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DECISION MAKING AND LEADERSHIP

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What's To Come

- » Generating Ideas and Making Decisions
- » Being a Leader
- » Exercising Power
- » Leadership and Decision-Making Skills

Generating Ideas and Making Decisions



- » Groups generate ideas in many ways
 - Groups can **brainstorm**
 - » Members offer ideas and create a list of all ideas before any are debated
 - » Brainstorming can enhance creativity if members feel free to share their ideas

Brainstorming: “Apollo 13”



Generating Ideas and Making Decisions

- » Groups generate ideas in many ways
 - Groups can use the **nominal group technique (NGT)**
 - » When using NGT, members generate their ideas silently and independently and then combine them and consider them as a group
 - » NGT can encourage members who might feel inhibited by brainstorming

Generating Ideas and Making Decisions

- » Groups generate ideas in many ways
 - Groups can **ideawrite**
 - » Each member generates ideas
 - » Each member selects an idea from someone else and offers comments on it
 - » Members retrieve their original ideas and respond to the comments made about them
 - » The group creates a master list of ideas worthy of additional discussion

Generating Ideas and Making Decisions



» Groups make decisions in many ways

- Unanimous consensus
- Majority rule
- Minority rule
- Expert opinion
- Authority rule

Generating Ideas and Making Decisions

» Groups make decisions in many ways

- Various factors affect decision-making options
 - » Importance of the decision
 - » Whether the decision requires expert knowledge
 - » How quickly the decision must be made



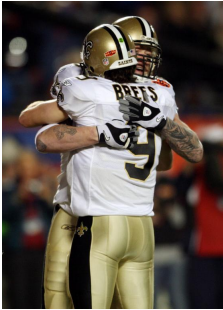
Generating Ideas and Making Decisions



» Cultural context affects group decision making

- Individualism
- Power distance
- Time orientation

Being a Leader



- » Many leaders share specific traits
 - Physical traits
 - » Gender
 - » Height
 - » Appearance
 - Psychosocial traits
 - » Self-esteem
 - » Self-monitoring
 - » Extroversion

Being a Leader

- » Leaders enact distinct leadership styles
 - Some leaders are democratic
 - Some leaders are autocratic
 - Some leaders are laissez-faire
 - Each leadership style has its strengths

Exercising Power

- » Social Psychologists John French and Bertram Raven:
Leaders exercise six forms of power
 - **1. Leaders exercise reward power**
 - » Derived from the ability to reward someone for doing what the leader wants
 - » Requires the ability to provide a sufficient reward

Exercising Power

- 2. Leaders exercise coercive power

- » Derived from the ability to punish someone for not doing what the leader wants
- » Requires the ability to issue a sufficient punishment



Exercising Power

- 3. Leaders exercise referent power

- » Based on the desire to comply with requests made by people we like, admire, or find attractive
- » Celebrity endorsements of products rely on referent power



Exercising Power

- 4. Leaders exercise legitimate power

- » Based on the status or position of the person issuing directions
- » Effective only while the leader holds a position of legitimate power



Exercising Power

- 5. Leaders exercise expert power

- » Derived from one's expertise in a particular area
- » Expertise can be based on training or experience and is generally recognized through agreement (degree, certification, exam, experience, etc.)



Exercising Power

- 6. Leaders exercise informational power

- » Based on the ability to control access to information
- » Usually greatest when the information is valuable and scarce



Exercising Power

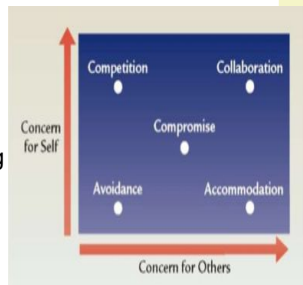
- » Power resides in relationships, not in people

- Power is relative
- Power requires recognition

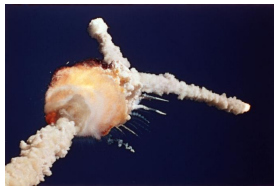


Leadership and Decision-Making Skills

- » Manage conflict constructively
 - Competing
 - Avoiding
 - Accommodating
 - Compromising
 - Collaborating



Leadership and Decision-Making Skills



» Avoid groupthink

- Groupthink occurs when members seek unanimous agreement despite their individual doubts
- Because they are not examined critically, decisions reached by groupthink can have disastrous effects

Leadership and Decision-Making Skills



» *"The problem was a design flaw, complicated by the weather situation which was unrecognized at the time by the appropriate managers," flight director Wayne Hale said. "We wished that we had the foresight to stand up collectively and say, 'Look, it's too cold a day to launch, we just ought to wait for a warmer day.' In retrospect it seems so simple; at the time, it just didn't happen."*

Leadership and Decision-Making Skills: More GroupThink



Leadership and Decision-Making Skills

- » Listen carefully
 - Recognize barriers to effective listening in groups
 - Practice listening effectively



For Review

- » How do groups generate ideas and make decisions?
- » How do leaders enact leadership and exercise power?
- » What communication skills improve group decision making?
