



## How Much "Input"?

Leading-Centered  
Decision-Making

Group-Centered  
Decision-Making

Increasingly Meaningful Participation



1

Leader makes the decision and either tells the group or tries to sell the group on the idea.

2

Leader consults group on the implementation of a decision which has already been made.

3

Leader consults group prior to a decision being made, giving the group the time and opportunity to provide input.

4

Leader chooses to make a joint decision with the group (often thought of as the consensus model).

5

Leader delegates the responsibility of making the decision (within given parameters).

## Thoughts On Decision Making:

- ❖ Effective organizations employ patterns of decision-making that utilize all of the approaches shown in the above scale. Therefore, the group will make, and will have made for them, decisions at every point on this continuum.
- ❖ It is not in the best interests of the organization and the workers to make all decisions either autocratically or participatively.
- ❖ Ultimately, an effective group needs:
  - the ability to choose the best way to make a given decision
  - the knowledge and skills to make the decision in the chosen manner
  - the support and freedom to accomplish quality, informed decision-making

*This workshop is available in several formats.*

