Case Study 4-Decision Making In Teams
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Katzenbach and Smith, D. K. (as cited in Scandura 2016) have defined a team as "a small number of people with complementary skills who are committed to a common purpose, performance goals, and approach for which they hold themselves mutually accountable" (p.225). Teams are formed for different purposes such as to complete a project, make a decision, solve specific problems or complete specified tasks [CITATION Sch12 \l 1033]. One of the most important functions of a team is to make decisions concerning projects or problems [CITATION Sch12 \l 1033]. Participative leadership is a leadership style that allows members of the team to be involved in the decision making process [CITATION Yuk12 \l 1033]. Yukl (2013) further explains that decisions made with the involvement of team members often produce better outcomes.

Decision making in teams can be achieved through a number of methods including brainstorming, consensus, nominal group technique, multivoting, and stepladder [CITATION Sca16 \l 1033]. One method that would be suitable for the team in case study 9.1 by Scandura (2016) is the brainstorming method. Brainstorming is a method in which the team members are allowed give their ideas freely without criticism from other members of the team with the emphasis being on generating creative ideas [CITATION Sch12 \l 1033]. Brainstorming is useful in situations where a team is expected to proffer a creative decision or solution [CITATION Sca16 \l 1033]. In this case study, brainstorming would offer a good way for the team to generate the creative ideas that are required for the new phone from Amazon. Following the generation of the creative ideas, the next step in brainstorming is the evaluation of the different ideas in a separate meeting [CITATION Sch12 \l 1033]. Based on this case study, the team should evaluate each idea and feature with particular emphasis on selecting ideas that

reflect the creativity required of the phone. The team should also look at the features of competing phones with the purpose of selecting ideas that can be improved on in order to create a better phone.

One factor that would be the biggest in making the decision is creativity. Based on the case study, Amazon desires to launch a new phone that is different and stands out from other phones already in existence. The team thus needs to be very creative in deciding which features to add to the phone. Another important factor is the budget. The team needs to come up with features that are within the budgetary limitations of the company.

Based on the case study, the team is supposed to act by themselves to solve issues and deal with conflicts. This is an example of a self-managed team. Self-managed teams are teams that do not have a specific named leader rather the team members take turns in performing leadership roles [CITATION Yuk12 \l 1033]. Self-managed teams usually have an external leader who is not a part of the team but only serves as a consultant and as a link between the team and management [CITATION Yuk12 \l 1033]. With respect to this case study, the supervisor would be considered the external leader. The team should call the external leader when there is a need for consultations and possibly for coaching purposes [CITATION Yuk12 \l 1033].

The management of Amazon did well by creating teams to work on the different aspects of developing the new phone. Creative teams generate creative ideas that can move a product forward so the there a great chance that the team would come up with the features that are necessary to create an outstanding phone.

References

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