

## The Decision-Making Process

### Key Questions:

- Is there a quality requirement such that one solution is clearly more rational than another?
- Do I have sufficient information to make a high quality decision?
- Is the problem structured?
- Is acceptance of the decision by others critical to effective implementation?
- If I were to make the decision myself, is it reasonably certain it would be accepted?
- Do others share the organizational goals to be attained in solving this problem?
- Is conflict likely among others given my preferred solution?

Process Chosen	Rationale
1. You solve the problem or make the decision yourself using information available to you at the time.	The problem is structured, one solution is clearly more rational than another, you have sufficient information to make a quality decision, and acceptance by others is not critical to successful implementation.
2. You obtain necessary information from your peers and/or staff, then decide on the solution yourself. Their role is clearly one of providing you the necessary information, rather than generating or evaluating alternative solutions.	The problem is structured, one solution is clearly more rational than another, but you need more information to make a quality decision.
3. You discuss the problem with relevant peers and/or staff individually, then make your own decision, clearly stating where you have incorporated their input, where you have not, and why.	Impact may be different on individuals than on the group as a whole. Acceptance by others is critical to successful implementation but you're certain they'll support your decision.
4. You share the problem with peers and/or staff as a group, collectively generating ideas and suggestions. Then you make the decision, clearly stating where you have incorporated their input, where you have not, and why.	The group shares the goals to be attained, their acceptance is critical, but you're certain they'll support your decision.
5. You share the problem as a group. Together you generate and evaluate alternatives and attempt to reach conclusions. Your role is to facilitate a solution and you do not try to influence the group to adopt a particular method; you are willing to support any solution that meets shared objectives.	Acceptance by others is critical for successful implementation, they share the organizational goals to be attained in solving this problem, and conflict is likely if you go with your preferred decision.

**NOTE:** The above are not mandatory choices given the situation. For example, you might choose #5 even when group acceptance isn't critical because you seek an innovative solution via group brainstorming.