

Leadership and Team Effectiveness
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Lecture – 08
Normative Decision Model

In the last session, we talked about the model, and now in this particular session, we will talk about the Normative Decision Model. In this normative decision model, we will discuss the decision styles in model 5, autocratic decision-making styles are there, consultative is there, and the group is there.

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DECISION STYLES MODEL
Five Decision Making Styles

Autocratic Autocratic Consultative Consultative Group

A1 A2 C1 C2 G

Image Source: <https://www.sketchbubble.com/en/presentation-decision-style-model.html>

So, autocratic A1, A2 and the consultative C1, C2 and the group are there. So, here in this normative decision model, we will talk about the levels of participation, decision quality and acceptance, leadership decision tree, case studies, research papers, book recommendations and references as usual. So, in normative decision model of leadership believes decision making is a crucial element of leadership.

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The Normative Decision Model

Normative Decision Model of leadership believes decision making is a crucial element of leadership and **the model helps the leaders decide to which degree their team members should participate in decision-making process.**

It was originally developed by Victor Vroom and Philip Yetton in their 1973 book, "Leadership and Decision Making."

So, it is also called "**Vroom-Yetton contingency model**", "Vroom-Yetton Model" or "**Decision-Making Model**".

(Vroom, V. H., & Yetton, P. W., 1973)

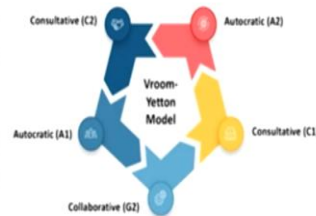


Image Source: <https://slidemodel.com/vroom-yetton-decision-model/>

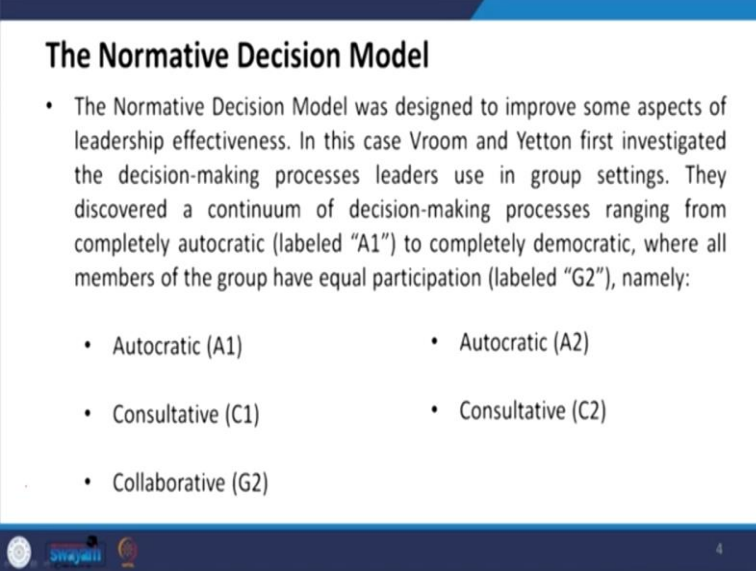
Moreover, the model helps the leaders decide to which degree their team members should participate in decision-making. So, it is always a crucial element of that leadership. A leader has to decide to which degree the team member should participate in the decision-making process. Because you can either not allow the team members to participate, that is, the autocratic A1 is there, or to a certain extent, you are allowing them.

So, autocratic A2 is there, consultative C1 is there, and consultative C2 is there; therefore, in that case, you will find that these are the different levels of participation. Victor Vroom and Philip Yetton originally developed it in their 1973 book leadership and decision making, and so it is also called the Vroom Yetton contingency model. So, Vroom Yetton's model of the decision-making model where you can find out that is, again, that a leader has to decide.

That is what will be the degree of participation in the decision-making process. If it is in the decision-making process, this particular level of the followers that have to be decided by the participation is there in normative decision model was designed to improve some aspects of leadership effectiveness. Moreover, Vroom and Yetton first investigated the decision-making process leaders in this case. The essential point in leadership is that it is the decision taken.

Decisions are mainly based on the vision you are creating a vision as a leader. So, based on your vision, you want to make a detailed roadmap, and during that implementation of the roadmap, you are supposed to take certain decisions.

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The Normative Decision Model

- The Normative Decision Model was designed to improve some aspects of leadership effectiveness. In this case Vroom and Yetton first investigated the decision-making processes leaders use in group settings. They discovered a continuum of decision-making processes ranging from completely autocratic (labeled "A1") to completely democratic, where all members of the group have equal participation (labeled "G2"), namely:
 - Autocratic (A1)
 - Autocratic (A2)
 - Consultative (C1)
 - Consultative (C2)
 - Collaborative (G2)

So that first investigated the decision-making process and what decision-making process the leaders are implementing in the group settings. They discovered a continuum of decision-making processes ranging from the utterly autocratic level A1 to completely democratic, where all group members have equal participation; level G 2 is there. So, G 2 level is that the collaborative is there where all group members have equal participation.

When we are talking about the autocratic A1, A2, then, in that case, it is the very, very limited participation is there or you can say that is a 0 participation is thereby these members. In contrast, in the consultative one and consultative 2, this step of these normative decision models has become essential; that is how they are making this the involvement of your team members into the decision-making model. If you are involved in the team decision-making model, then in the autocratic processes, the Leader solves the problem or makes the decision by himself or herself using the information available.

