

Decision Style Profile ®

For: Sample Report

Discovery Learning, Inc.

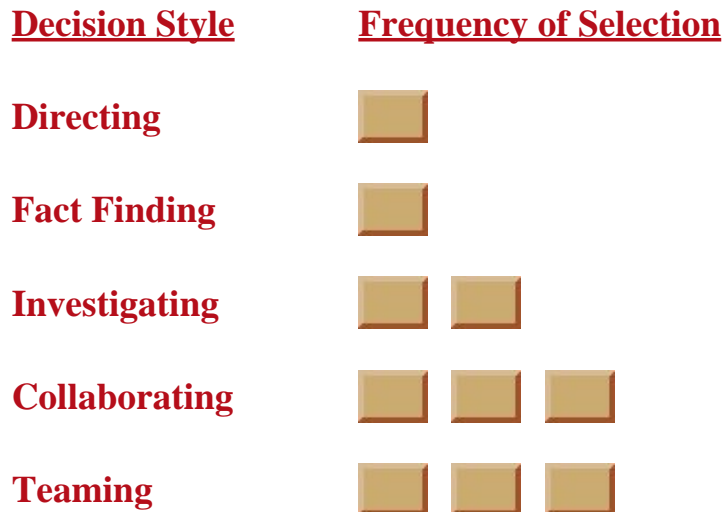
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Sample Report

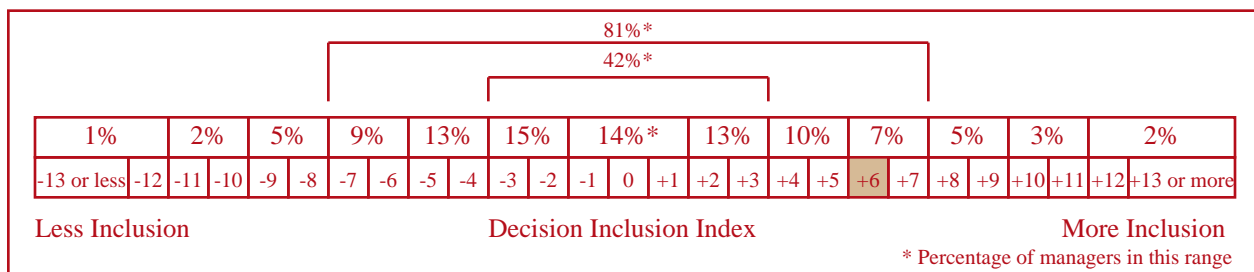
Decision Style Preference

The following graph displays the number of times you chose each of the five decision styles. Ideally each style would be used twice.



Decision Inclusion Index = 6

This score indicates that in those cases where you disagree with the suggested style you tended to be too participatory. You involved others in decision making more than the average manager. If this bias is typical of your on-the-job style, then you may be unnecessarily wasting both your time as well as that of others. While this may provide valuable experience to some stakeholders and improve communications, it is probably also inefficiently burdening people with needless consultations and meetings. For norms and a more detailed explanation of the Decision Inclusion Index, see the Decision Style Profile Guide, page 12.



Sample Report

Summary of Responses to the Ten Cases

Below is a summary of your chosen style and the suggested style for each case. The percentages listed for the five decision styles represent the distribution of 40,000 managers in the Decision Style Profile database.*

Case No	Your Style	Suggested Style	Directing	Fact Finding	Investigating	Collaborating	Teaming
1	Collaborating	Collaborating	1%	4%	15%	52%	28%
2	Teaming	Directing	53%	12%	16%	9%	10%
3	Fact Finding	Fact Finding	14%	32%	27%	21%	6%
4	Collaborating	Teaming	1%	5%	21%	38%	35%
5	Investigating	Investigating	1%	29%	55%	8%	7%
6	Teaming	Collaborating	5%	20%	34%	31%	10%
7	Teaming	Directing	28%	17%	16%	21%	18%
8	Directing	Fact Finding	12%	52%	25%	3%	8%
9	Investigating	Teaming	20%	20%	7%	19%	35%
10	Collaborating	Investigating	8%	25%	36%	17%	14%

