



MAKES SOUND DECISIONS AND PLANS TOWARDS DESIRED RESULTS

Growing Leaders Starter Toolkit

DEFINITION – Makes sound, timely decisions and plans that keep the organization moving forward toward desired results.

*Overfunctioning – two thirds of weakness is the overuse or misuse of strength. Overfunctioning occurs when one’s talent, skill, or knowledge causes problems for you or others.

[=] SKILLED	[–] UNSKILLED	[+] OVERFUNCTIONING*
<ul style="list-style-type: none"> • Establishes SMART goals that align with vision. • Begins planning with enough buffer time. • Explores multiple options that accounts for limits. • Anticipates and evaluates likely outcomes. • Makes contingency plans. • Names specific steps and behaviors that are actionable to the team. • Discerns with prayer and wise counsel. • Assigns the right tasks or action steps to the appropriate team members. • Identifies specific checkpoints and deadlines. • Establishes benchmarks for each checkpoint and makes appropriate adjustments. • Sets up accountability structures. • Keeps team “on board” throughout execution. • Creates reasonable budget and stays within it 	<ul style="list-style-type: none"> • Does not assess reality before making plans. • Gets stuck in indecision. <ul style="list-style-type: none"> ○ Paralyzed by fear and insecurity. ○ Allows default to prevail. ○ Always waits for unanimity. • Makes unrealistic plans. <ul style="list-style-type: none"> ○ Far-fetched goals. ○ Not specific. ○ Not enough resources. ○ Timeline is vague/ short. • Preemptively dismisses potential options. <ul style="list-style-type: none"> ○ “It didn’t work before.” ○ “It won’t work here.” • Prematurely dismisses wise, sound and thorough plans. • Does not engage and update stakeholders throughout execution. • Makes quick decisions or implements plans without fully assessing reality. 	<ul style="list-style-type: none"> • Makes unilateral decisions or plans without consulting team or supervisor. • Does not check in on, re-evaluate, or tweak the plan. • Makes decisions and plans quickly, without discernment and prayer.

Related Competencies: Assessing Reality, Developing Staff and Prospective Leaders, Building Teams, Collaborates with Others

EXAMPLES IN INTERVARSITY

- Organizational Planning (Campus, Annual, Department, 2030 Strategic)
- OW in the GROW coaching model
- New Student Outreach plans
- Ministry Partnership Development Sprint
- Program Management Office
- Conference and event planning
- Budgeting
- Career development planning
- Direct a summer global or urban program

SUGGESTED RESOURCES

Primary

- Barton, R. Ruth. Pursuing Gods Will Together: A Discernment Practice for Leadership Groups. Downers Grove, IL: InterVarsity Press, 2012.
- Barton, Ruth Haley. "Godly Decision Making." Christianity Today, accessed March 6, 2020. <https://www.christianitytoday.com/women-leaders/2012/july/godly-decision-making.html>
- Heath, Chip and Dan Heath. Decisive: How to Make Better Choices in Life and Work. London: Random House, 2014.
- Hyun, Jane and Audrey Lee. "Chapter 5: IRL: In Real Life," in Flex: The New Playbook for Managing Across Differences." New York, NY: Harper Business, 2014.
- Iyengar, Sheena. "The Art of Choosing." Filmed July 2010 at TEDGlobal. Video, 23:56. https://www.ted.com/talks/sheena_iyengar_on_the_art_of_choosing.

Secondary

- Chang, Ruth. "How to Make Hard Choices." Filmed May 2014 at TEDSalonNY 2014. Video, 14:30. https://www.ted.com/talks/ruth_chang_how_to_make_hard_choices.
- Lea, Bronwyn. "Never mind good vs. evil, the real battle is good vs best." Accessed March 6, 2020. <https://bronlea.com/2014/02/17/never-mind-good-vs-evil-the-real-battle-is-good-vs-best/>
- MindTools. "How to Make Decisions: Making the Best Possible Choices." Accessed March 6, 2020. https://www.mindtools.com/pages/article/newTED_00.htm.
- The Tipster. "6 Types of Group Decisions." ArtsFwd. Accessed March 6, 2020. <https://www.artsfwd.org/6-types-of-group-decisions/>

Internal Training Resources

- "Basic Decision-Making" – adapted from <https://www.decision-making-confidence.com>. https://intVarsity365.sharepoint.com/:w:/s/GrowingLeadersStarterToolkit/EVH50zxV4CpNod3nQay_S30BzeQRxRUJ7EOAfOdw6BrarQ?e=zIC16G
- Principles of Decision Making: The Way of Wisdom. <https://intVarsity365.sharepoint.com/:i:/s/GrowingLeadersStarterToolkit/EbukQkngfoJPjPM5XbvByVcBudHXdHiTSp9eZKzSYWkaKg?e=cd51kq>
- Z-Decision Making Model: <https://intVarsity365.sharepoint.com/:b:/s/GrowingLeadersStarterToolkit/Ebb6ydqJNxpDvOieA37MIFkBOWWVoQUkHr7ob6icdd1PJA?e=cplwwn>

SUGGESTIONS FOR DEVELOPMENT

- Shadow a skilled leader who leads a team through a planning process, particularly where there is lack of agreement.
- Lead a team through a planning process that includes regular coaching.
- Review plans with a more seasoned staff for feasibility.
- Debrief a failed project with a more experienced person or a trusted coach and try again with adjustments.
- Take the lead on an event or change process you have not led before.
- Before making decisions and plans, consult a more skilled leader.
- Plan out a year with goals and benchmarks.

BENEFITS FOR THE 2030 CALLING

- Decide where to plant next.
- Helps volunteers feel confident in their work with a clear plan.
- Makes appropriate and efficient use of volunteers.
- Realistic plans contribute to staff thriving.
- Sets up realistic timelines for planting and growth.
- Makes realistic plans for reaching underserved institutions.
- Makes realistic plans for recruiting diverse staff team.
- Helps staff develop regular and consistent action plans.