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Levels of Participation

- Autocratic Processes

- **A1:** The leader solves the problem or makes the decision by himself or herself using the information available at the time.
- **A2:** The leader obtains any necessary information from followers, then decides on a solution to the problem. Leader may or may not tell followers the purpose of questions or give information about the problem or decision leader is working on. The input provided by followers is clearly in response to leader's request for specific information. They do not play a role in the definition of the problem or in generating or evaluating alternative solutions.

So, it is totally that the Leader is not involving their team members rather than trying to solve the problems by himself. It has been observed that it is often becoming the very, very autocratic leaders that are decided by their own only about these particular models they decided they own many Indian leaders they are having the step of the leadership styles. However, the period has changed, and Indian leaders and managers are now shifted from the A1 to the G2 earlier than the A1.

Nevertheless, now that most leaders are using the G2 style, the Leader obtains any necessary information from followers and then decides on a solution to the problem. So here they are taking the followers' help but their help to get the information. Nevertheless, ultimately the decision will be taken by the Leader himself. He is there and then. As a result, the decision is to be taken by the Leader himself only involvement of these followers is to provide the information.

In the C1, the Leader shares the problem with the relevant followers individually and gets their ideas and suggestions without bringing them together as a group. So therefore, here, it is selective. In the last session, we talked about the leader-member exchange theory, and in the leader-member exchange theory, they talked about the inner circle and outer circle. So, inner and outer followers, so when we talk about the relevant followers.

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Levels of Participation

- Consultative Processes

- **C1:** The leader shares the problem with the relevant followers individually, getting their ideas and suggestions without bringing them together as a group. Then leader makes a decision. This decision may or may not reflect the followers' influence.
- **C2:** The leader shares the problem with her followers in a group meeting. In this meeting, obtains their ideas and suggestions. Then makes the decision, which may or may not reflect the followers' influence.

So, they are the selective followers that have been considered and then, in that case, we will say that leadership style is that is the C1 style is there that is consultative processes are there. In the C2, her followers in a group meeting well in case of the C1, the individual followers have been taken into consideration. So x, y, z they will give their individual information to the Leader to take the decision.

Furthermore, the follower's influence is there, but in C2, you will find it is collective; it is a group of the meeting. Moreover, they make decisions that may or may not reflect the follower's influence and therefore, they do not need to influence the followers. Because it is a group discussion, their group process is there in G2 to the leader shares the problem with his followers as a group together they generate and together.

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Levels of Participation

- Group Processes

- **G2:** The leader shares the problem with his followers as a group. Together they generate and evaluate alternatives and attempt to reach agreement (consensus) on a solution. The leader's role is much like that of a chairman, coordinating the discussion, keeping it focused on the problem, and making sure the critical issues are discussed.

Leader can provide the group with information or ideas that he has, but he does not try to press them to adopt his solution. Moreover, leaders adopting this level of participation are willing to accept and implement any solution that has the support of the entire group.

The point is that together, they generate and evaluate the alternatives and attempt to reach an agreement consensus on a solution, and the Leader's role is much like that of a Chairman; coordinating the discussion is there. So, here we find that the leaders are making the decisions based on that and that together is, this becomes very important. Moreover, if they take this together, they generate and evaluate the alternatives, and then we will say it is a group process.

Moreover, it is not the Leader's role that he is taking the decision here. Instead, a coordinator coordinating and not an individual is taking the entire decision. Keeping it focused on the problem and making sure the critical issues are discussed and therefore in that case that whatever the critical issues are there that have been discussed as a coordinator everybody in the group members will participate they will discuss, and they will decide about this particular problem.

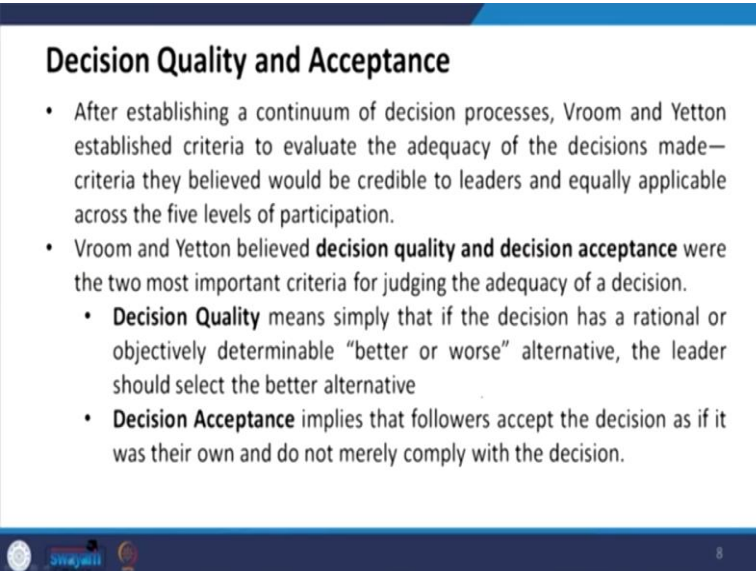
Moreover, always ensure that whatever the key critical issues are in that particular problem. For example, if we are deciding on the retrenchment of the workforce, then in the retrenchment of manpower, it will be decided that is the how this whether we have to go by the voluntary retirement scheme or we have to go by the shifting of the manpower, or we have to make the turnover or layoff of the employees.