You chose the suggested level of inclusion on case(s): 1, 3 & 5

You chose to use a lower level of inclusion than recommended on case(s): 4, 8 & 9

You chose to use a higher level of inclusion than necessary on case(s): 2, 6, 7 & 10

*Your responses to the ten decision cases are compared to the responses of managers who have proven to be good decision makers. Case responses of over 40,000 managers attending Center for Creative Leadership programs over 15 years were analyzed for effective use of the Decision Inclusion Model. The most effective managers (1800) were selected, and their decision style choices were used to determine the suggested style for each case. These suggested styles were then confirmed by a panel of experts who applied the five decision factors to each case and agreed on the best decision style without knowledge of the preferences of the 1800 managers. References to norms apply to the entire 40,000 managers. The norms for case 3 are based on an analysis of 350 managers who completed the case after a revision of the case.



There are five cases (1, 4, 5, 9 & 10) where the decision maker lacks good problem clarity. You did not consider the problem clarity factor on case(s) 4 & 9. In this (these) case(s), the understanding and perspective needed to make a good decision could be jeopardized by using a less inclusive style than recommended. Just the same, your responses indicate that you have a fair understanding of the importance of problem clarity. You ignored this factor about as often as the average manager.



There are eight cases (1, 3, 4, 5, 6, 8, 9 & 10) in which the decision maker does not have the necessary information to insure a quality decision. The decision style you selected resulted in inadequate information on case(s) 8. By using a less inclusive decision style in this (these) case(s), you may be making some decisions without the benefit of relevant information known to other stakeholders. Still, compared to other managers you were more careful than most to consider this factor.



There are six cases (1, 4, 5, 6, 9 & 10) where the decision's success depends on the support of implementers. They are likely to reject the decision if it is forced upon them (even though it may technically be the "right" decision). You overlooked acceptance and commitment on case(s) 4 & 9. You may want to avoid using styles that do not allow stakeholders to express their ideas, feelings and opinions. Your responses indicate that you are more likely than the average manager to use decision styles which permit others to express themselves, especially in those situations where their commitment is necessary for successful implementation.



There are five cases (1, 3, 5, 6 & 8) where the stakeholders' goals seem potentially opposed to the organization's best interests. For these cases the Teaming style should be avoided. By selecting Teaming for case(s) 6 you overlooked the issue of goal agreement. With the Teaming style in these cases, it is unlikely that stakeholders would reach agreement and if they do it may conflict with the best interests of the organization. This is possible because the stakeholders' personal needs and goals seem to oppose those of the organization. While you did not always refrain from using the Teaming style in these cases, your responses indicate that you overlooked this criteria less often than the average manager.



There are eight cases (1, 2, 3, 5, 6, 7, 8 & 10) where time is a factor. Most managers identify time as their most valuable resource. The most frequently mentioned problem by top and middle level managers is work overload. When inviting or requesting others to participate in a decision, the decision maker should be conscious of this. Some situations require urgency so the decision maker needs to evaluate how critical the time factor is for each decision. The more inclusive the decision style, the longer it typically takes to make the decision. Each decision needs to be made in the shortest amount of time possible while carefully considering the other four factors; problem clarity, adequate information, level of commitment needed for implementation, and goal agreement. You selected an overly time consuming response on case(s) 2, 6, 7 & 10. In this (these) case(s), your choices reflect a concern for the other four factors, but they may have wasted time and threatened morale by unnecessarily involving others in the decision. The number of cases in which you used more time than recommended tends to be more than that of other managers. Remember to always consider the time factor when deciding whom to involve in decisions. Time is a valuable resource to others as well as yourself. You should always consider time efficiency when choosing a style.

Sample Report

Case 1 of 10

Setting: Bottled Water Distributor

Position: Route Supervisor

You have been promoted to route supervisor six months ago after working as a driver for several years. You assumed the position after your predecessor resigned over upper management complaints about the routes. The fifteen drivers you now supervise cover an entire metropolitan area, which makes them difficult to supervise closely.

The delivery routes are currently based on a study completed two years ago. You have made some initial, minor changes to the routes as stops have been added and dropped. You have also given your drivers some leeway to make minor changes based on customer preferences for delivery times. After all, the drivers know the customers best and you trust their judgment.

