignore peripheral stakeholders and information • Overly predictable • Confirms existing biases • May limit awareness of options 	<ul style="list-style-type: none"> • Can either take too much or too little time • May ignore key stakeholders • May not engage key stakeholders • May not build commitment from key stakeholders
COLLABORATING	<ul style="list-style-type: none"> • Encourages high levels of engagement • Insures diverse perspectives • Improves problem clarity • Helps all stakeholders understand each others perspectives • Builds buy in 	<ul style="list-style-type: none"> • Analysis paralysis • Takes too much time • May generate unproductive conflict • Engages stakeholders when not needed • Can create the appearance of insecurity 	<ul style="list-style-type: none"> • May lack diverse perspectives • May not build needed commitment • May appear to play favorites • Limits awareness of available options
TEAMING	<ul style="list-style-type: none"> • Encourages a high level of participation • Insures diverse perspectives • Builds people's decision making confidence • Builds ownership for implementation • Increases problem clarity 	<ul style="list-style-type: none"> • Takes more time • May lead to conflict when there is a lack of alignment • May encourage converging culture • Cannot respond quickly in a crisis • May encourage group think 	<ul style="list-style-type: none"> • May lack diverse perspectives • May lack commitment • May encourage misunderstanding among stakeholders • May not mentor decision making opportunities among subordinates

Game Plan

Overuse

Is there a decision style that I am over-using? Which ones?

Am I erring more toward too much inclusion or not enough?

Are there specific situations where I tend to prefer this style?

Under Use

Is there a decision style that I am underutilizing? Which ones?

Are there specific situations where I am more likely to avoid this style?

What might I gain by using more of this decision style?

Improving Effectiveness

Is there one or more of the decision factors that I might overlook? Which one(s)?

How might this cause problems for my leadership?

How can I consider this decision factor going forward?

Helping Myself

What can I do to improve my decision making effectiveness?

What do I gain if I increase my decision making effectiveness?

Avoiding Decision Pitfalls

Applying the Decision Style Profile Model helps leaders avoid these common decision-making pitfalls.

Personal and Interpersonal Barriers

Overconfidence.

Confidence not balanced by humility can lead to illusions of superiority and inappropriate risk taking by leaders who believe they have more control over “uncontrollable” events than they actually do.

The Blame Game.

For many people, fixing the blame instead of fixing the problem is their natural tendency. Finger pointing does not build group trust or rapport. Nor does it create an atmosphere that supports risk taking and collaboration.

Disregarding Diverse Views.

Not including all the relevant stakeholders can lead to poor decisions. A culture that does not tolerate dissension forestalls useful discussion of differing viewpoints. “Groupthink,” the phenomenon in which people go along with what they think the leader has already decided to do just to avoid disharmony in the group can lead to seriously adverse consequences.

Analytical Barriers

Confirming Evidence Trap.

Some leaders accept as confirming evidence, that which agrees with what they already believe to be the right decision.

Analysis Paralysis.

Sometimes leaders can become virtually paralyzed by the mountain of information that is available to them. In such cases, it is difficult to discern what information is useful and what is simply noise.

Choosing on the Fly.

Overconfidence or trying to analyze one’s options too quickly and not participating in a formal process can lead to poor decisions.

Failures in Learning

Not Reflecting On Experience.

The failure to reflect on prior decisions and their outcomes is a missed opportunity for improving one’s decision-making processes.

Revising History.

In other instances, leaders after the fact inaccurately remember their original predictions or they rationalize the failure rather than learn from it.