So therefore, in that case, all these decisions will be taken. These discuss critical issues in this group process G2 is there, and here these critical issues have been discussed and will be decided

by the member. A leader can provide the group with information or ideas, but he does not try to press them to adopt his solution. So, it becomes essential that he does not try to press them to adopt his solution, whatever the information or ideas he has the leaders provide.

So, in the case of the previous ones we have tried, we have seen that he is making the decision. While here, he does not try to press them to adopt "his" solution. Moreover, therefore when we talk about that, whatever the solution is having and that solution is not have been adopted by this particular by the Leader himself only, but by the group more ever leaders adopting this level of participation are willing to accept. Furthermore, they are because a collective decision is there whenever we discuss a decision, quality in acceptance is there.

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Decision Quality and Acceptance

- After establishing a continuum of decision processes, Vroom and Yetton established criteria to evaluate the adequacy of the decisions made—criteria they believed would be credible to leaders and equally applicable across the five levels of participation.
- Vroom and Yetton believed **decision quality and decision acceptance** were the two most important criteria for judging the adequacy of a decision.
 - **Decision Quality** means simply that if the decision has a rational or objectively determinable “better or worse” alternative, the leader should select the better alternative
 - **Decision Acceptance** implies that followers accept the decision as if it was their own and do not merely comply with the decision.

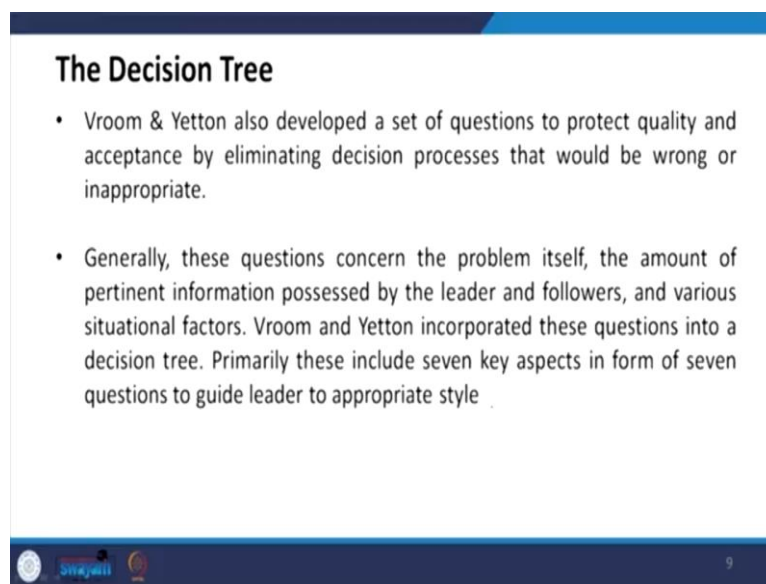
After establishing a continuum of decision processes, Vroom and Yetton established criteria to evaluate the adequacy of the decisions made criteria, and they believed they would be credible to leaders and equally applicable across the five levels of participation. So, Vroom and Yetton established how to evaluate those criteria on whatever decisions are to be taken.

Moreover, therefore, the different criteria and adequacy of the decisions will be met. Moreover, these would be believed to be leaders in the five levels of participation. Vroom and Yetton's decision quality and acceptance were the two most important criteria for judging the adequacy of

a decision. So, decision quality means that if the decision has a rational or the objectively determinable "better or worse" alternative, the Leader should select the better alternative.

So, here decision quality is whether the decision is rational or objectively determinable. So, therefore, in that case, that particular rationale or the objectively, whatever the decisions are to be taken like that, should be the better or worse alternative. Moreover, the Leader should select the better alternative, and this will depend upon that the group members provide all information. However, the decision is that the Leader will take the better decision.

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The Decision Tree

- Vroom & Yetton also developed a set of questions to protect quality and acceptance by eliminating decision processes that would be wrong or inappropriate.
- Generally, these questions concern the problem itself, the amount of pertinent information possessed by the leader and followers, and various situational factors. Vroom and Yetton incorporated these questions into a decision tree. Primarily these include seven key aspects in form of seven questions to guide leader to appropriate style .

Also, Vroom and Yetton developed a set of questions under the decision tree to protect the quality and acceptance by eliminating decision processes that would be wrong or inappropriate. Moreover therefore, in that case, what happens? Decision quality is becoming very, very important. Furthermore, this decision quality will be decided by acceptance. So, therefore in that case that any process that is not appropriate or wrong that inappropriate or wrong has to be eliminated.

Generally, these questions concern the problem itself and the amount of what will be the set of questions. So, the set of questions will consist of the problem itself. The amount of pertinent information possessed by the Leader and the followers and various situational factors are there.

Vroom and Yetton incorporated these questions into a decision tree primarily. These include seven critical aspects in the form of 7 questions to guide the Leader to the appropriate style.

So, here, these seven key aspects are their situational factors in a decision tree and how it has been decided. So, the first is the quality of the decision important Vroom and Yetton leadership decision tree talks about.

