



Sample Group Report

Discovery Learning, Inc.

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Case Summary

- Case One: Bottled Water Distributor - Route Supervisor
- Case Two: Manufacturing Plant - Unit Head
- Case Three: Design Laboratory - Director of Research
- Case Four: Insurance Company - Vice President
- Case Five: Publishing House - Maintenance Engineer
- Case Six: Public School System - Assistant Superintendent for Personnel
- Case Seven: Packaging Department - Manager of Packaging
- Case Eight: Regional Medical Center - Manager of Publications
- Case Nine: Parcel Delivery Company - Regional Supervisor
- Case Ten: Construction Company - Site Manager

Levels of Inclusion

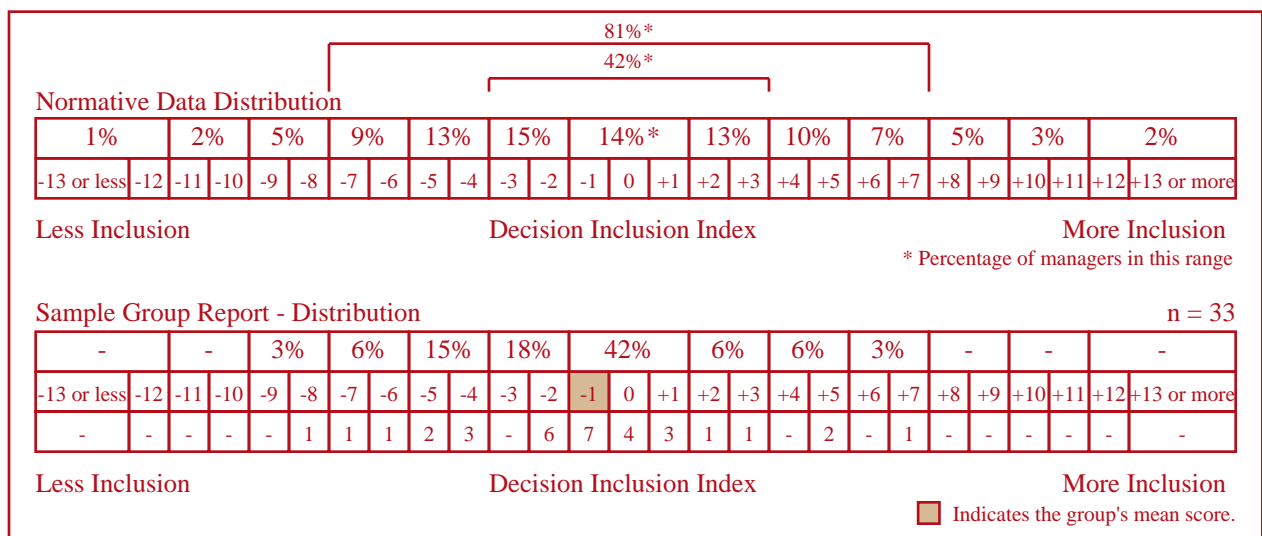
Out of 33 participants, the following levels of inclusion were selected for each case:

	Suggested	Lower	Higher
Case 1	16	14	3
Case 2	30	0	3
Case 3	10	6	17
Case 4	13	20	0
Case 5	16	8	9
Case 6	10	19	4
Case 7	18	0	15
Case 8	20	3	10
Case 9	9	24	0
Case 10	16	4	13

Decision Index

Group Average Decision Inclusion Index = -1

This score indicates that in those cases where you disagree with the suggested style you showed no clear bias concerning the involvement of others in decision making. That is, you did not involve them either more or less than the average person. If this lack of bias is typical of your on-the-job style, then you are probably quite flexible when choosing styles to fit different situations. For norms and a more detailed explanation of the Decision Inclusion Index, see the Decision Style Profile Guide, page 12.



Summary of Responses to the Ten Cases

Below is a summary of the group's chosen styles 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	Group's Most Chosen Style	Suggested Style	Directing	Fact Finding	Investigating	Collaborating	Teaming
1	Collaborating	Collaborating	1%	4%	15%	52%	28%
			3%	18%	21%	48%	9%
2	Directing	Directing	53%	12%	16%	9%	10%
			90%	3%	3%	0%	3%
3	Investigating	Fact Finding	14%	32%	27%	21%	6%
			18%	30%	33%	15%	3%
4	Collaborating	Teaming	1%	5%	21%	38%	35%
			0%	0%	12%	48%	39%
5	Investigating	Investigating	1%	29%	55%	8%	7%
			0%	24%	48%	6%	21%
6	Investigating	Collaborating	5%	20%	34%	31%	10%
			0%	21%	36%	30%	12%
7	Directing	Directing	28%	17%	16%	21%	18%
			54%	15%	18%	0%	12%
8	Fact Finding	Fact Finding	12%	52%	25%	3%	8%
			9%	60%	24%	3%	3%
9	Fact Finding	Teaming	20%	20%	7%	19%	35%
			9%	36%	6%	21%	27%
10	Investigating	Investigating	8%	25%	36%	17%	14%
			0%	12%	48%	33%	6%

Normative Data	1%	4%
This Group Data	?%	?%

*The group's 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.

Analysis by Decision Factors

PROBLEM CLARITY

There are five cases (1, 4, 5, 9 & 10) where the decision maker lacks good problem clarity.

	Case 1	Case 4	Case 5	Case 9	Case 10	Total
Violation per case	14	20	8	24	4	70

Total number of people violating the Clarity criteria on one or more cases in this group is 29, which is 87.9 % of the group. Average number of Problem Clarity Violations for those making a mistake is 2.41.

INFORMATION

There are eight cases cases (1, 3, 4, 5, 6, 8, 9 & 10) where the decision maker does not have the necessary information to insure a quality decision.

	Case 1	Case 3	Case 4	Case 5	Case 6	Case 8	Case 9	Case 10	Total
Violation per case	1	6	0	0	0	3	3	0	13

Total number of people violating the Information criteria on one or more cases in this group is 9, which is 27.3 % of the group. Average Number of Information Violations for those making a mistake is 1.44.

COMMITMENT

There are six cases cases (1, 4, 5, 6, 9 & 10) where the decision's success depends on the commitment of the implementers, and they are likely to reject or balk at the decision if it is forced upon them even if it is the "right decision".

	Case 1	Case 4	Case 5	Case 6	Case 9	Case 10	Total
Violation per case	14	20	8	19	24	4	89

Total number of people violating the Level of Commitment criteria on one or more cases in this group is 30, which is 90.9 % of the group. Average Number of Level of Commitment Violations for those making a mistake is 2.97.

GOAL AGREEMENT

There are five cases (1, 3, 5, 6 & 8) where the stakeholders' goals seem opposed to either each others' goals or the organizational goals.

	Case 1	Case 3	Case 5	Case 6	Case 8	Total
Violation per case	3	1	7	4	1	16

Total number of people violating the Goal Agreement criteria on one or more cases in this group is 14, which is 42.4 % of the group. Average Number of Goal Agreement Violations for those making a mistake is 1.14.

TIME

There are eight cases (1, 2, 3, 5, 6, 7, 8, & 10) where time is a factor.

	Case 1	Case 2	Case 3	Case 5	Case 6	Case 7	Case 8	Case 10	Total
Violation per case	3	3	17	9	4	15	10	13	74

Total number of people violating the Time criteria on one or more cases in this group is 31, which is 93.9 % of the group. Average Number of Time Violations for those making a mistake is 2.39.