

## Leadership Decision-Making: Tell—Sell—Consult—Join

Here are four major decision-making approaches leaders use, and when each is most effective.

	<b>Tell (Inform)</b>	<b>Sell (Persuade)</b>	<b>Consult (Request feedback)</b>	<b>Join (Group decision)</b>
<b>Description</b>	<ul style="list-style-type: none"> <li>• Use orders to give assignments</li> <li>• One-way communications predominate</li> <li>• Leader doesn't want feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Must be used in honest and forthright manner</li> <li>• Necessity of using this style must be convincing</li> <li>• Questions of the group must be answered</li> </ul>	<ul style="list-style-type: none"> <li>• Leader asks for and receives input from the group</li> <li>• Atmosphere is one of trust, honesty, and open communications</li> <li>• Leader demonstrates to staff that their input is valued</li> </ul>	<ul style="list-style-type: none"> <li>• Problem must be well-defined</li> <li>• Decision boundaries must be clear</li> <li>• Leader must be willing to accept group decision</li> </ul>
<b>Situation factors</b>	<ul style="list-style-type: none"> <li>• Use in true, time-critical emergencies</li> <li>• Use in training for safety and integrity of valuable equipment, materials, and supplies</li> </ul>	<ul style="list-style-type: none"> <li>• Use to implement policy or instructions from higher organizational levels</li> <li>• Use in mediation situations to get people to accept a compromise</li> </ul>	<ul style="list-style-type: none"> <li>• Enough time must be available for this group to become involved</li> <li>• Problem must be large and complex enough to require the attention of the group</li> </ul>	<ul style="list-style-type: none"> <li>• Enough time must be available for the decision to be made</li> <li>• Decision limits need to be clearly defined</li> </ul>
<b>Group factors</b>	<ul style="list-style-type: none"> <li>• Group needs direction for safety and/or training</li> <li>• Group expects this style of direction</li> </ul>	<ul style="list-style-type: none"> <li>• Group goals are at variance with those of the leader</li> <li>• Group goals are at variance with those of the organization</li> </ul>	<ul style="list-style-type: none"> <li>• Group must have the necessary knowledge and experience</li> <li>• Group must trust the leader and feel they will be treated fairly and honestly</li> </ul>	<ul style="list-style-type: none"> <li>• Group must feel they can handle the problem</li> <li>• Group must be mature and willing to assume responsibility</li> </ul>
<b>Leader factors</b>	<ul style="list-style-type: none"> <li>• Need knowledge and a broad background of experience</li> <li>• Must be natural and comfortable with this style</li> </ul>	<ul style="list-style-type: none"> <li>• Leader must be effective at persuading</li> <li>• Leader must be confident of his or her abilities</li> </ul>	<ul style="list-style-type: none"> <li>• Leader must have excellent ability to discuss problems with the group</li> <li>• Leader must have high level of confidence in the group</li> </ul>	<ul style="list-style-type: none"> <li>• Leader must be confident of group abilities</li> <li>• Leader must be willing to accept group decision</li> </ul>