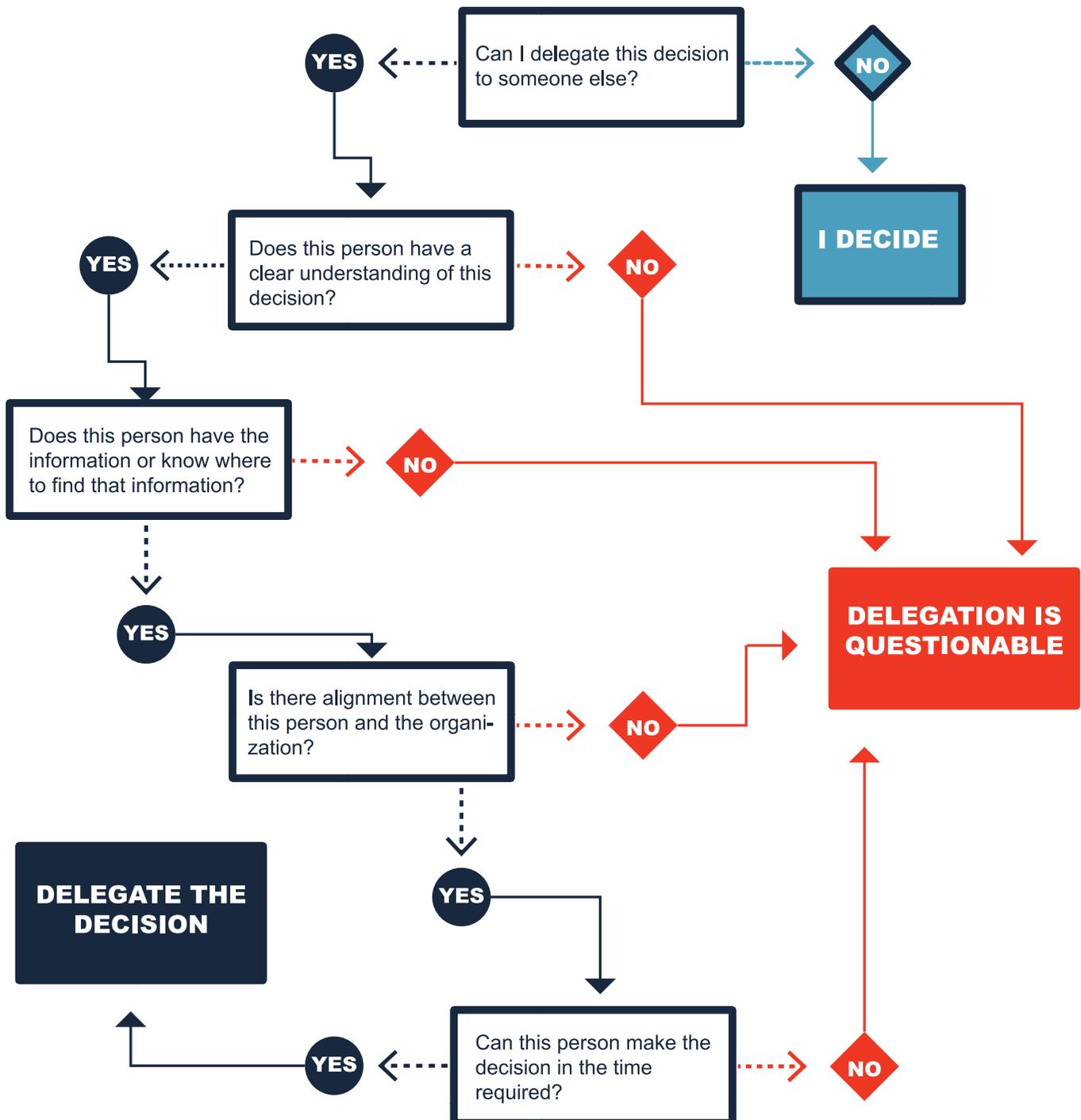
Converging Culture.

Organizations tend to become more like they already are in their general thinking and culture. The organization’s capacity to view itself objectively and to learn from its mistakes and experiences can become quite limited. This tendency screens out possible alternatives and often constrains creativity.

