This toolkit can be used to help staff frame development goals and plans to strengthen their use of this competency. It is not intended to be used for reviewing performance

InterVarsity

MAKES DECISIONS AND PLANS

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*

• 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
	• Does not assess reality before making plans.
	• Gets stuck in indecision.
	  o Paralyzed by fear and insecurity.
	  o Allows default to prevail.
	  o Always waits for unanimity.
	• Makes unrealistic plans.
	  o Far-fetched goals.
	  o Not specific.
	  o Not enough resources.
	  o Timeline is vague/ short.
	• Preemptively dismisses potential options.
	  o "It didn't work before."
	  o "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.
		• 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.

EXAMPLES IN INTERVARSITY

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

SUGGESTED RESOURCES

Primary

- Heath, Chip and Dan Heath. Decisive: How to Make Better Choices in Life and Work. London: Random House, 2014.
- Iyengar, Sheena. "The Art of Choosing." Filled 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 Marcy 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://intervarsity365.sharepoint.com/:w:/s/GrowingLeadersStarterToolkit/EVH50zxV4CpNod3nQay_S30BzeQRxRUJ7EOAfOdw6BrarQ?e=zIC16G
- Principles of Decision Making: The Way of Wisdom. https://intervarsity365.sharepoint.com/:i:/s/GrowingLeadersStarterToolkit/EbukQkngfoJPjPM5XbvByVcBudHXdHiTSp9eZKzSYWkaKg?e=cd51kq
- Z-Decision Making Model: https://intervarsity365.sharepoint.com/:b:/s/GrowingLeadersStarterToolkit/Ebb6ydqJNxpDvOieA37MlFkBOWWVoQUkHr7ob6icdd1PJA?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.