

Table 6.3. Management problem-solving and decision-making styles

AI	The manager solves the problem or makes the decision unilaterally, using information available at that time.
AII	The manager obtains necessary information from subordinate(s), then develops and selects the solution unilaterally. Subordinates may or may not be told what the problem is when the manager gets information from them. Subordinates provide necessary information rather than generating or evaluating alternative solutions.
CI	The manager shares the problem with relevant subordinates individually, getting their ideas and suggestions without bringing them together. The manager's decision may or may not reflect the subordinates' contribution.
CII	The manager shares the problem with subordinates as a group, obtains their ideas and suggestions, and then makes the decision that may or may not reflect the subordinates' contribution.
GII	The manager shares the problem with subordinates as a group. Together they generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution. The manager's role is much like that of chairperson—not trying to influence the group to adopt a particular solution. The manager is willing to accept and implement any solution supported by the group.

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