

FIVE MODELS OF ORGANIZATIONAL DECISIONMAKING
(citation on page 6)

TABLE 1
**The Rational Model:
Deciding by Reasoned Problem Solving**

Decision Element	Characteristics	Implications
VALUES	<i>Known, a priori</i> * Single preference list Consistent with goal	Superordinate goal
ALTERNATIVES	Means to desired ends *	Search for possible solutions
PREMISE	Maximize	Simultaneous consideration of alternatives Central arena for deliberation Causal relations understood *
CHOICE	Select maximizing alternative *	Active, conscious choice
IMPLEMENTATION	Enact details of choice	Unified support
RESULTS	Intended consequences	Causal relations understood
FEEDBACK	Information useful for understanding causal relations, nature of the problem	Capacity to use such information—analytic skill, open mindedness, input procedures

Success in using this model within a continuing organization requires:

- Unity of and commitment to purpose or goal
- A production technology that can be understood
- Sequential rather than concurrent or reversed timing through the process

*Boxed items are the basis for testing Stanford's budget process, reported in Chapter 2.

TABLE 2
The Collegial Model:
Deciding by Consensus

Decision Element	Characteristics	Implications
VALUES	Shared responsibility	Actors share fundamental premises about organizational purpose and process Equal opportunity to contribute to decision
ALTERNATIVES	Determined by backgrounds and interests of participants and by interplay in discussion	Iterative and interactive development of alternatives; wide range of alternatives likely
PREMISE	Consensus	Participants are willing to explain, defend, receive new information and ideas, change their minds, take time to meet and discuss
CHOICE	Agree on a solution that satisfies most or all	Willing to compromise for the general welfare
IMPLEMENTATION	Delegated or enacted by each person affected	Widespread commitment to the choice is assumed
RESULTS	Organic change	In decisions involving major change, transitions are likely to be relatively smooth
FEEDBACK	Informal, ad hoc	Depends on participants' observations and priorities

Success in using this model within a continuing organization requires:
 Consensus on fundamental premises
 Time and opportunity for discussion
 Participants with open minds, mutual respect

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TABLE 3
**The Political Model:
 Deciding through Conflict Resolution**

Decision Element	Characteristics	Implications
VALUES	Multiple, nonconsensual, based on self-interest	Actors have varying interests apart from any superordinate goal
ALTERNATIVES	Expressions of actors' self-interests	Partisan—determined by stakes, attention Proposed by actors
PREMISE	Win	Survival of fittest force Coalition building Arena for negotiation
CHOICE	Ratify the proposal of the prevailing bloc	Probably unintended by any single actor Little or no causal link between objectives and results
IMPLEMENTATION	Certify and monitor details of choice	Tinkering with details
RESULTS	Negotiated consequences of choice	Changes in organizational conditions
FEEDBACK	Relative changes in actor strength and organizational conditions	

Success in using this model within a continuing organization requires:

- Diversity of interests among actors
- Representation of organization's interests in composite of actors' interests
- Power fairly evenly distributed
- Availability of arenas for negotiation and for choice ratification

TABLE 4
The Bureaucratic Model:
Deciding by Structured Interaction Patterns

Decision Element	Characteristics	Implications
VALUES	Operational efficiency	Hierarchical organization
ALTERNATIVES	Historical No search outside routine	Limited repertoire Tradition-oriented Organization-centered
PREMISE	It worked before	Predictability of results
CHOICE	Identify the output of the procedure	Procedure is more interesting than substance of an issue Focus on procedure activa- tion more than on decision
IMPLEMENTATION	Determined by sub- routines	
RESULTS	Predictable from organization's structure and rules of interaction	Organization is very slow to change
FEEDBACK	Repetition	Marginal adaptations of routines and routine- activation processes

Success in using this model within a continuing organization requires:
 Standard operating routines useful for current demands
 Marginal adaptations of routines and routine-activation procedures
 Workable system for triggering appropriate routines

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TABLE 5
Organized Anarchy: Deciding by Accident

Decision Element	Characteristics	Implications
VALUES	Diffuse, multiple Triggered by choice opportunity	Significance of attention Fluid participation
ALTERNATIVES	Floating problems and solutions	Ambiguity of intention
PREMISE	Accident	Complexity, ambiguity Causal relations unknown Unknown technology
CHOICE	Ratify coincidence	Non-purposeful
IMPLEMENTATION	Incidental	
RESULTS	Incidental	Erroneous "lessons of the past"
FEEDBACK	New problems, solutions, actors	

Success in using this model within a continuing organization requires:
 Sensible foolishness

 An NCHEMS Executive Overview

**Rational Decisionmaking
in
Higher Education**

Ellen Earle Chaffee

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