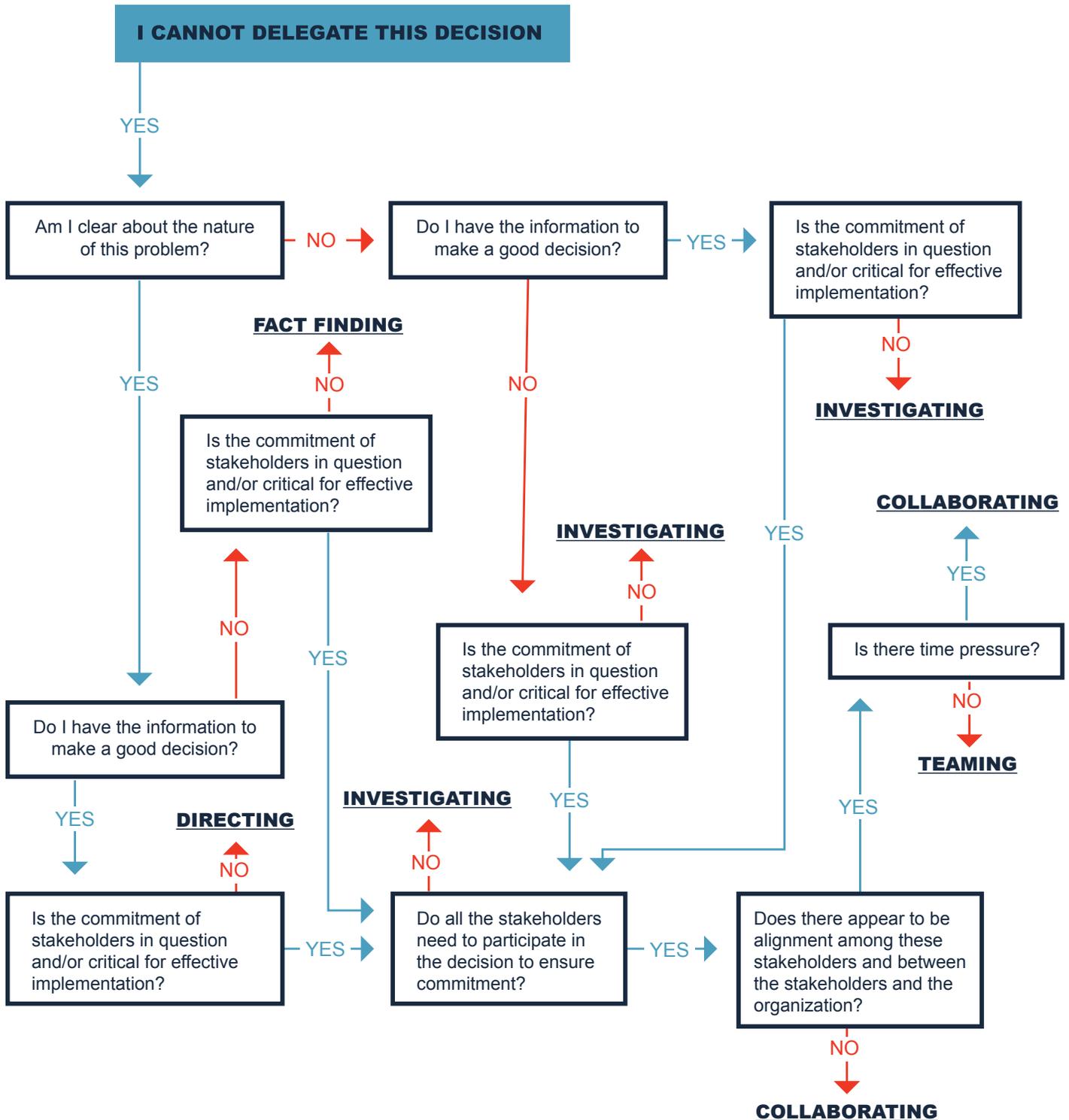
I Decide or I Delegate Decision Tree

The first thing an effective leader must decide is whether to decide or to delegate. This choice can be driven by several considerations: workloads, urgency, degree of crisis, magnitude or importance. One of the most important considerations is whether the situation presents an opportunity for developing the leadership skills of someone for whom the leader is responsible or is mentoring.

Delegating the right and responsibility to decide an issue is an action experienced leaders do not take lightly. Even though the responsibility can be passed to others, the accountability for performance remains with the leader. The following decision tree can help with delegating versus deciding.



I Decide Decision Tree – Which Style?



The Payoff

Since good decision making affects the bottom-line, leaders who engage themselves and their organizations in better decision-making practices earn a payoff. When these five factors for effective decision making are carefully considered, several positive outcomes can occur.

First, the decision process enhances the ability to produce acceptable, quality decisions. The process becomes flexible in its approach and participants become open to input and feedback. Reliance on the five factors builds trust in the decision process, in shared information and in leadership. It promotes accurate assessment of decisions, proper respect for accurate information and the timely seeking of positive outcomes.

Second, relying on these five factors to guide their decision process reduces the risk of participants being caught in decision traps. These include lack of self-awareness, interpersonal mistakes, lack of problem clarity, gathering inadequate, inaccurate or irrelevant information, inadequate analysis of options, failure to reflect on experiences, and poor group dynamics.

Third, considering these five factors can help eliminate the by-products of ineffective decision making. These include lack of commitment on the part of the implementers, lack of understanding by the implementers, resistance or possibly malicious compliance, and long-term damage to relationships (i.e., between leaders and stakeholders and among stakeholders). With these advantages accruing from better decisions, it is no surprise that better decision making pays on the bottom line.

Case Summary

What decision style would you use to make a decision in each of the cases?

CASE #1

Setting: Bottle Water Distributor

Your Position: Route Supervisor

Your Decision: How do I redesign delivery routes to reduce mileage?

You were promoted to Route Supervisor six months ago after working as a driver for several years. You assumed the position after your predecessor resigned over upper-management complaints about the routes. The fifteen drivers you now supervise cover an entire metropolitan area, which makes them difficult to supervise closely.

