Access
Decisions made in the everyday life of a company can have a very strong performance impact. In order to choose the most relevant decision-making approach to address any given situation, the team leader in charge must first clearly understand the following factors: business at stake, context, timeframe for the decision, specific experience or expertise required in the decision process, available resources, team maturity, desired level of engagement of team members, risk of unsupported decision, possible decision-making biases. Only then, he will be in a position to strike the right balance in the decision-making process between himself and his team.

Unilateral / Directive decision-making style
- Full control of the decision by the manager with usually no negotiation possible, strict top-down approach
- To use essentially in case of emergency situation with time pressure, with high business at stake, with a team of Junior members lacking experience and when managers possess the necessary expertise himself
- Risk of staff frustration or disengagement if debrief session is not set to share the knowledge on the case

Consultative decision-making style
- Inputs are requested to the team members but the manager remains the ultimate decider
- To use when the manager needs specific expertise that he does not possess himself to decide or also to use instead of a “consensus” approach when time is of an essence or when team is not fully mature enough for it
- Expectations on inputs need to be clearly set; how inputs have shaped the final decision needs to be explained

Majority vote-based / democratic decision-making style
- The team members and manager propose several options and final decision is based on a vote
- To use with a team large and mature enough to conclude on several quality proposals as the range of possible choices for the vote and to generate active participation among the team members on a specific matter
- Set clear rules (for option design, on voting rules), be cautious of influencers/followers during the voting phase

Consensus-based decision-making style
- The team members with the manager have to build all together a decision that they all agree upon and support
- To use with a mature team of experts to create further commitment and engagement
- The framework for decision needs to be clearly set and the manager (if not an external resource) must act as a neutral moderator to keep the discussions constructive and respectful of all members, banning manipulation

Develop
http://leadersyndrome.wordpress.com/2013/10/13/effective-decision-making-when-to-engage-the-team-or-not/