Agenda

- Decision making - 7 Steps to Effective Decisions.
- Discussion of Scenarios.
- Key Takeaways.
Communication with Key Constituents

• Why is it Important for AD?
  ✓ Importance for institutional and department decision making.
  ✓ Importance for department environment.
    ➢ Be Available – Listen.
    ➢ Be Alert to individual reactions.
    ➢ Be well-informed about resources.
  ✓ Consistency in understanding roles/responsibilities.
  ✓ Knowledge and greater understanding of leadership styles of AD and staff.
Who?

- President and/or direct report.
- Campus administrators.
  - Dean of students; residence life.
  - Human resources.
  - Admissions and financial aid.
  - Faculty.
  - Career services; academic advising.
- Internal athletics staff.
  - Senior woman administrator.
  - Facilities & operations.
  - Sports information.
  - Sports medicine.
What Way?

- One-on-One (face-to-face).
- Email, text, cell.
- 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?
  - Why are they included?
  - What is the size of your “key internal group”?
  - How do you communicate individually?
  - How do you communicate as a group?
  - 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”.
  - Take time to balance the knowledge of your environment and think through a process.
  - Do not make emotional decisions (e.g., shoot from the hip).
  - 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.
  - The most exciting and stressful part of the process.
  - Think ahead to the greatest extent. Risk. Liability.
Step Six:

- Checking the decision.
  - Some decisions are not OBJECTIVE.
  - Some make sense on intuitive or instinctive level.
  - 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.*

- Ensure that the process was sound.
Step Seven:

- Communicating and implementing.
  - Do you force a decision OR do you gain acceptance through explanation of how and why?
  - Consider best way to articulate the decision and the implementation process.
  - Inform/alert all key 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!
Bridget Belgiovine
Director of Athletics/
Chair of Physical Education & Recreation
bbelgiov@Wellesley.edu