

## STYLES OF LEADERSHIP DECISION-MAKING

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*The following options are available when you have the responsibility, the authority, and the need to make a specific decision.*

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| <b>A</b> You, as leader, make the decision alone.                                       | You decide without discussing the situation with anyone, relying entirely on personal knowledge or written materials.  |
| <b>B</b> You seek information and then decide alone.                                    | You ask for additional information from subordinates, without necessarily describing the problem to them. You do not solicit solutions or suggestions.   |
| <b>C</b> You consult with selected individuals, then decide alone.                      | You share the problem with others, gather additional information, and seek advice about possible solutions. You still make the final decision.   |
| <b>D</b> You consult with your entire group, and then decide alone.                     | You share the problem with your subordinates in a group setting where everyone can discuss possible alternatives and each can hear the other's input. While you take into account the viewpoints of others, you definitely retain the final decision-making power. |
| <b>E</b> You share the problem with your group, and you all mutually decide what to do. | You define the problem, provide relevant information, and participate in the discussion as any group member. The final decision comes from the group, and you do not use your position as leader to unduly influence them.   |

*The most appropriate style will depend on:*

- The input needed for a technically optimum decision
- The dynamic most likely to ensure acceptance of the decision by staff
- Time efficiency considerations (avoiding unnecessary consultations)