Victor Vroom and Author Jago, professors at Yale University, developed a decision-making process for leaders. Their process to solve problems can be used both by individuals or groups. In the process, they recommend seeking information from a variety of sources to better understand and resolve the issue. They created two decision-making models based on the number of people that are going to work on the solution. Model A only needs a minimal number of people, whereas Model B recommends maximizing the amount of individuals. Vroom and Jago developed an eight-question survey that will lead you to what could be the best choice of how many individuals should participate in the process. At this time, we are going to have you use the three case studies to test out this process. You will be asked a series of yes or no questions. Each question will help you get closer to the decision of how many people should help with coming up with solutions to the problem.

1. Is there a quality requirement such that one solution is likely to be more rational than another? (Is there an ultimate best solution that can be better than any other alternatives for this problem giving the situation?)

**Yes**

**No**

1. Do I have sufficient information to make a high-quality decision?

**Yes**

**No**

1. Is the problem structured? (A structured problem is a problem that can be solved with standardized procedures. For example, when you try to help a new employee get his employee ID set up, there is a standardized procedure within the organization to follow. An unstructured problem is a problem that cannot be solved with prescribed/existing procedures. For example, deal with conflicts between two employees due to their personal disputes.)

**Yes**

**No**

1. Is acceptance of decision by subordinates critical to effective implementation?

**Yes**

**No**

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**Yes**

**No**

1. Is acceptance of decision by subordinates critical to effective implementation?

**Yes**

**No**

1. Is acceptance of decision by subordinates critical to effective implementation?

**Yes**

**No**

1. If I were to make the decision by myself, is it reasonably certain that it would be accepted by my subordinates?

**Yes**

**No**

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**Yes**

**No**

1. If I were to make the decision by myself, is it reasonably certain that it would be accepted by my subordinates?

**Yes**

**No**

1. If I were to make the decision by myself, is it reasonably certain that it would be accepted by my subordinates?

**Yes**

**No**

1. Do subordinates share the organizational goals to be attained in solving this problem?

**Yes**

**No**

1. Do subordinates share the organizational goals to be attained in solving this problem?

**Yes**

**No**

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**Yes**

**No**

F. Do subordinates share the organizational goals to be attained in solving this problem?

**Yes**

**No**

F. Do subordinates share the organizational goals to be attained in solving this problem?

**Yes**

**No**

1. Is conflict among subordinates likely in preferred solutions?

**Yes**

**No**

1. Do subordinates have sufficient information to make a high-quality decisions?

**Yes**

**No**

1. Do subordinates have sufficient information to make a high-quality decisions?

**Yes**

**No**

1. Do subordinates have sufficient information to make a high-quality decisions?

**Yes**

**No**

1. Do subordinates have sufficient information to make a high-quality decisions?

**Yes**

**No**

1. Do subordinates have sufficient information to make a high-quality decisions?

**Yes**

**No**

**SOLUTION 1**

**Individual Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 2**

**Individual Options:**

* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 3**

**Individual Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 4**

**Individual Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 5**

**Individual Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.

**Group Options:**

* A1 – You make the decision yourself with the information available at that time
* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.

**SOLUTION 6**

**Individual Options:**

* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 7**

**Individual Options:**

* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 8**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.

**SOLUTION 9**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.

**SOLUTION 10**

**Individual Options:**

* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.

**Group Options:**

* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.

**SOLUTION 11**

**Individual Options:**

* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 12**

**Individual Options:**

* A2 – You obtain the necessary information from one member of your team, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* A2 – You obtain the necessary information from the team members, then make the decision yourself. You may or may not tell them what the problem is.
* C1 – You share the problem with certain members of the team individually, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 13**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.

**Group Options:**

* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.

**SOLUTION 14**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 15**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 16**

**Individual Options:**

* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.
* D1 - You delegate the problem to one of the members of your team. You provide him with all the information needed and give him responsibility to solve the problem on his or her own.

**Group Options:**

* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 17**

**Individual Options:**

* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* G2 – You share the problem with the team in a meeting. Together you analyze the problem and arrive at mutually agreeable solution. During the process you try not to influence their decision.

**SOLUTION 18**

**Individual Options:**

* C1 – You share the problem with certain member of the team, listen to his or her ideas and suggestions. But you make the final decision using or not using the suggestions given.
* G1 – You share the problem with one member of your group. Together you analyze the problem and arrive at mutually agreeable solution.

**Group Options:**

* C2 – You share the problem with your team in a meeting, listen to their ideas and suggestions. But you make the final decision using or not using the suggestions given.