Solution

# Decision Making

1. Leader decides with no input

Appropriate decision making approach. The decision is small and there will be no impact to the overall project schedule end date. Making the decision in this manner allows the software developer to immediately start work to fix the bug.

1. Leader gathers input from selected individuals and then leader decides

Appropriate decision making approach. The technical team members are the ones who can assess the risk and create options. Since they are not in agreement, the leader is making the decision in order to not have a delay while trying to reach a consensus.

1. Team consensus

This not an appropriate approach for these decisions. Different technical experts will often disagree on the severity of an issue or the approach to resolve it. By requiring a consensus the panel is likely to have several contentious debates. A better approach would be to state that they will strive for consensus, but if it can’t be reached by the end of the day, the panel chairperson will make a decision.

1. Team consensus initially – but then reverted to leader gathers input from selected individuals and then leader decides

The danger of consensus is shown in this scenario. When an impasse occurs, the team cannot go forward. However, they must make a decision because the phase-gate meeting is only three days away. The project leader should have stated that they would like to get consensus, but if that isn’t reached within two hours, the project leader will decide.