

DECISION MAKING SCENARIO

Susanne has been employed for three (3) years at Bob’s Landscaping. She applied for and accepted a supervisor’s position. Suzanne wanted to do a good job in her new position. She observed the employees at work to determine ways to improve productivity.

On Friday afternoon, Suzanne called the employees together. She told them that starting on Monday she wanted them to change the steps they followed to complete the process for restocking materials and cleaning equipment at the end of each day. She demonstrated the new steps several times and asked if everyone understood the new process.

On Monday afternoon, Suzanne was in her office doing weekly scheduling. When she walked through the yard and equipment warehouse, she realized that no one was following the new process she had demonstrated on Friday. Suzanne called the crew together for a meeting, and asked why the new process was not being used. Suzanne had received responses from a number of employees. The responses were as follows: “We’ve done it this way for year and it works fine.” “We are under paid for this boring job. Why should we worry about improving productivity?” “What makes you so special to think you have all the answers? You may have a new title, but you are no different than you were last week when you worked right next to us doing the same thing we are doing.”

How could Suzanne have handled this situation more successfully? What steps can she take to gain support and compliance from the employees?

DECISION MAKING STEPS

Step 1: Identify the possible problems outlined within the scenario

Step 2: Identify and explore at least two possible solutions

Step 3: Pick the best possible solution and implement it

Step 4: Evaluate the decision you made by reviewing potential consequences or outcomes