The delivery routes are currently based on a study completed two years ago. You have made some initial, minor changes to the routes as stops have been added and dropped. You have also given your drivers some leeway to make minor changes based on customer preferences for delivery times. After all, the drivers know the customers best and you trust their judgment.

As a cost-saving measure, you have been directed to reduce the overall mileage of the current delivery routes. Your drivers like their present set-up and you expect some dissatisfaction with any changes. In two weeks you must report to upper management on a plan to reduce the mileage.

CASE #2

Setting: Manufacturing Plant

Your Position: Unit Head

Your Decision: How do I select three of my team members to help another team?

A unit doing work similar to that done by the unit you head has been caught short-handed. Your boss has asked you to send three of your twelve workers to help out for two or three days to meet this emergency.

The work is relatively routine and requires skills your group already has. Any of your employees can be chosen because they simply will be working in a different section of the plant and will not do any more or less work than they are doing presently. You know your people well and can easily select three who can do the job. Your own unit's work can be arranged to allow three workers to be absent for a few days. The other unit is waiting on these three workers to arrive before it can begin work.

CASE #3

Setting: Design Laboratory

Your Position: Director of Research

Your Decision: Do I use an internal solution or go with an outside vendor?

As director of research, you supervise seven design teams each headed by a chief engineer. One of your biggest challenges is managing the competition among the chief engineers as well as among their teams.

A new design for a high-pressure valve vital to the manufacturing process of your company has proven ineffective. As a result, production is less than half capacity just as your very busiest season approaches. The team that designed the valve has argued that they can solve the problem even though, after three weeks, they have not yet been able to do so. Each of the teams has suggested other ways to solve the problems, but you are not entirely satisfied with their conclusions or with the time estimates they gave you at last week's staff meeting.

A commercial valve is available but its use will require costly modifications to your interfacing equipment and your teams do not like the idea of seeking outside help. The modification will take two to three weeks and will result in some amount of lowered operating capacity. The valve's vendor can specify exactly how much production capacity will be reduced using the new valve. The president is very concerned about lost production and has taken a personal interest in this problem. She wants to know by early tomorrow morning whether you recommend modifying the equipment and using the new valve or, whether you intend to devote continued time and money to make the changes in the existing value.

CASE #4

Setting: Insurance Company

Your Position: Vice-President

Your Decision: How do I integrate both record systems?

As vice-president of a large insurance company, you are responsible for supervising the maintenance of policyholder records. Four department managers report to you. Each manager is experienced and knowledgeable. Currently all these managers and their staffs are working near full capacity.

The elimination of a regional office is scheduled in eight weeks. Their records are being transferred to you. You have the authority to hire five new employees, but that is less than half the number currently doing the work in the regional office. You have thought of several options for integrating the new work, including reorganizing your departments. As you consider these options, you realize that each option has some advantages but also some problems. You also know that your department managers' buy in will be needed to make any plan work. The president is expecting a report in four weeks about your plans to absorb the records from the closing regional office.

CASE #5

Setting: Publishing House

Your Position: Maintenance Engineer

Your Decision: How do I pick the best repair service?

You are a relatively new maintenance engineer of a publishing company. One of your press operators reported to you a few days ago that a press is in need of adjustment and repair, but it was still operable when he mentioned the problem. Because press repairs reduce production time as well as press operator incentive pay, you immediately began working on the problem. You have obtained estimates from several firms. Each says it can do the job in a few days.

Experience indicates that some repair firms are better on certain presses than on others. You are not sure which firm is best for the repairs in question or exactly what the problem is. The operator of the press in question has considerable experience with these repair firms.

As you are considering your next steps, the phone rings. It's the press operator. The press he told you about is really starting to act up now.

CASE #6

Setting: Public School System

Your Position: Assistant Superintendent for Personnel

Your Decision: How do I select the teachers for a new and controversial high school?

You are the Assistant Superintendent in charge of personnel and have been directed by the board to staff a modern, new and somewhat controversial high school for at-risk students. This will be the sixth high school in your system and the first to be built in many years. It will also receive considerable media attention.

The teachers' contracts specify that current teachers have first choice at new assignments. The new school will pay a generous supplement. You know there are enough interested teachers in the system to staff the new school but you do not know these teachers personally and must depend on the principals recommendations.

The principals are enthusiastic about the new school, because it will take some of their most demanding students. You also know the principals will be very reluctant to give up their best teachers. The board is expecting a report in two months on a plan for selecting the teachers for the new school that does not create a hardship for the existing schools.