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So, you will talk about the yes or no. So, if it is no, then his team's commitment to the decision is essential, and if it is no, no further discussion will be there. However, if the team is committed to the decision is crucial because we are talking about the quality of the decision, then yes. Then we will go for enough information. So enough information is needed to decide on your own, and here on this particular decision, the problem is well structured.

If we say yes and then decide on our own, and when we say no, then definitely, in that case, we will find that is the here we will go; it is a well-structured problem. Moreover, if the problem is not well-structured, if it is no, the decision yourself would be the team supporting it; yes, there is autocratic 2 in the autocratic two style A2. So, in the A2 style, what is decided that is the quality of the decision important? Yes. Is the team committed? Yes. Do you have enough information to decide on your own? Yes.

Moreover, if you made the decision yourself, would your team support it is there. Similarly, you will find that whenever we talk about leadership decision trees, it is the A1 C2, A1 G2, and then again, that is a group discussion; their autocratic decision will be there. Moreover, does the team share the organizational goals? Yes. Then definitely they will be the participant you will be there and enough information if there is not enough information.

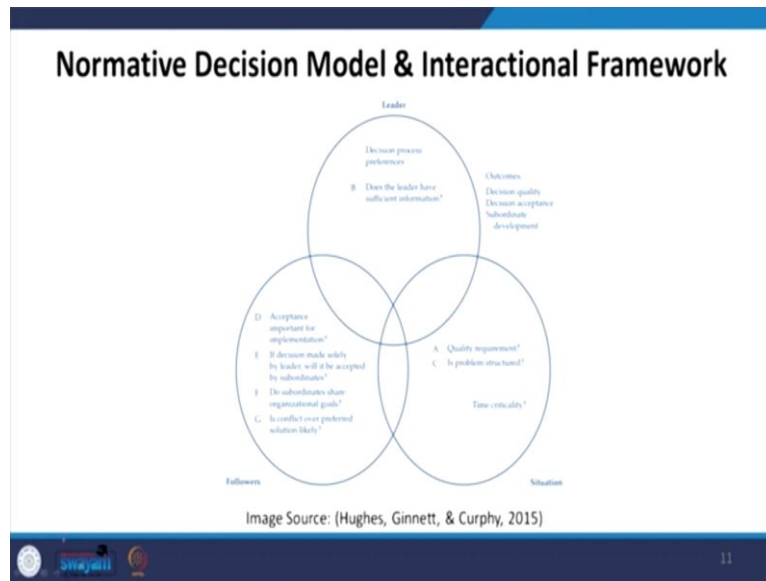
Then here, when ultimately you end with the conflict among the team over the decisions likely, the collective one will be the decision will be taken group discussions will be taken. So, therefore, here, you will find that on these parameters, there are the different yes and no you are to a decision tree has to be taken care of and then accordingly, you will adopt the appropriate leadership style will be there.

So, when we talk about these, suppose the conflict amongst the team over the decision is likely, and if it is no, then definitely, in that case, why A2 because the Leader can himself take the decision but while taking the information from the subordinates. Whenever we talk about his conflict among the team over the decision is likely, and when we are saying that the team support was not there, then definitely G2, that is, a participant 2 has to be adopted is there.

If a conflict is not to be taken likely to occur, you can adopt the C2 is there, and then you will have this collective C2 style of the leadership style adopted for taking that decision. So, now, these are the seven suggested, suggested questions in a given situation. Dear friends, you can try your situation as evidence-based management. I have talked the last time that this leadership is evidence-based management. It is not the traditional management now.

The difference between traditional management is that these models are given, and you have to apply that model as it is. However, now but then, sometimes these models are successful, sometimes not. So, it was the research. It was done and done when found that there were no other situational factors. So, the leader has to consider the other factors called evidence-based management. What is the evidence if there are situations and accordingly they will decide about whether this particular style of leadership will work or it will not work? Now in the Normative Decision Modeling interactional framework is there.

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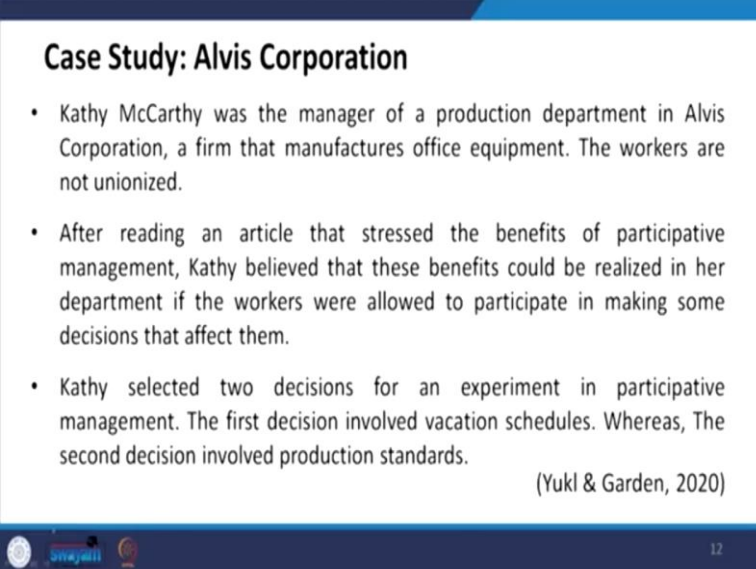
And then definitely whether the acceptance is there. So, if there is formal acceptance by the Leader, it will be decided accordingly. So, first, the Leader has to take these decision process preferences. What are the preferences are there, and these preferences will be why I would not take because of the quality requirement; if there is a quality requirement, you can focus on what information is there.

