Part II of this book is devoted to identifying the appropriate leader behaviour for motivating people in a system to accomplish a goal. This process involves diagnosing the environment—self, system, and task—and applying leader behaviour theory.

Diagnosing self, presented in Chapter 3, is necessary in identifying the leader's personal point of view on the problem/goal and on the environment. Further, diagnosing one's personal leader behaviour style is helpful in order to approximate more closely behavioural intent with others' perceptions of behaviours. Diagnosing self is a consciousness-raising experience with an intent of reducing leader bias.

Chapter 4 contained a discussion of theories that can be used to diagnose a system. Once a diagnosis is made, leader behaviour theory is applied in order to determine the leader behaviour style that has the highest probability for motivating people to accomplish a task. This leader behaviour style is the umbrella or pivot upon which problem solutions are based.

Diagnosing the task is the last segment of leader responsibilities and completes the equation that forms the basis for this part of the book:

\[
\text{Manager behaviour} = \text{diagnosis of organizational environment} - \text{self} - \text{system} - \text{task} \quad \text{motivational needs} \quad \text{educational needs}
\]

\[
\quad + \quad \text{plus applied leader behaviour theory}
\]
Diagnosing the Task

THE VROOM AND YETTON MANAGERIAL DECISION-MAKING MODEL

The conceptual framework for diagnosing the task is the Vroom and Yetton managerial decision-making model (Vroom, 1973; Vroom & Jago, 1974, 1978, 1988; Vroom & Yetton, 1973). This decision-making model is another theory destroying the myth that managers who use democratic styles are "good" and those who do not are "bad". The decision process used by the manager in a situation should depend on the nature of the unique situation. The model, therefore, provides a means to diagnose situations (tasks) in determining the most appropriate problem-solving technique for the manager to use in getting something accomplished. While diagnosing the nature of the task should be only one of three determinants of leader behaviour, the Vroom and Yetton decision-making model is a powerful one that reports validity for its purpose (Field, 1982; Vroom & Jago, 1978).

A general guide for diagnosing the task can be depicted by the following equation (La Monica & Finch, 1977):

\[
\text{Effective decisions} = \text{function of (quality + acceptance + time)}
\]

*Quality* refers to whether there are a number of possible solutions to the problem and some alternatives could result in better outcomes than others—a qualitative judgment on the best solution must be made. *Acceptance* is concerned with whether staff members must accept the problem's solution in order for the problem to be eliminated—must the staff do anything? *Time* relates to how much time is available to work on the problem. The Vroom and Yetton managerial decision-making model integrates answers to these three variables and suggests a decision-making style that has the highest probability for effectiveness. These results will be combined with other diagnoses from previous chapters in determining leader behaviour.

Table 6.1 contains five different managerial decision styles. Read each and then study the case in Box 6.1 Select the decision-making style that you would use if you were the manager in the case. Write your response in the space provided after the case.

As you have probably noted, the five managerial decision styles can be considered as a continuum. AI and AII are autocratic styles, CI and CII are consultative styles, and GII is a group decision-making style. Delegation (DI) has been discussed by Vroom and Yetton (1973) and Vroom and Jago (1988) as one in a two-person superior/follower relationship; delegation is at the opposite end of the continuum from AI. These decision