

CHAPTER FOURTEEN

DECISION MAKING

Effective Decision Making

INTRODUCTION

Are you capable of making decisions in the workplace?

Making good accountable decisions is an important skill required in the workplace. Everyday we are faced with making decision. In college-you make a decision to attend class, study for an exam, work on an assignment and achieve the requirements to graduate. In the workplace you are expected to make decisions to attend meetings, meet with clients and vendors, supervise your team and manage important day to day responsibilities.

Are you productive?

Decisions you make in the workplace contribute to the productivity of your department and organization. There is a direct relationship between decision making and productivity. Decision making can be simple or involve more complex issues. Listed are types of decision making for complex issues.

Five Types of Decision Making for Complex Issues:

Type 1: Alternatives – Options and Consequences

Type 2: Complexity – Interrelated Factors

Type 3: High Risk – Consequences of Decisions

Type 4: Interpersonal Issues – How People May React

Type 5: Uncertainty – Unknown Facts

The Decision Making Process Critical Steps of Making a Good Decision

A decision making process helps you use essential tools to approach your decision and make the right choice. Making good decisions requires a decision making process that may lead to consistent quality results. Listed are critical steps to make decisions.

Six Critical Steps of Decision Making

Step 1: What is the Purpose?

- Define specifically what you want to accomplish.

Step 2: Determine the Process

- How will the decision be made?
- Will the decision be made by an individual or team?
- Will the decision have fallback options or alternatives?

Step 3: Consult with the Right People

- Consult with key stakeholders before a decision is determined.
- Do not create an atmosphere where team members are competing for the best decision.

Step 4: Encourage Opinions

- Encourage all team members to be heard.

Step 5: Ask the Right Questions

- Confirm the right issue or purpose – to ask the right questions to get the best outcome.

Step 6: Be Creative

- Be creative in your thought process.
- Use creativity to explore alternatives.
- Use creativity to generate new ideas.

Leadership Decision Making: Six Steps of Leadership Decision Making

Are you confident about the decisions you make?

Leaders are faced with making many decisions in the workplace. The perception of employees and outcome play an important role in these decisions. No matter what the outcome – the perception and the reputation of a leader is at stake. Listed are steps for leaders to make decisions.

Six Steps of Leadership Decision Making

Step One: Make Decisions Alone

- Leader makes decisions where no input is required or there is no time to seek input from others.

Step Two: Input from Team Members

- Leader gathers input from team to gain feedback about the issue to make a decision.

Step Three: Gathers Input from Internal Associates

- Leader meets with internal associates to discuss ideas, and gathers information to make a decision.

Step Four: Agreement Building

- Leader seeks thoughts and opinions until consensus is reached and everyone is confident with the decision.

Step Five: Delegates the Decision

- Leader delegates the decision to the team what criteria need to be met before the decision is final.
- Leader informs the team of possible options.

Step Six: Fallback Option

- When the designated team does not have consensus for a decision the leader will use the fallback option to make the decision.

Summary

Effective Decision Making

Key Points:

- Decision making is an important skill in the workplace.
- There are five types of decision making for complex issues.
- There are six critical steps of decision making.
- No matter what the outcome – the perception and the reputation of a leader is at stake.
- The fallback option allows the leader to make the decision when the team does not have a consensus.