



# **DECISION MAKING**

**24<sup>TH</sup> ANNUAL FAPAC CONFERENCE**

**Houston, Texas**

**May 11-15, 2009**

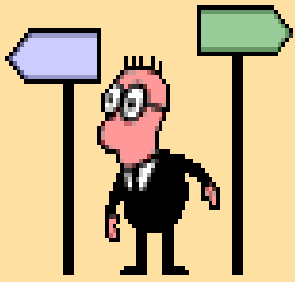
**Presenter : John M. Robinson**

**Director, Office of Civil Rights/Chief Diversity Officer**

**U.S. Department of State**

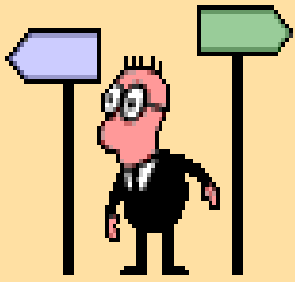
**Tel: (202) 647-9295**

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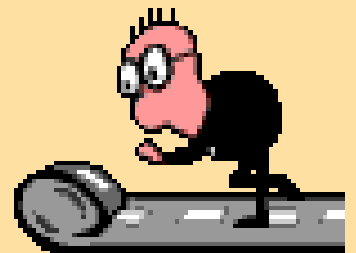


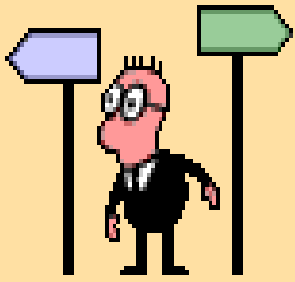
Leadership consists of many traits - bravery, vision, foresight, analytical thinking, effective communication, innovation and others. These traits come together in the decision making process, a province reserved for leaders.





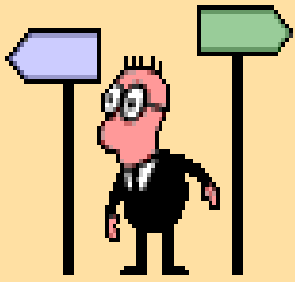
Great successes and failures are attributed to key decisions - D-Day, Watergate, the Declaration of Independence.





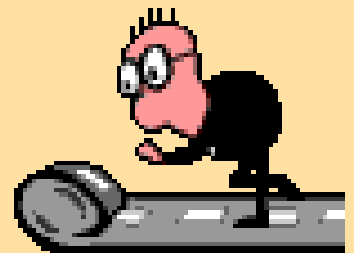
Describe a decision, work or personal, that you have to make.

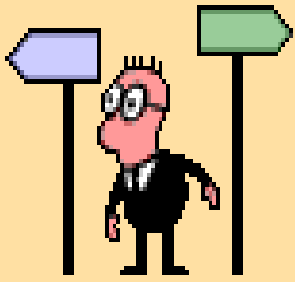




**L1** You, as the leader, decide alone.

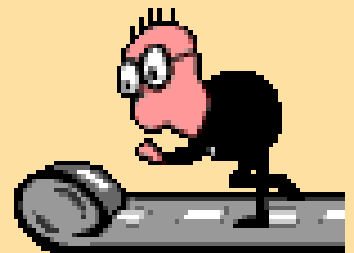
Rely on your personal knowledge or written documentation.

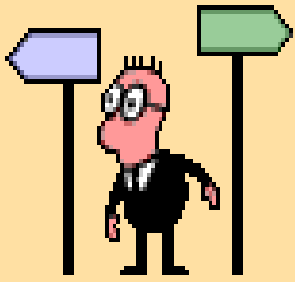




**L2** You seek information and then decide alone.

**Consult one or more subordinates.**



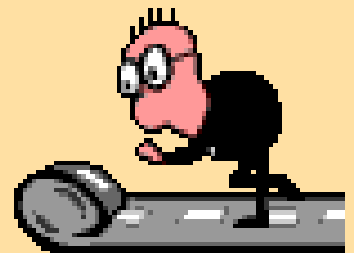


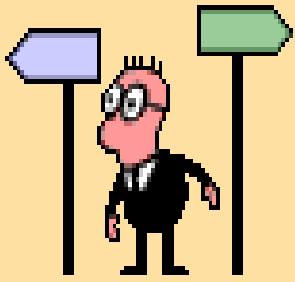
**LF1** You consult with selected individuals, then decide alone.

Ask for their ideas.

**LF2** You consult with your entire group, and then decide alone.

Solicit all opinions.

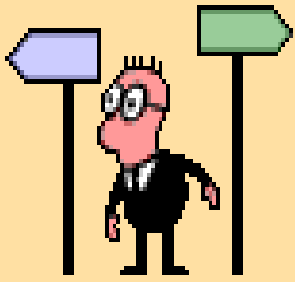




**M** You share the problem with your entire group,  
and you all mutually decide what to do.

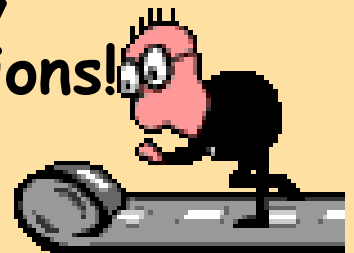
You do not use your position as leader to unduly  
influence the outcome.