We see into A1, A2 and, C1, C2 types of the leadership on the chain for taking the decision. Moreover, if it is a problem structured, there is a situation. So, the Leader, followers, and situation are the acceptance necessary for the implementation. If a decision model is solely by the Leader, will the subordinate accept it or not? There is also to be seen. Otherwise, you will decide, and it will not be followed in the organization.

Often, it has been seen that if leaders are taking a decision that has not been acceptable to the followers, there is no point in accepting that particular decision is conflict over preferring the solution likely and then yes. If that is yes, it is there, then you are to make another decision based on that situation, yes and no; you can take the help of the decision tree. Moreover, based on the international framework, you can decide which style of leadership you can prefer.

Once you decide about that particular leadership style, you can plan accordingly. That is how the decisions are to be taken. Now here is this particular concept of this leadership style for the decision making. I want to take this particular case study.

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Case Study: Alvis Corporation

- Kathy McCarthy was the manager of a production department in Alvis Corporation, a firm that manufactures office equipment. The workers are not unionized.
- After reading an article that stressed the benefits of participative management, Kathy believed that these benefits could be realized in her department if the workers were allowed to participate in making some decisions that affect them.
- Kathy selected two decisions for an experiment in participative management. The first decision involved vacation schedules. Whereas, The second decision involved production standards.

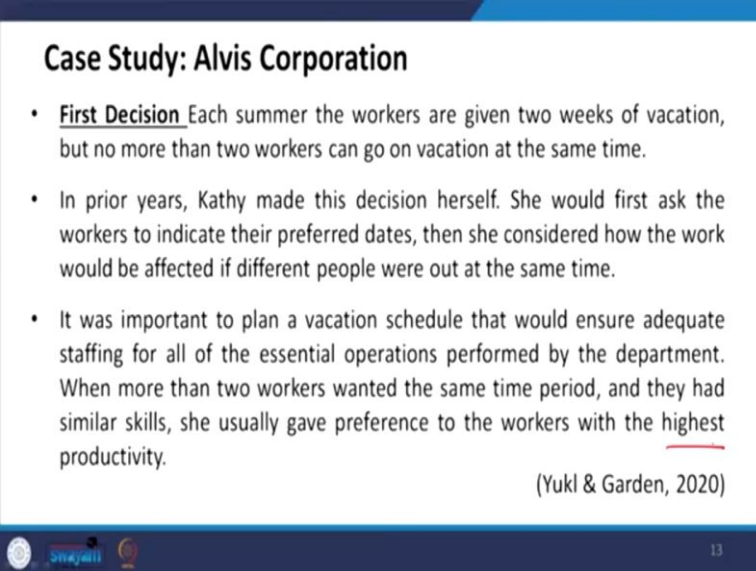
(Yukl & Garden, 2020)

So Kathy McCarthy was the production department manager in Alvis Corporation, which manufactures office equipment. After reading an article that stays the participant's benefit to management, the workers are not unionized. Kathy believed that this benefit could be realized in her department if the workers were allowed to participate in making some decisions that affect them. Now this will be a prevailing situation for many of you.

Before, like these types of discussions or the courses, you might be taking your own decision. However, now you keep reading the article that involves the workers or your follower's group members. Kathy selected two decisions for an experiment in participative management. The first decision involved the vacation schedules the second decision involved the production standards.

So, she thought, why not adopt the participatory style of decisions? Therefore, these two matters are the vacation schedules and the production standards. She is decided on these particular decision strategies or policies that are to be made for these vacation schedules or the production standards. Moreover, that will be decided based on the participative management is there. Furthermore, if this becomes successful, she will go for this participative decision-making style.

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Case Study: Alvis Corporation

- **First Decision** Each summer the workers are given two weeks of vacation, but no more than two workers can go on vacation at the same time.
- In prior years, Kathy made this decision herself. She would first ask the workers to indicate their preferred dates, then she considered how the work would be affected if different people were out at the same time.
- It was important to plan a vacation schedule that would ensure adequate staffing for all of the essential operations performed by the department. When more than two workers wanted the same time period, and they had similar skills, she usually gave preference to the workers with the highest productivity.

(Yukl & Garden, 2020)

