



Decision Making

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Decision Making

It is a **thought process** of selecting a **logical** choice from the available options with the sole aim of making a better **judgment** with reference to success and **goal attainment** in the organization.

Key Elements



During high stress



universally characteristic



crucial effect upon the decision-making patterns



leaderships

Leadership and Decision making

Leadership is defined as “the act of an individual influencing others to attain their goals, followers may be less committed to the team if the leader doubts their decisions”.

Leaders are not like other people... they do not need to have the ‘right stuff’ and this stuff is not equally present in all people.

Leadership is a demanding, unrelenting job... and it would be a profound disservice to leaders to suggest that they are ordinary people... in the realm of leadership... the individual does matter (Kirkpatrick, & Locke, 1991).

Leadership and Decision making

- Both leaders and managers must be aware and knowledgeable of the best ways associated with making good leadership decisions in their organizations.
- They need to know that whatever decision they make have consequences.
- These decisions affect their subordinates either positively or negatively as well as the entire organization.
- The success of any organization depends on the decisions their leaders make.
- Therefore correct decisions help in the successful operations of business in general.

(1) Defining the Problem,

(2) Develop Alternatives,

(3) Evaluate the Alternatives,

(4) Make the Decision,

(5) Implement the Solution,

(6) Monitor your Solution.

Process

Decision-making

Three general kinds of factors:

- (1) the calculated or anticipated element in decision-making;
- (2) the miscalculation, or error, aspect of the decision process; and
- (3) the emotional or affective factor

Role of leaders in Decision Making

- Decision Making is an act of being accountable and responsible in the organizational matters and challenges by their leaders.
- It requires maturity, common sense, knowledge, skill, ability, energy, self-discipline, sense of direction, and motivation on the side of the leader.
- In organizational decision making, good leaders provide an encouraging atmosphere to perk up the performance and efficiency of the followers (Leiter & Maslach, 2002).

Continue....

- Employees performances and tasks accomplishment always hinge upon to which extent they are recognized and involved in the organizational decision making.
- Because the fate of all employees in every organization depends on the decisions and policies that their leader makes for them.
- It is important then for leaders to develop effective decision-making skills and strategies.

Continue....

- Employee involvement in decision making focuses on fairness of authority in the workplace
- Perceptions of employees regarding fairness are enhanced by involvement in decision making

Role of leaders in Decision Making (continue..)

- Leader who understands the nature and principles of decision making will be able cope with complex and challenging situations more effectively than the leader who does not possess any of the ideas.
- In Leader's decision making, all Leaders need followers and in like manner, all followers need leaders in order to accomplish desired goals and outcomes in the firm.
- It requires humility and sharing oneself with others.

How to make Decision ?

- Decision-making is about facing a given issue, problem, concepts, context, matter, question, challenge, or situation in your organization that requires you to decide or make decision on:
- What to do or not to do, with regard to, people to involve in the decision making or avoid, the nature of the situation, the urgent need to make decision, and the importance of the matter in question.
- It is the process of making a choice from possible different options based on the information gathered to help guide a leader through an issue or problem

Leadership Style and Decision Making

There are three major leadership behavioral styles that can influence decision making in any organization namely:

autocratic,

participative, and

delegative leadership style.

Autocratic

- The autocratic also known as authoritative decision-making style is associated with a leader having a total control and ownership in making decisions in the organization.
- Leader makes decisions with no consultation or suggestion of ideas from his subordinates.
- This style works well when decisions have to be made quickly and in emergency situations.
- One might use this style of leadership when the group is in danger of not accomplishing a task in a timely manner or in a crisis

Participative

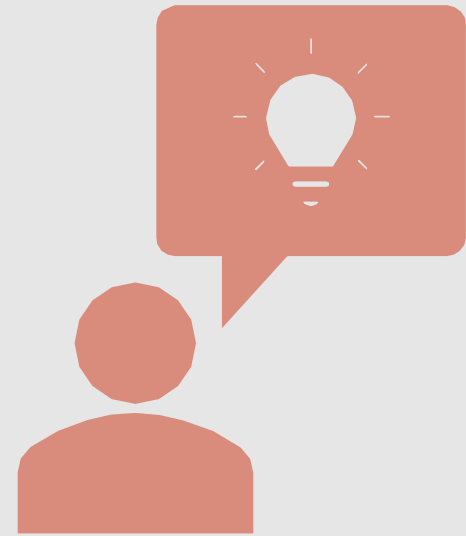
- The participative or democratic style is more inclusive of the group.
- This is a leadership style that allows, empowers, motivates, and encourages members of the group to express their ideas, and be involved in the decision-making process of the organization.
- Perceptions of employees regarding a participative environment effect the job satisfaction and performance of the employee
- When employees are involved in decision making process, they recognize the underlying principle for them which results in high motivation and efforts.
- Participative leader must have a pioneering, imaginative and adventuresome mindset in order to empower employees to make decisions involving the organization

Delegative

- It allows the leader to delegate the decision-making responsibility to an individual or group.
- This style works well if the leader is surrounded by motivated, skilled and talented group of employees.
- This style of leadership depicts an inert leader who is averse to stimulating subordinates or giving focus
- Leaders who use this style fail their employees because they offer no positive or negative direction, nor do they interfere at any time
- In the views of delegative leaders renounce their leadership thus giving employees a wide spectrum of decision-making which could lead to amplifying their power and influence
- Leaders under these style shun goal-setting, opportunities to succeed, fail to coordinate organizational objectives, ignore responsibilities, and routinely avoid making decisions on important matters

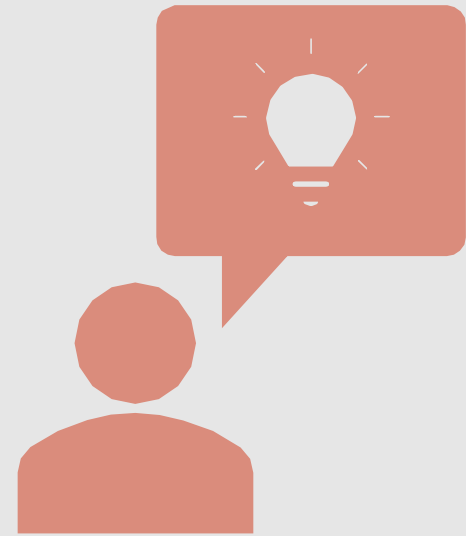
Case Discussion

- What are the factors that make leadership decision making challenging?

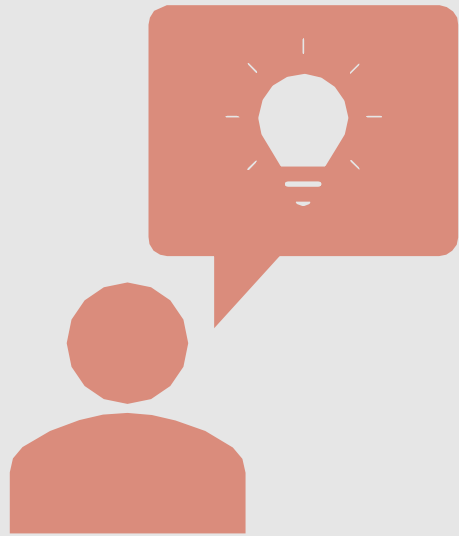


Case Discussion

- How is leadership decision making different from the art of problem solving in your company?



Case Discussion



- What factors facilitate the implementation of a successful decision-making process among leaders?

Decision Making Models



1. Rational Model



2. Non-Rational Models



3. Satisficing Model



4. Incremental Model



5. Garbage-Can Model.