

3.2. Methods of Decision-Making

7 Basic Methods of Decision-Making.

- 1) The leader makes decisions himself.
- 2) The leader "pushes through" decisions.
- 3) The leader presents ideas and poses questions.
- 4) The leader presents solutions for discussion and change.
- 5) The leader presents problems, listens to suggestions and makes decisions.
- 6) The leader defines the boundaries of the situation and asks the group to make a decision.
- 7) The leader allows subordinates to act within the defined boundaries.

Effective social influence involves the use of a range of *methods or techniques*:

- **rational persuasion**: using logical arguments and facts in favor of proposed changes;
- **inspirational appeals**: inspiring a person by appealing to their values;
- **consultation**: involving the person in the decision-making or change planning process;
- **bidding**: creating a good mood and seeking to be liked;
- **reciprocation**: promising certain benefits in exchange for agreeing to honor a request;
- **personal solicitation**: appealing to feelings of loyalty and friendship before making a request;
- **coalition building**: persuasion by seeking the co-operation or support of others;
- **legitimization**: emphasising one's authority when making a request or persuading that it does not go against organizational routines;
- **pressure**: seeking to gain compliance through demands, threats and intimidation.

The choice of techniques depends on the organizational level at which the target of influence is located, as well as the specifics of the activity. In general, it is believed that "soft" persuasive techniques are preferable to "hard" coercive ones. For example, in the field of information technology, the role of the leader is increasingly approaching that of an experienced team coach who demands 100 per cent discipline and at the same time knows how to stimulate individual initiative and imagination. In addition, it should be kept in mind that influence has two directions: leaders influence followers, and followers in turn influence leaders to change the way they act. Therefore, many definitions of leadership also include the notion of "interaction".

People involved in such relationships are seeking constant change, and leadership involves creating conditions for change rather than maintaining the status quo. In addition, change is not dictated by the leader, but reflects the shared goals of the leader and group members.