



## 1 Define the Situation

*What specific concern needs to be resolved?*  
*What end result needs to be achieved?*  
*What decision or recommendation needs to be made?*

## 2 Assess the Variables

### Superior Solution

- *Does it make a big difference which course of action is adopted?*
- *Is this situation a high-priority concern?*
- *Do all possible solutions perform equally?*

### Information

- *Do you, the leader, now have adequate information to analyze the issue?*

### Structure

- *Do you know exactly what information is missing and how to get it?*
- *Do you know where and how it can be obtained?*
- *Do you know how to analyze it?*

### Commitment

- *Is the commitment of others critical to effective implementation?*
- *Is judgment, independent action, or creativity required of those implementing the action?*
- *Does effective implementation require more than compliance?*
- *Are there serious, negative side effects to forced compliance?*

### Commitment Without Participation

- *Will they commit without active participation?*

### Goal Agreement

- *Is there agreement about goals between the group and the organization in this situation?*
- *Do they share common goals in this situation?*
- *Are those goals compatible with the interests of the organization or work unit?*

### Conflict About Alternatives

- *Is there likely to be conflict about alternatives within the group?*
- *Will others prefer alternative solutions?*
- *Are alternatives in conflict?*

## 3 Select the Behavior

*Which leader behavior is most likely to be effective given the outcome of the assessment?*  
*How much time is available to resolve the situation?*  
*What other objectives should be considered?*  
*What might go wrong with your choice?*