Agenda

• 7 Steps to Effective Decision Making.
• Discussion of Scenarios.
• Key Takeaways.
Communication with Key Constituents

• Why is it important for AD?
  o Importance for institutional and department decision making.
  o Importance for department environment.
    ▪ Be available – listen.
    ▪ Be alert to individual reactions.
    ▪ Be well-informed about resources.
  o Consistency in understanding roles/responsibilities.
  o Knowledge and greater understanding of leadership styles of AD and other staff.
Who?

• President and/or direct report.
• Campus administrators.
  o Dean of students; residence life.
  o Human resources.
  o Admissions and financial aid.
  o Faculty.
  o Career services; academic advising.
• Internal athletics staff.
  o Senior Woman Administrator and other Administrators.
  o Facilities & Operations.
  o Sports Information.
  o Sports Medicine.
What Way?

• One-on-one (face-to-face).
• Email, text, call.
• Meeting in person.

How Often?

• Random.
• Daily or standing meetings.
• Weekly or every other week.
• Monthly.
• Quarterly.
Small Group Discussion

• How do you communicate with president and/or direct report?
• Who do you consider your key internal athletics staff?
  o Why are they included?
  o What is the size of your “key internal group?”
  o How do you communicate individually?
  o How do you communicate as a group?
  o How often?
Decision Making – 7 Step Process Overview

- Know your personality and style and surround yourself with people that compliment you.
- Don’t underestimate the need for YOUR support (colleagues, friends).
- “We” should be a role model and lead the educational environment.
- Student-athlete experience is the priority.
- Coaches need to be supported.
- Trust your administrators.
- Articulate the importance of program success.
- Articulate the decision making chain of command and the role of the athletics director.
Step One:

• Stop and THINK – “sleep on it.”
  o Take time to balance the knowledge of your environment and think through a process.
  o Do not make emotional decisions (e.g., shoot from the hip).
  o Realize the impact of decisions.
Step Two:

- Establish a positive decision making culture focused on:
  - Integrity in all decisions and actions.
  - Mission driven – athletics and institution.
  - Knowledge of, and commitment to, established goals.
Step Three:

- Generate potential solutions.
  - Be sure the right people are involved in the process.
  - Key people involved makes a difference.
  - Discuss several scenarios/options.
  - Don’t be too quick to provide the solution.
Step Four:

- Evaluate solutions.
  - Time consuming but CRITICAL step to assess the process and scenarios.
  - Assess risk and consequences of the decision.
  - Feasibility of the decision; Is it realistic to implement; Will it be better than the status quo.
Step Five:

• Deciding:
  o The most exciting and stressful part of the process.
  o Think ahead to the greatest extent. Risk. Liability.
Step Six:

• Checking the decision.
  o Some decisions are not OBJECTIVE.
  o Some make sense on intuitive or instinctive level.
  o Some are based on experience and perspective.
    
    *Key is to check for validity and if the decision is significant make sure you and others involved challenge all assumptions.*

  o Ensure that the process was sound.
Step Seven:

• Communicating and implementing.
  
  o Do you force a decision OR do you gain acceptance through explanation of how and why?
  
  o Consider best way to articulate the decision and implementation process.
  
  o Inform/alert all leaders, as appropriate.
Discussion Scenarios – Sharing from Year:

- Scenario #1 – Disgruntled Athlete
- Scenario #2 – Overly Involved Parent
- Scenario #3 – Professional Behavior of Coach
- Scenario #4 – Disappointed Alum
KEY TAKEAWAYS

• No two decisions are the same.
• Know your personality and surround yourself with people that compliment you.
• Communication is critical to effective decision making.
• Decision making is a skill AND skills can be improved.
• Do not underestimate the need for YOUR personal support.
• As you gain more experience making decisions, you will improve YOUR CONFIDENCE.
Thank you!

We are a strong network of AD colleagues!

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