As a cost saving measure, you have been directed to reduce the overall mileage of the current delivery routes. Your drivers like their present set-up and you expect some dissatisfaction with any changes. In two weeks you must report to upper management on a plan to reduce the mileage.

Case 2 of 10

Setting: Manufacturing Plant

Position: Unit Head

A unit doing work similar to that done by the unit you head has been caught short-handed. Your boss has asked you to send three of your twelve workers to help out for two or three days to meet this emergency.

The work is relatively routine and requires skills your group already has. Any of your employees can be chosen because they simply will be working in a different section of the plant and will not do any more or any less work than they are doing presently.

You know your people well and can easily select three who can do the job.

Your own unit's work can be arranged to allow three workers to be absent for a few days. The other unit is waiting on these three workers to arrive before it can begin work.

Sample Report

Case 3 of 10

Setting: Design Laboratory

Position: Director of Research

As Director of Research, you supervise seven design teams each headed by a chief engineer. One of your biggest challenges is managing the competition among the chief engineers as well as among their teams.

A new design for a high-pressure valve vital to the manufacturing process of your company has proven ineffective. As a result, production is less than half capacity just as your busiest season approaches. The team that designed the valve has argued that they can solve the problem even though, after three weeks, they have not yet been able to do so. Each of the teams has suggested other ways to solve the problems, but you are not entirely satisfied with their conclusions or with the time estimates they gave you at last week's staff meeting.

A commercial valve is available but its use will require costly modifications to your interfacing equipment and your teams do not like the idea of seeking outside help. The modification will take two to three weeks and will result in some amount of lowered operating capacity. The valve's vendor can specify exactly how much production capacity will be reduced using the new valve. The President is very concerned about lost production and has taken a personal interest in this problem. She wants to know by early tomorrow morning whether you recommend modifying the equipment and using the new valve or, whether you intend to devote continued time and money to make the changes in the existing valve.

Case 4 of 10

Setting: Insurance Company

Position: Vice President

As Vice President of a large insurance company, you are responsible for supervising the maintenance of policyholder records. Four department managers report to you. Each manager is experienced and knowledgeable. Currently all these managers and their staffs are working near full capacity.

The elimination of a regional office is scheduled in eight weeks. Their records are being transferred to you. You have the authority to hire five new employees, but that is less than half the number currently doing the work in the regional office. You have thought of several options for integrating the new work, including reorganizing your departments. As you consider these options, you realize that each option not only has some advantages but also some problems. You also know that your department managers' buy-in will be needed to make any plan work. The president is expecting a report in four weeks about your plans to absorb the records from the closing regional office.

Sample Report

Case 5 of 10

Setting: Publishing House

Position: Maintenance Engineer

You are a relatively new maintenance engineer of a publishing company. One of your press operators reported to you a few days ago that a press is in need of adjustment and repair, but it was still operable when he mentioned the problem. Because press repairs reduce production time as well as press operator incentive pay, you immediately began working on the problem. You have obtained estimates from several firms. Each says it can do the job in a few days. Experience indicates that some repair firms are better on certain presses than on others. You are not sure which firm is best for the repairs in question or exactly what the problem is. The operator of the press in question has considerable experience with these repair firms.

As you are considering your next step, the phone rings. It's the press operator. The press he told you about is really starting to act up now.

Case 6 of 10

Setting: Public School System

Position: Assistant Superintendent for Personnel

You are the assistant superintendent in charge of personnel and have been directed by the board to staff a modern, new and somewhat controversial high school for at-risk students. This will be the sixth high school in your system and the first to be built in many years. It will receive considerable media attention.

The teachers' contract specifies that current teachers have first choice at new assignments. The new school will pay a generous supplement. You know there are enough interested teachers in the system to staff the new school but you do not know these teachers personally and must depend on the principals' recommendations.

The principals are enthusiastic about the new school, because it will take some of their most demanding students. You also know the principals will be very reluctant to give up their best teachers. The board is expecting a report in two months on a plan for selecting the teachers for the new school that does not create a hardship for the existing schools.

Sample Report

Case 7 of 10

Setting: Packaging Department

Position: Manager of Packaging

Your company ships its product directly to customers through the packaging department you manage. You have eight teams of material handlers. Each team is headed by a supervisor who reports directly to you.

