



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

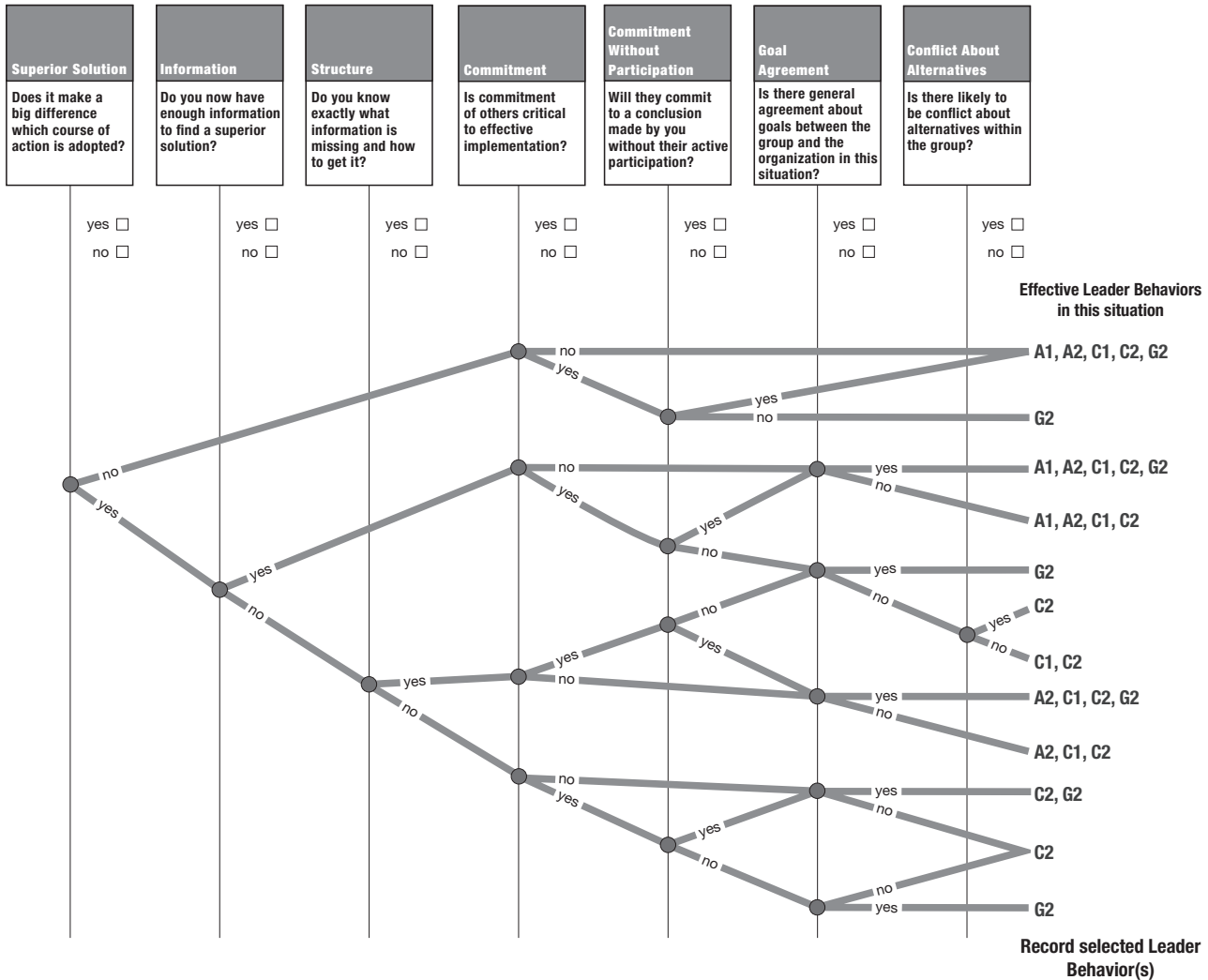
- *Is there agreement about goals between the group and the organization in this situation?*
- *Do they share common goals in this situation?*
- *Are those goals compatible with the interests of the organization or work unit?*

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?



Next Steps

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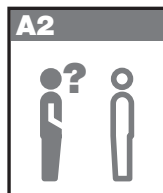
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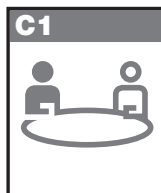
Leader Behaviors



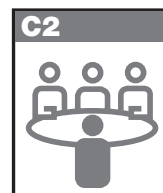
A1
Resolve Alone



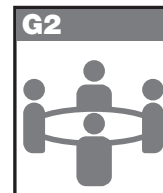
A2
Question Individuals



C1
Consult Individuals



C2
Consult Group



G2
Resolve as Group