



GROUP REPORT

Sample Group Report

CASE SUMMARY

CASE #1

Route Supervisor,
Bottle Water Distributor

CASE #6

Assistant Superintendent for Personnel,
Public School System

CASE #2

Unit Head
Manufacturing Plant

CASE #7

Manager of Packaging
Packaging Department

CASE #3

Director of Research
Design Laboratory

CASE #8

Manager of Publications,
Regional Medical Center

CASE #4

Vice-President,
Insurance Company

CASE #9

Regional Supervisor,
Parcel Delivery Company

CASE #5

Maintenance Engineer
Publishing House

CASE #10

Site Manager,
Construction Company

Levels of Inclusion

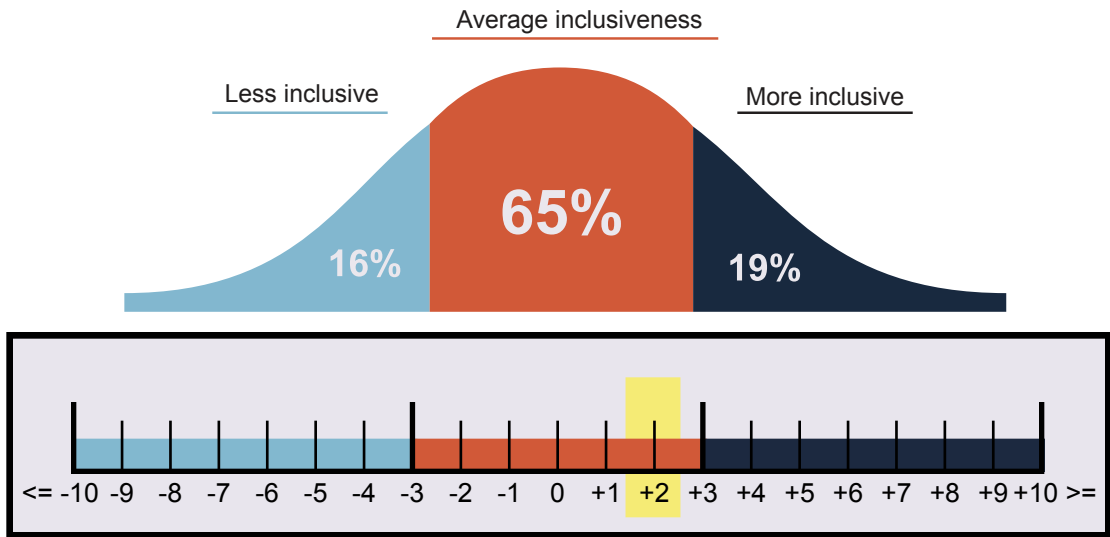
Out of 36 participants, the following levels of inclusion were selected for each case:

	Suggested	Lower	Higher
Case 1	23	8	5
Case 2	19	0	17
Case 3	5	10	21
Case 4	15	21	0
Case 5	20	8	8

	Suggested	Lower	Higher
Case 6	9	13	14
Case 7	19	0	17
Case 8	16	4	16
Case 9	14	22	0
Case 10	18	8	10

Your group average decision inclusion score is: **2**

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.



-	-	-	3%	3%	17%	19%	17%	19%	11%	8%	3%	-															
-13	-12	-11	-10	-9	-8	-7	-6	-5	-4	-3	-2	-1	0	+1	+2	+3	+4	+5	+6	+7	+8	+9	+10	+11	+12	+13	
-	-	-	-	-	-	-	1	1	-	3	3	3	2	2	5	1	5	2	2	2	2	1	2	-	1	-	-

36 test report Distribution

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 20,000 managers in the Decision Style Profile database.

Case #	Group's Style	Suggested Style	Directing	Fact Finding	Investigating	Collaborating	Teaming
1	Collaborating	Collaborating	2%	10%	24%	53%	11%
			0%	11%	11%	63%	13%
2	Directing	Directing	70%	5%	6%	10%	9%
			52%	2%	5%	19%	19%
3	Investigating	Fact Finding	15%	35%	31%	14%	5%
			27%	13%	38%	11%	8%
4	Collaborating	Teaming	1%	3%	14%	39%	43%
			0%	2%	0%	55%	41%
5	Investigating	Investigating	7%	25%	37%	16%	15%
			5%	16%	55%	13%	8%
6	Teaming	Collaborating	2%	16%	27%	38%	17%
			2%	16%	16%	25%	38%
7	Directing	Directing	45%	16%	15%	14%	10%
			52%	5%	11%	13%	16%
8	Fact Finding	Fact Finding	15%	42%	24%	13%	6%
			11%	44%	25%	16%	2%
9	Collaborating	Teaming	11%	20%	11%	27%	31%
			0%	13%	8%	38%	38%
10	Investigating	Investigating	7%	17%	32%	26%	18%
			2%	19%	50%	13%	13%

Your Results

*The group's responses to the ten decision cases are compared to the answers of 20,000 managers who have responded to the cases. The most preferred styles selected by the 20,000 managers were then confirmed by a panel of experts who applied the five decision factors to each case and reached consensual agreement. Agreement between the preference of the 20,000 managers and the panel of experts determined the suggested style.

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
8	21	8	22	8	67

Total number of people violating the Clarity criteria on one or more cases in this group is 35, which is 97.2% of the group. Average number of Problem Clarity Violations for those making a mistake is 1.91.

Information

There are eight 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
0	10	0	2	1	4	0	1	18

Total number of people violating the Information criteria on one or more cases in this group is 14, which is 38.9% of the group. Average Number of Information Violations for those making a mistake is 1.29.

Commitment

There are six 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
8	21	8	13	22	8	80

Total number of people violating the Level of Commitment criteria on one or more cases in this group is 36, which is 100% of the group. Average Number of Level of Commitment Violations for those making a mistake is 2.22.

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
5	3	3	14	1	26

Total number of people violating the Goal Agreement criteria on one or more cases in this group is 22, which is 61.1% of the group. Average Number of Goal Agreement Violations for those making a mistake is 1.18.

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
5	17	21	8	14	17	16	10	108

Total number of people violating the Time criteria on one or more cases in this group is 33, which is 91.7% of the group. Average Number of Time Violations for those making a mistake is 3.27.

NOTES