

RETAILER: Developing your retail business

MANAGEMENT

Decision making

Globalise Section 5 Topic 4

The RETAILER programme aims to provide practical resources for independent retailers in the Eastern region, backed by the support of intermediate mentors and the RETAILER website www.independent-retailer.com

The RETAILER programme is supported financially by the European Social fund (ESF). Elements of the RETAILER programme build upon the APU SESAME programme. If you are interested in joining the RETAILER programme, please complete and return the form at the back of this document.

This RETAILER topic is based on Topic 4, *Decision making*, from Section 5, *Planning*, of the SESAME Globalise materials.

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Topic 4 Decision Making

Decision making is a key aspect of planning. The way in which you make decisions will depend to a large extent on:

- your own personality and leadership style
- the number of staff you have working with you, and the extent to which you trust them and their decision-making abilities.

In general, most people tend to use one decision-making style more than any other.

Whenever you see a successful business, someone once made a courageous decision
Peter Drucker

Check Point

Use this check point to identify the decision-making style you use most often. Consider the statements below and then tick the circle alongside the response which most accurately describes your decision-making behaviour.

I tend to make the decisions in the business, and then tell the staff what I've decided.

- Yes, I do this most of the time
 Yes, when it is a very important decision.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

I tend to make the decisions in the business and then sell the decision to the staff and persuade them that my decision is right.

- Yes, I do this most of the time.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

I tend to make the decisions in the business and then give the staff the opportunity to – give their opinions even though I will not change my mind

- Yes, I do this most of the time.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

I explain what decision needs to be made, invite the staff to give their views and ideas and then, taking into account what has been said, I make the decision.

- Yes, I do this most of the time.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

I tend to explain what decision needs to be made and then, together with my staff, we make a team decision.

- Yes, I do this most of the time.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

I am so busy running the business that, most of the time, I expect people to make their own decisions, but keep me informed about what has been decided.

- Yes, I do this most of the time.
 Yes, I do this some of the time.
 No, I rarely do this.
 No, I never do this.

DECISION-MAKING CHECKLIST

- 1 In an emergency situation (e.g. The building is on fire) or when a decision is key to the future success and prosperity of the business, most small business owners/managers would sensibly make the decision and tell the staff.
- 2 If there are likely to be strong differences of opinion amongst the staff, most small business owners/managers would sensibly make the decision and then sell the decision to the staff.
- 3 Where a decision is likely to affect everyone in the business and needs the full commitment of everyone to make it work, most small business owners/managers would sensibly consult the staff and reach a team decision.

Implementing decisions

Once a decision about something has been reached it is extremely important to ensure that the decision is actually implemented. This involves:

- clarifying exactly what needs to be done, e.g. go to Moscow to meet potential joint-venture partners
- identifying who is going to be responsible for doing what, e.g. Sam will make the travel arrangements and liaise with the people in Moscow; I will go to Moscow
- allocating the tasks and agreeing a deadline, e.g. Sam will book the flight and the hotel for 29 July; I will put together an information pack, brochures etc.
- keeping an eye on the situation to ensure everything is done in the way that has been agreed.

Check Point



Use this check point whenever you have an important business decision to make. You may find it helpful to photocopy the blank chart below and use a separate chart for each decision.

Brief description of the decision that needs to be made:

Best decision-making approach to use (tick one only):

- I should tell people what decision I've made.
- I should make the decision and then sell the decision I've made.
- I should explain the decision that needs to be made, ask people to comment, but then make the decision myself, taking into account what people have said.
- I should, together with the team, make a team decision.

What needs to be done to implement the decision:

Who is going to be responsible for doing what:

Deadline for completion:

Now that you've seen some of the RETAILER materials, would you like to benefit from the RETAILER programme?

Through the RETAILER programme, Anglia Polytechnic University offers Till Side Training for independent retailers in Cambridgeshire, Suffolk, Norfolk and Essex employing less than 250 people.

The training is backed by practical materials, relevant resources, the support of experienced mentors and the RETAILER website.

Retailing is a 'people' business. Supermarkets, department stores and chains spend a significant amount of time and resources training their staff. Product knowledge, customer service, merchandising and selling are prerequisites for working in these companies, but training also:

- demonstrates commitment to their employees and their professional development (for many employees, the offer of training is the reason for deciding which company to work for)
- forms the principal rationale that supports all quality initiatives from simple Quality Control right up to Total Quality Management.

The RETAILER programme is supported financially by the European Social Fund, and is free to beneficiaries. The RETAILER programme is intended to train you, train your employees, and help you train future employees.

To find out more about the RETAILER programme please fill in your details below and send a copy of this page to:

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