

BEING A LEADER

Acts purposefully and decisively to enable the achievement of goals



Making decisions

We all make decisions all the time. We often make these decisions without thinking about it – we just get on with it. However, as a manager your decisions affect others, so you need to be able to justify your decisions and how you made them. Teams work best in implementing decisions if they are experienced as fair and coherent.



ACTIVITY

Think about a POOR decision you made or a poor decision one of your managers made.

WHAT was the decision?

Analyse – WHY was it poor?

Clarity – was it clear what was expected?

Was it evidence-based, clear about why?

Was it timely?

Was it coherent, aligned with vision and wider goals?

Was it a way of avoiding something else you didn't want to do? E.g. a difficult conversation, a change in direction whilst you were understaffed, a new project where the logistics were difficult and everyone assumed you knew what to do (and you didn't). These are the most undermining 'bad' decisions.

Anything else?



LEARNING ACTIVITIES FOR MANAGERS

Acts purposefully and decisively to enable the achievement of goals and objectives

Analyse – Now look at a GOOD decision that resulted in goals achieved.

How would you analyse this decision using the same headings?

WHAT was the decision?

Clarity – was it clear what was expected?

Was it evidence-based, clear about why?

Was it timely?

Was it coherent, aligned with vision and wider goals?

Was it a way of avoiding something else you didn't want to do? E.g. a difficult conversation, a change in direction whilst you were understaffed, a new project where the logistics were difficult and everyone assumed you knew what to do (and you didn't). These are the most undermining 'bad' decisions.

Anything else?

Reflect – How could you use this frame to improve your own decision-making?

Act – Apply your learning to your next key decision. Use the Reflection sheet to evaluate the outcome.



Complete the Reflection sheet