CASE #7

Setting: Packaging Department

Your Position: Manager of Packaging

Your Decision: How do I decide on alternative packaging materials?

Your company ships its products directly to customers through the packaging department you manage. You have eight teams of material handlers. Each team is headed by a supervisor who reports directly to you.

A paper shortage has caused a reduction in the supply of cardboard used in shipping your division's products. Your supplier has promised to deliver more cardboard but has not done so. You are now down to a four-day supply and rumors are circulating among your handlers about a layoff coming because of the paper shortage. These rumors are causing some morale problems.

You have investigated several alternative packing materials. You have found three or four which could be used with only a slight increase in cost. Each would require some minor adjustments in the packing process. You believe you could be up and operating with any of them within two days.

CASE #8

Setting: Regional Medical Center

Your Position: Manager of Publications

Your Decision: How do I select from several new brochure design options?

The company desperately needs a new brochure describing the functions and programs of your division. As manager of publications you are responsible for creating the brochure and getting it printed; already you are two weeks behind schedule. The general manager has asked the department heads to prepare write-ups and to get photographs to you for the brochure. They are not enthusiastic about the project because it means little if anything to them and there has been some disagreement over the space provided for each department in the brochure.

Your printer has presented you with three paper options and wants to know if any charts or graphs will be oversized. If so, they will have to be printed as fold-out pages. You are considering all three types of paper but are not sure all are available in over-sized sheets. If all pages can be the same size, any of the papers can be used.

Only the medical laboratory has any charts that will be printed in the manual. Some are quite involved and legibility can be a problem if the charts are printed below a certain size.

The printer needs to order the paper soon to get the best price for you.

CASE #9

Setting: Parcel Delivery Company

Your Position: Regional Supervisor

Your Decision: How do I decide who gets the new delivery vehicle?

You are the supervisor in charge of a group of parcel delivery drivers. Each of the ten members of your team drives large vans on their respective delivery routes. The members of your crew have been relatively stable over the years and even though the amount of seniority varies, you feel certain that every individual plans to make a career with the company. The jobs pay well and the work is interesting and challenging. Each driver is assigned a territory in which he or she is responsible for all pickups and deliveries. The various assignments cover both rural and urban areas, and some workers must drive longer distances than others on their routes.

Those who have urban assignments must do a lot of stop-and-go driving, which is hard on their delivery vans. You know the year and model of each van and you know each route. The drivers are responsible for the maintenance and care of their own vehicles.

From time to time, the central office supplies you with a new van which you in turn assign to one of your crew. This is always a difficult decision for you, and frequently your crew voices their dissatisfaction with the choice you make. You are not sure if there is an equitable way of deciding who will receive the new van, but you must decide who will receive the new one now sitting in the drivers' parking lot. Obviously, each of the drivers would like to have a new van, but you are not sure who needs it or deserves it the most.

No matter who gets the van, the others could conceivably make life difficult for you by reporting real or imagined mechanical problems with their old vehicles. This could result in a reduction in the performance of your team, over which you have no real control.

CASE #10

Setting: Construction Company

Your Position: Site Manager

Your Decision: How do I identify two new supervisors for my next project?

Infrastructure, Inc. builds major roads, dams, and bridges throughout the world. You are a site manager and operate relatively independently from the home office in Montreal. Your current project is building a highway through a dense forest in East Asia. The home office has just advised you that a new dam project will start as soon as the road is completed, and it wants you to take eight crew supervisors to move with you to the new site more than 500 miles away.

You have ten construction crew supervisors. All are from the surrounding area, and all are highly competent and industrious workers. Six of them are willing to work on the new dam project. The others have opted to stay and look for work locally rather than move to an area where their dialect is not spoken. The remainder of your construction group is Asian, except for two construction workers and an equipment maintenance specialist.

Since you need to take eight crew supervisors for the new project, you must now either promote two people from the existing group, or hire two outsiders. You know that all of your present crew members are competent and reliable. You also believe that any of them would probably make a better crew supervisor than an outsider who was not familiar with the workers and methods you have been using. Finally, you know that the crew supervisors must often work closely with each other on dangerous projects where, unless they feel they can rely on and trust each other, they may become overly cautious and not communicate adequately. Based on these factors, you would rather promote from within.

Unfortunately, you do not speak the language of your crew and it is difficult for you to know the workers' feelings about each other. You can, of course, judge their technical skills, but this matter of mutual respect among supervisors will be of equal importance on the job.

Since time is important, you feel you must have the two additional group supervisors selected and ready to go within a month.

NOTES