**Introduction**

1) A competitor moves in across the street from ACC and the effects are felt almost immediately.
2) A new employee is not working up to standard and coworkers are demanding that something be done. 3) An appliance retailer’s customer service reports a 35% increase in delivery complaints in the last 6 months. These three problems need good leadership to make effective decisions.

**Objective**

Faced with an important issue requiring a good decision, a leader may be overwhelmed. What caused the problem? What are the possible solutions? How can one know which solution is the best? A number of tools and techniques are available to assist the leader in making the best balanced choice.

**Summary**

Since many factors influence the decision, including causes of the problem, personal values, corporate goals, and available resources, a leader must be ready to pose difficult questions and use proven tools to compare various alternative solutions. A successful outcome depends on the proper use of this information.