

Table 6.4. Problem attributes used in the problem-solving and decision-making style model (Figure 6.7)

Problem attributes	Diagnostic questions
a. Importance of the quality of the decision	Is quality requirement such that one solution is likely to be more rational (better) than another? (Another way of discerning the quality is: If the alternatives are <i>not</i> equally meritorious—some are or can be much better than others—there is a quality requirement.)
b. Extent to which the decision maker possesses sufficient information/expertise to make a high-quality decision unilaterally	Do I have sufficient information to make a high-quality decision?
c. Extent to which problem is structured	Is problem structured? (Does decision maker know what information is needed and where to find it?)
d. Extent to which acceptance or commitment of subordinates is critical to effective implementation	Is acceptance of decision by subordinates critical to effective implementation?
e. Prior probability that a unilateral decision will receive acceptance by subordinates	If decision is made unilaterally, will it probably be accepted by subordinates?
f. Extent to which subordinates are motivated to attain organizational goals as represented in objectives explicit in statement of problem	Do subordinates share organizational goals to be obtained in solving problems?
g. Extent to which subordinates are likely to be in conflict over preferred solutions	Is conflict among subordinates likely to occur in preferred solutions?

Adapted from Vroom, Victor H. "A New Look at Managerial Decision Making." *Organizational Dynamics* 1 (Spring 1973): 66–80; reprinted by permission from Elsevier. © 1973. American Management Association, New York. All rights reserved.

From *Managing Health Services Organizations and Systems* (6th ed., Longest & Darr). Health Professions Press, Inc. All rights reserved. Permission for figure/table access granted for course use only. Permission required for all other uses (see caption above).