A paper shortage has caused a reduction in the supply of cardboard used in shipping your division's products. Your supplier has promised to deliver more cardboard but has not done so. You are now down to a four-day supply and rumors are circulating among your handlers about a layoff coming because of the paper shortage. These rumors are causing some morale problems.

You have investigated several alternative packing materials. You have found three or four which could be used with only a slight increase in cost. Each would require some minor adjustments in the packing process. You believe you could be up and operating with any of them within two days.

Case 8 of 10

Setting: Regional Medical Center

Position: Manager of Publications

The company desperately needs a new brochure describing the functions and programs of your division. As a manager of publications you are responsible for creating the brochure and getting it printed; already you are two weeks behind schedule. The general manager has asked the department heads to prepare write-ups and to get photographs to you for the brochure. They are not enthusiastic about the project because it means little if anything to them and there has been some disagreement over the space provided for each department in the brochure.

Your printer has presented you with three paper options and wants to know if any charts or graphs will be oversized. If so, they will have to be printed as foldout pages. You are considering all three types of paper but are not sure all are available in over-sized sheets. If all pages can be the same size, any of the papers can be used.

Only the medical laboratory has any charts that will be printed in the manual. Some are quite involved and legibility can be a problem if the charts are printed below a certain size.

The printer needs to order the paper soon to get the best price for you.

Sample Report

Case 9 of 10

Setting: Parcel Delivery Company

Position: Regional Supervisor

You are the supervisor in charge of a group of parcel delivery drivers. Each of the ten members of your team drives large vans on their respective delivery routes. The members of your crew have been relatively stable over the years and even though the amount of seniority varies, you feel certain that every individual plans to make a career with the company. The jobs pay well and the work is interesting and challenging.

Each driver is assigned a territory in which he or she is responsible for all pickups and deliveries. The various assignments cover both rural and urban areas, and some drivers must drive longer distances than others on their routes.

Those who have urban assignments must do a lot of stop-and-go driving, which is hard on their delivery vans. You know the year and model of each van, and you know each route. The drivers are responsible for the maintenance and care of their own vehicles.

From time to time, the central office supplies you with a new van which you in turn assign to one of your crew. This is always a difficult decision for you, and frequently your crew voices their dissatisfaction with the choice that you make. You are not sure if there is an equitable way of deciding who gets the new van, but you must decide who will receive the new one now sitting in the drivers' parking lot. Obviously, each of the drivers would like to have a new van, but you are not sure who needs it or deserves it the most.

No matter who gets the van, the others could conceivably make life difficult for you by reporting real or imagined mechanical problems with their old vehicles. This could result in reduced performance of your team over which you have no real control.

Sample Report

Case 10 of 10

Setting: Construction Company

Position: Site Manager

Infrastructure, Inc, builds major roads, dams and bridges throughout the world. You are a site manager and operate relatively independently from the home office in Montreal. Your current project is building a highway through a dense forest in East Asia. The home office has just advised that a new dam project will start as soon as the road is completed, and it wants you to take eight crew supervisors to move with you to the new site more than 500 miles away.

You have ten construction crew supervisors. All are from the surrounding area, and all are highly competent and industrious workers. Six of them are willing to work on the new dam project. The others have opted to stay and look for work locally rather than move to an area where their dialect is not spoken. The remainder of your construction group is Asian, except for two construction workers and an equipment maintenance specialist.

Since you need to take eight crew supervisors for the new project you must now either promote two from the existing group or hire two outsiders. You know that all of your present crew members are competent and reliable. You also believe that any of them would probably make a better crew supervisor than an outsider who is not familiar with the workers and the methods you have been using. Finally, you know that the crew supervisors must often work closely with each other on dangerous projects where, unless they feel they can rely on and trust each other, they may become overly cautious and not communicate adequately. Based on these factors, you would rather promote from within.

Unfortunately you do not speak the language of your crew, and it is difficult for you to know the worker's feelings about each other. You can, of course, judge their technical skills, but this matter of mutual respect among the supervisors will be of equal importance on the job.

Since time is important, you feel you must have the two additional group supervisors selected and ready to go within a month.