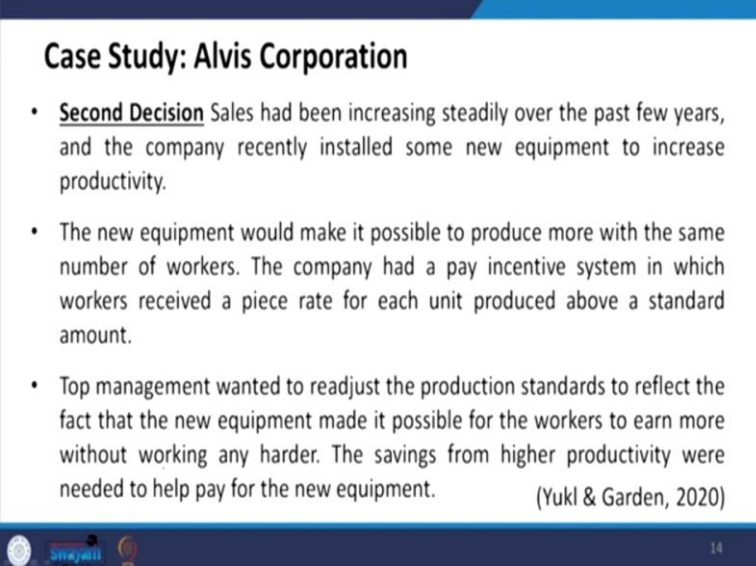
The first decision each summer, the workers are given two weeks of vacation, but no more than two workers can go on vacation simultaneously. So, the earlier the decision was that workers would go on two weeks, then two workers could go on vacation simultaneously. In prior years, Kathy decided who would go, and she would first ask the workers to indicate their preferred dates.

Then she considered how the work would be affected if different people were out simultaneously. So, therefore she was getting this information, information from the group members who wanted to go on the vacations and then decided. It was essential to play in the vacations schedule, and that would ensure adequate staffing for all of the essential operations performed by the department that all of us know that his work should not be suffered.

When more than two workers wanted the same period and had similar skills, she usually gave preference to the workers with the highest productivity. Now, this is also a fascinating point which you can note that is it not the seniority rather than it is the highest productivity which has been taken into consideration and therefore, in that case, it is a merit, merit-based. So, your area may not be for the production, but when you think the design wants to implement the same decision, you have to consider the merit for that particular.

Moreover, if the two subordinates are there, they want to go on vacation and who are the better performers that you are to see.

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Case Study: Alvis Corporation

- **Second Decision** Sales had been increasing steadily over the past few years, and the company recently installed some new equipment to increase productivity.
- The new equipment would make it possible to produce more with the same number of workers. The company had a pay incentive system in which workers received a piece rate for each unit produced above a standard amount.
- Top management wanted to readjust the production standards to reflect the fact that the new equipment made it possible for the workers to earn more without working any harder. The savings from higher productivity were needed to help pay for the new equipment. (Yukl & Garden, 2020)

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The second decision is has been increasing steadily over the past few years and the company recently installed some new equipment to increase the productivity is there. So, the help of technology was taken to increase productivity. The new equipment would make it possible to produce more with the same number of workers. So, therefore in that case, always we talk about technology management.

Furthermore, nowadays, when we are about the artificial intelligence era, this era in the AI era, the same number of workers will be having the more production is there. So, here is a piece rate for each unit produced about west 100 amount. So, therefore what is an incentive piece? That means there is a product base, how much production has been done, there is a category production, there is a formula according to that formula piece rate is done, then the standard amount will be paid.


Top management wanted to readjust the production standard to reflect that the new equipment made it possible for the workers to earn more without working any more complex. So, therefore these production standards that is how new types of equipment are to be used for the workers. So that they can help them without working any harder, they can do the output is there.

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Case Study: Alvis Corporation

- Kathy called a meeting of her 15 workers an hour before the end of the workday and ask them to make their recommendations.
- Kathy figured that the workers might be inhibited about participating in the discussion if she were present, so she left them alone to discuss the issues.

(Yukl & Garden, 2020)



Workers discussing to make a decision

Image Source: <https://www.thebalancecareers.com/manufacturing-dress-code-4051113>

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Then Kathy called a meeting of her 15 workers an hour before the end of the workday and asked them to make their recommendations. So, it was a tremendous trial done by her. Kathy, if you got that, the workers might be inhibited about participating in the discussion if she were present. So, she left them alone to discuss the issues. So that is a Leaderless discussion. Nowadays, this is also becoming very common and popular that decisions by the group members are done and without the Leader.

So, there is always a leaderless group discussion that the organizations prefer. So, here when she wants to take a particular decision and when we she was meeting this attempt, she what she which type of the leadership she was using that is the A1, A2, A3, A4 than in that case it is that it will be their C1, C2 type of the leadership will be there where she wants to discuss the issues with them without considering that what will be the decisions made will be done by the Leader. So, the Leader remains absent. The leader is not working there, so the group members will decide.

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Case Study: Alvis Corporation

- **Workers response to Decision 1** On the vacation issue, the group was deadlocked. Several of the workers wanted to take their vacations during the same two-week period and could not agree on who should go.

Some workers argued that they should have priority because they had more seniority, while others argued that priority should be based on productivity, as in the past.

Because it was quitting time, the group concluded that *Kathy would have to resolve the dispute herself. After all, wasn't that what she was being paid for?*

(Yukl & Garden, 2020)



The group's response to division 1 on the vacation issues was deadlocked. Moreover, several of the workers wanted to take their vacations during the same two week period and could not agree on who should go. So, this was a deadlock was there. That is the yes, like here in the Indian context; I would like to share my experience data whenever there are the on this Diwali holidays. So, everybody wants to go on leave; this question arises: we will go on leave.

So, in some organizations, it is a seniority basis. In some organizations, it is a merit basis. Nevertheless, it is always a conflicting issue is there. So, here also the conflict was not resolved it was there was a deadlock, the deadlock was dead yes all of us want to go on the same Diwali week festival for example that is for Diwali festivals we want to go to all of us want to go, but at the time two can go. Some workers are good. They should have priority because they have more seniority.

