



Managing Involvement

Leader Behaviors: Summary

A1

Resolve Alone

People involved: leader

The others...N/A

Final conclusion is made by...leader

A1



A2

Question Individuals

People involved: leader and others (one-on-one)

The others...answer specific questions only

Final conclusion is made by...leader

A2



C1

Consult Individuals

People involved: leader and others (one-on-one)

The others...help with analysis

provide ideas and opinions

Final conclusion is made by...leader

C1



C2

Consult Group

People involved: leader and others (group)

The others...help with analysis

provide ideas and opinions

Final conclusion is made by...leader

C2



G2

Resolve as Group

People involved: leader and others (group)

The others...help with analysis

provide ideas and opinions

participate in conclusion

Final conclusion is made by...leader and others

G2





Managing Involvement

Superior Solution
Does it make a big difference which course of action is adopted?

Information
Do you now have enough information to find a superior solution?

Structure
Do you know exactly what information is missing and how to get it?

Commitment
Is commitment of others critical to effective implementation?

Commitment without Participation
Will they commit to a conclusion made by you without their active participation?

Goal Agreement
Is there general agreement about goals between the group and the organization in this situation?

Conflict about Alternatives
Is there likely to be conflict about alternatives within the group?

