**ORDU UNIVERSITY**

**SCHOOL OF FOREIGN LANGUAGES**

**ENG100**

**READING EXAMINATION SAMPLE**

**NAME/SURNAME: CLASS:**

**NUMBER:   SCORE:**

**Decision-Making Styles**

**Section I**

People often believe that decision making is only the result of a leader’s personality. Leaders who are more sociable, for example, tend to always discuss their plans with their teams. A leader who likes to collect all the facts about a situation first, on the other hand, might typically decide alone. But decision making should always be a conscious choice, not something that is determined by the leader’s personality. Successful managers make decisions in many different ways, depending on the situation.

**Section II**

Perhaps the most traditional approach to decision making is the Directive style. A leader using this approach intelligently examines the positive and negative aspects of a situation. They often don’t like uncertainty. They make their decisions based on facts and information they already know. They don’t like to go to others for help. A key advantage of this is that they decide very quickly. Another one is that it is also clear to everybody who is responsible. This kind of decision making works best in routine situations where there is a repeated event. It is also ideal in situations where there is a clear problem to which there is a specific “right” answer and everybody understands this. However, if you start using direct decisions to make complex jobs simple, you need to change your approach. Some situations require that the leader involves others more in the process, even if this might take more time.

**Section III**

Analytic decision makers collect a lot of information before taking action. They rely on direct observation, data, and facts to support their decisions. They will also try to get information and advice from others to check their own knowledge. These leaders are patient about uncertainty and are never too stubborn. Analytic decisions are helpful in situations where there may be more than one right answer. In such cases this style of decision-making can help a manager discover the cause-and-effect relationship behind the problem first. It can be useful to talk to industry experts, for example. There are two main problems with this decision-making model. One is that the leader sometimes has to consider conflicting advice and ideas openly. The second is that this can be really time-consuming.

**Section IV**

Creative decision makers encourage collaboration and less traditional ideas. They also value their team members having a broader perspective. They want to solve a present problem but also like to think about the future when making important decisions. This leadership style is best if it is acceptable that there is no immediate solution but patterns emerge over time. For this style to be effective, leaders need to create an environment that encourages experiments. Patience is key, and leaders need to give themselves time for reflection as well. It is not recommended when a situation needs structure, a quick outcome is needed or there is too much at risk.

**Section V**

The aim of the Cooperative leadership style is to make sure that everybody works well together. The leader suggests some options to the team and the members discuss the advantages and disadvantages of each. The most important component of this decision-making style is open communication. The leader’s main task is to create groups of people who can contribute their opinions, and encourage democratic discussions. If group discussion sessions never reach an agreement, however, the leader might have to choose another approach. Similarly, if team members never come up with new ideas, this style may not be the best choice. It is also important that the leader be able to make the final decision to accomplish the team’s goals.

**Section VI**

The most successful leaders learn how to change their decision-making style to fit a particular situation. Different problems require special responses and sometimes multiple approaches to decision-making. Leaders must understand the advantages and disadvantages of the various forms of decision-making to make the best decision.

**A. Read the article about decision-making styles. Then read the statements. Write T (true) or F (false) next to the sentences below. Code OPTION A for TRUE and OPTION B for FALSE onto THE OPTIC FORM.**

**1**. Analytic decision making is best where there is one correct answer to a problem.

**2**. The best leaders adjust their decision-making strategies to their personality.

**3**. The Creative style should not be used in an emergency.

**4**. The Directive style requires a lot of time.

**5**. Leaders using the Cooperative decision-making style are responsible for the outcome.

**B. Read the article again and write the answers of the questions below ON THIS SHEET (Write only ONE WORD).**

**\*** Which kind of leader likes to solve their problems alone? \_\_\_\_\_\_\_\_\_\_

**\*** Which leadership is about motivating people to try new things? \_\_\_\_\_\_\_\_\_\_

**\*** Which type of leadership is best if you have to solve the same kind of problem again and again? \_\_\_\_\_\_\_\_\_\_

**\*** Which decision-making style is based on equal participation? \_\_\_\_\_\_\_\_\_\_

**\*** Which type of leadership includes talking to people in your profession outside of your company? \_\_\_\_\_\_\_\_\_\_