While others argued that priority should be based on productivity in the past, in that case, it is always the conflict between the merit and the sincerity is there. Because it was a quitting time, the group concluded that Kathy would have to resolve the dispute herself. After all, was not that what she was being paid for? So therefore, in that case, let the manager decide because he is paid for that solution to these types of problems.

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Case Study: Alvis Corporation

- **Workers response to Decision 2** When Kathy returned to her department just at quitting time, she was surprised to learn that the workers recommended keeping the standards the same. The worker speaking for the group explained that their base pay had not kept up with inflation, and the higher incentive pay restored their real income to its prior level.

Q1) Were the two decisions appropriate for a group decision procedure according to the Vroom–Yetton model?

Q2) What mistakes were made in using participation, and what could have been done to avoid the difficulties the manager encountered?

(Yukl & Garden, 2020)


Workers responded to Decision 2 when Kathy returned to her department just at quitting time. Moreover, she was surprised to learn that the workers recommended keeping the same standards. The worker speaking for the group explained that their base pay had not kept up with inflation and the higher incentive pay restored their actual income to its prior level. So therefore, in that case, it was there.

So that again, it was the same number for the group explained that to give it the inflation and the higher incentive pay restored their actual income to its prior level. So the question arises where the two decisions are inappropriate for a group decision procedure according to the Vroom Yetton model. How will they apply? This is for your assignment, what mistakes were made in participation, and what could have been done to avoid the manager's difficulties.

So therefore, in that case, the workers gave no solution, and it was left to Kathy only. So, it means that that particular participation process is not fruitful or complete. So, therefore what do you think is what mistakes have been made and then using these difficulties the manager then if you are the manager how you will take it decision. So, therefore you have to study all this data from sweltered Yetton model and then the decision tree and then accordingly, you have to decide with the help of the decision tree.

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Research Paper

 Management Decision
41/10 [2003] 968-978
© MCB UP Limited
[ISSN 0025-1747]
[DOI 10.1108/00251740310509490]




Educating managers for decision making and leadership

Keywords
Leadership, Decision making,
Teambuilding, Decision trees,
Management development,
Delegation

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Purpose

- This paper describes a research program, spanning three decades, on the development of Normative model of leadership style- specifically, the form and degree to which managers should involve team members in decision making.

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Now, this is the research paper, and it is the educating managers on decision making in leadership. This paper describes a research program spanning three decades to develop the normative leadership style model, specifically, the form and degree to which managers should involve team members in decision-making. So, here you will find that this particular leadership decision-making model has been used with the help of this case study. Also, you can understand what type of research is required?

Now please understand that every organization has to do its research, and they have to identify that is the how these Vroom's model Vrooms Yetton model of the decision making tree that will be applicable. Furthermore, in that case, it has to be seen that is whether these team members in decision making they are making the appropriate decisions or not.

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Design/methodology/approach

- Historical review of the participation in decision making is conducted along with describing the development journey of normative model of decision making for a leader.
- Also, With the help of three brief cases, practical application of participation in decision making is discussed accompanied by instances pointing out the successful implementations and challenges faced by managers while practicing participation from followers in decision making process.

So, a historical review of the participation in decision making is conducted along with a describing the development journey of the normative model of decision making for a leader. So, here it has to be seen, which is the developmental journey of good decision making for a leader. That depends on whatever has been the history book review in participation. So, in some organizations, even if you are encouraged to participate, you but what they say the boss is better some like in this case we are saying seen.

A boss is better for this particular style of these problems to be solved. Therefore, even when you are going for the participation decision, it is not working. Also, with the help of the three briefcases, the practical application of participation in this paper in decision-making is discussed, accompanied by the instances pointing out the successful implementations and challenges faced by the managers while practicing participation from followers in the decision-making processes.

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Findings

- With the help of Normative decision making model, leadership styles to be use in three different cases were identified.
- While looking for the applications of Normative model, authors found that the one CEO of a large organization even sent the a memorandum to senior executives to use pencil-and-paper version of the model. Whereas anther government executive makes it mandatory for the managers to use “Vroom Analysis” before taking any decision.
- It was found that in some cases the model didn't benefitted much, especially where no experiential activities were conducted after training managers in concepts of the model.

With the help of the normative decision-making model, leadership styles to be used in 3 different cases were identified. While looking for the applications of the normative model, the authors found that the one CEO of a large organization so, therefore this normative decision-making model and the leadership style that has to be taken in different cases were identified. So, you can refer to this paper and find out these cases.

Moreover, once you have a large organization, send the memorandum to the senior executive to use a pencil and pen version of the model. In contrast, another government executive makes it mandatory for the managers to use the Vroom analysis before deciding. So one freedom was given in the one case while it was then done for another. It was founded in some cases that the model did not benefit much, especially where no experiential activities were conducted after training managers in concept of the model.

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Implications

- The authors argue that didactic expositions of the model are largely ineffective in producing behaviour change unless accompanied by experiential activities which enable managers to examine their own implicit assumptions about the consequences of sharing their decision making power.
- The author implies that having models of when and when not to employ participation can be useful guide, but its real utility is likely to be realized with educational activities designed to encourage members to examine and reflect upon their own assumptions about the leadership and the ways in which their existing behaviour patterns may fall short of what is needed in today's world

Moreover, the model participation decision-making model has not been worked; the authors argue that didactic expositions of the model are largely ineffective in producing behaviour change unless accompanied by the experiential activities that enable managers to examine their implicit assumptions about the consequences of sharing their decision making power is there.