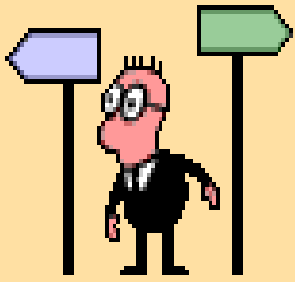




## KEY POINTS TO REMEMBER

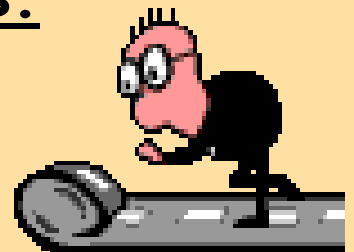
- Effective decision-making is a key ingredient to excellent leadership. Good leaders are decisive.
- There are many good reasons to make decisions efficiently. Sometimes that means wide consultation and at other times immediate personal action.
- Few are concerned with your decision-making techniques. Followers and bosses are generally only concerned that your decisions are good ones. The catch is that sound techniques greatly increase the probability of excellent decisions!

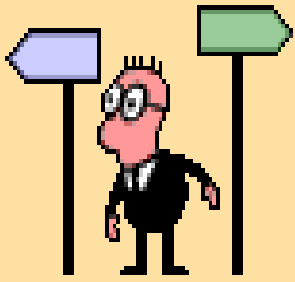




## KEY POINTS TO REMEMBER (Cont'd)

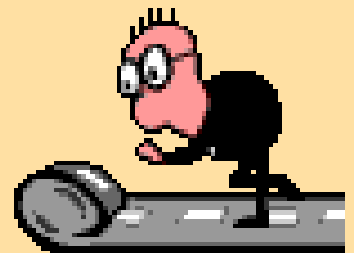
- We each have a natural or developed style for making decisions - methods and techniques with which we are comfortable and which have worked in the past.
- Optimizing our chances for effective decision-making will depend on being aware of our preferred style, assessing the problem situation and being willing to deviate from our preferred style in order to accommodate what the problem requires.





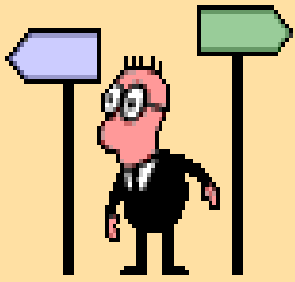
## KEY POINTS TO REMEMBER (Cont'd)

- There may be a leadership/morale price to be paid when you announce one decision method and then deviate without notice.
- Much of the anxiety experienced around decision-making appears to come from the perceived problem when in reality it comes from ambiguity or ambivalence over the decision-making method to be applied.



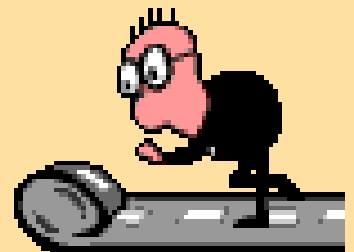
## Orders, Commands, Directives and Advisories (Communicating Decisions)

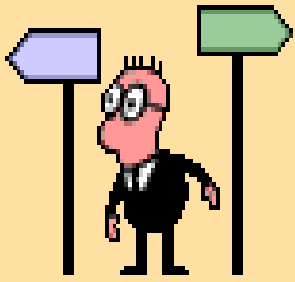
In the life cycle of an organization, it is important to manage several common themes in order to manage well. These include decision-making, time management, priority setting, communication, selection and recruitment. It is important to work on these at the group level, team level and as individuals. This piece is about communication and how we go about initiating work for each other. It comes from the military paradigm, in fact out of the Naval Officers Handbook.



# Orders

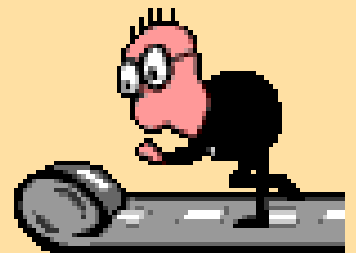
Accomplish a result, or a goal. Use regularly accepted methods. If you must deviate, have a good reason. If the order is not clear, ask for clarity when it is given. If in question, ask for it in writing or write your sense of it for review.

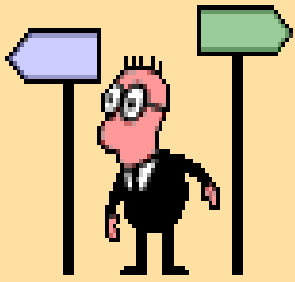




# Command

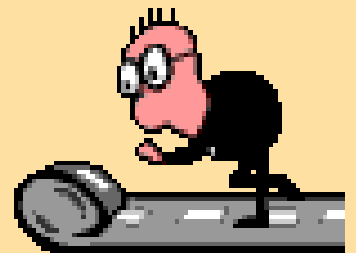
Do this emphatically. Do it now or at the time designated. Failure to follow a command will result in legal action.

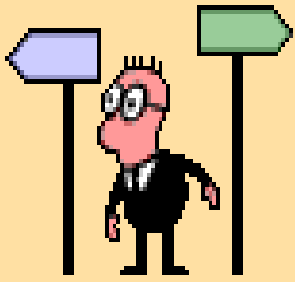




# Directive

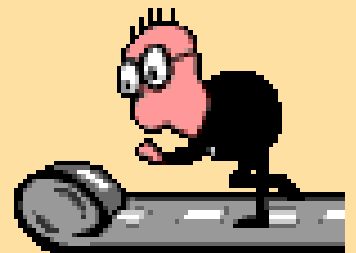
Under normal conditions, do this. Exceptions may necessitate deviation.





# Advisory

Advice is just that, advice. You may follow or not follow.





# Decision Making

Resources: Naval Officers Handbook  
Center for Creative Leadership