

TEAM DECISION MAKING MODEL

There are five different methods that can be considered when looking at the involvement of teams in the decision making process. Rick Ross used the attached model to illustrate each of the five methods. Descriptions of each follow.

- TELL -** The leader decides and tells his/her people of the decision.
- SELL-** The leader decides and then explains the situation and why the decision was made. The leader wants the team to understand the reasoning behind the decision and wants “buy in.”
- TEST-** The leader presents the situation to the team with the leader’s tentative decision. The team is asked to provide input on the decision. The leader then decides.
- CONSULT-** The leader presents the situation to the team. The team works through the issues and makes a recommendation to the leader. The leader then decides.
- JOIN-** The leader presents the situation to the team. The team works through the issues and decides. The leader may or may not be a part of the team. If they are on the team, they are an equal voice in the decision.

Most effective Research has shown that the most successful leaders use all of these decision-making modes. The leader and employees are always clear about which mode they are operating in.

Less effective A less effective leader uses only one mode, but uses it consistently. Again, the team members and leader always know which mode they are operating in.

Least effective The least effective leader uses all of the modes but is not clear about which mode they are operating in. Team members and their leader guess and are often incorrect. This makes for a lot of miscommunication and unmet expectations.

It is important to not give team members any more latitude than the team leader has him/herself. If a decision has been made, do not allow team members to believe they can provide input into the decision, if that is not the case. This model can be an effective communication tool for a team. Once all team members understand it, they can ask the leader which mode they are operating in. When used effectively it becomes everyone’s responsibility, not just the leader’s.

Rick Ross also talks about five (5) levels of possible involvement that can be observed in employees:

ENROLLMENT - This is when the body and soul of the employee flows with the vision. Their values and vision are really intertwined with the organization's values and vision. They see their work as being for the greater good of the company.

GENUINE COMPLIANCE - The employee genuinely agrees with the vision and will work very hard towards making it a reality.

FORMAL COMPLIANCE - The employee does pretty good work, but their heart is not in it.

GRUDGING COMPLIANCE - Basically, an "Oh, all right, I'll do it" attitude. The work barely gets done, with no extra effort or input.

VISCIOUS COMPLIANCE - The employee does exactly what is asked of him/her, even if they know it won't work or is inappropriate. There is no value added and there exists the potential of sabotage.

Team Participation – Decision Making Model