So, therefore, in that case, this step of the model is ineffective in producing the behavioural change that asks the followers to take the decision unless there are an experiential activity witness so expansionary activities like the Kathy as Yetton whether about the vacations What is your opinion? So all of you, please discuss and let me know which enables managers to examine their implicit assumptions.

So, unless and until it is not experiential activities are not done, it is tough to say that this model will work. The Author implies that having models of when and when not to employee participate can be helpful. However, its real utility is likely to be realized with educational activities designed to encourage members to examine and reflect upon their assumptions about leadership and how their existing behaviour patterns may fall short of what is needed in today's world.

So, therefore, in that case, it is becoming essential that whatever you are making, you want to apply that model. So, you have to educate your employees unless you will not be successful until

you do not have to educate. The books recommended for this particular leadership decision making is about this.

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Book Recommendation

Leadership and Decision-Making

Authors: Victor H. Vroom & Phillip W. Yetton
Publisher: ©1973 by University of Pittsburgh Press
Language: English
Paperback: 248 Pages
ISBN-10 : 0822974142
ISBN-13 : 978-0-82-297414-7




Image Source: https://www.google.co.in/books/edition/Leadership_and_Decision_Making/LX6ZBRsX3kAC?hl=en&gbpv=0

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The original model gave authors that are victor H. Vroom and the W. Yetton and which you can refer to for this group's further understanding.

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Book Recommendation (Abstract)

- Vroom and Yetton select a critical aspect of leadership style-the extent to which the leader encourages the participation of his subordinates in decision-making.
- They majorly describe a normative model which shows the specific leadership style called for in different classes of situations.
- Other chapters discuss how leaders behave in different situations. They look at differences in leadership styles, and what situations induce people to display autocratic or participative behavior

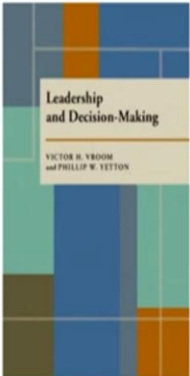


Image Source: https://www.google.co.in/books/edition/Leadership_and_Decision_Making/LX6ZBRsX3kAC?hl=en&gbpv=0

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Vroom and Yetton select a critical aspect of leadership style the extent to which Leader encourages his subordinates' participation in decision-making is there. Moreover, they describe a normative model that shows the specific leadership style is called for in different situations. So,

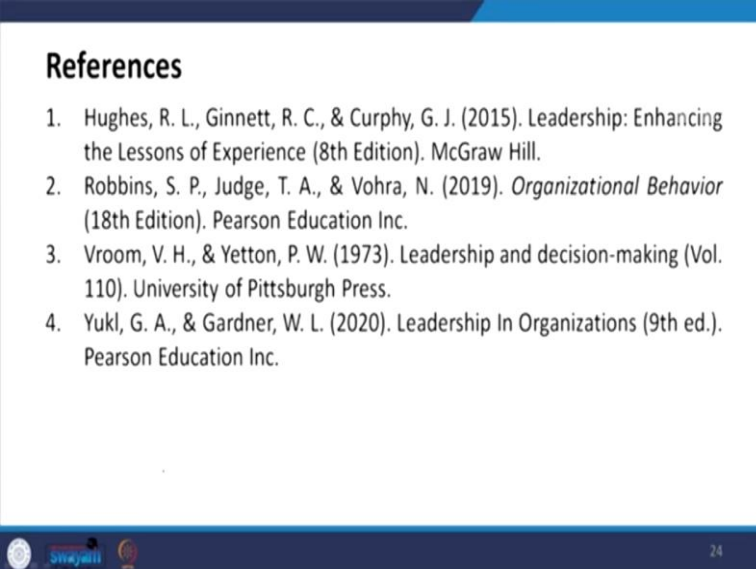
therefore it is becoming the specific leadership style is there they may have different classes are situations the normative model will be decided.

Moreover, therefore in a given situation, in this book, it has been mentioned that the leader should behave. So, let us behave in the different situations they look at the differences in leadership style and what situations induce people to display autocratic or participative behaviour. So that has been discussed in this particular book. So, what you can learn from this particular book is if you find this similar situation as mentioned in the book.

Then you can try to adopt a particular style of decision-making style. However, I would like to segue that is this book's journal papers there giving the exposure understanding, but ultimately, the decision has to taken by the manager on his own he cannot copy the decision from the books, and one should not. Because they are so often mentioned, there are critical dimensions in the culture and the followers.

So, when we talk about the culture and followers, you have to see how they are working at your workplace. Furthermore, accordingly, you have to decide whether this model will work in a given situation or not.

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References

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3. Vroom, V. H., & Yetton, P. W. (1973). *Leadership and decision-making* (Vol. 110). University of Pittsburgh Press.
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These are the specific reference for this particular topic to the normative decision-making model where you can go through these books and literature this is all about the normative decision-making model given by the Vroom and Yetton and create a decision tree and make the decisions.

Thank you.