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### **HAVE TROUBLE MAKING DECISIONS? HERE'S HELP FROM THE EXPERTS**

There's nothing that drains more energy and enthusiasm from the management team of a company or non-profit organization than a decision-maker who can't make decisions. Yet every person in management, and particularly the CEO, has to make decisions, big and small or both, every day. Here is some advice from experienced decision-makers.

- **Do your homework.** You should never go into any meeting without being prepared. This is particularly important if you're going to have to make some decisions at the meeting. Gather all the relevant information ahead of time. Most situations requiring major decisions don't come up suddenly.
- **Trust your team and staff.** If you have people who gather the information for you, value what they say. If you have questions about the information, don't be afraid to ask. If you just discard the information or their recommendations – and then redo the research yourself – they will be less committed to your eventual decision and less thorough the next time. If they know you will listen to them and value their research and recommendations – even if you don't agree with their findings – they'll be invested in getting things right and giving you what you feel you need.
- **Get advice.** Most people enjoy being asked for their opinion but make sure that the people you ask are qualified. Don't ask the mail room clerk which new software apps the company should install.
- **Accept uncertainty.** You're not always going to have all the information you need or want to make the tough decisions. Accept that fact and make the call. Sometimes it may require a leap of faith or you may just have to "follow your gut". The former CEO of a major international company once said, "The worst decision I can make is not to make a decision."
- **Make the decision and move on.** Nothing is worse, for you and your team, than making a decision and then re-thinking and re-hashing it. That undermines you to yourself and to others, wastes time and energy and distracts everyone from moving on to other things that need to be done. Follow the golfer's adage: "You can't replay a golf shot."
- **Accept the fact that sometimes you will make the wrong decision.** Take responsibility and get over it. If possible, take corrective action. If that's not possible, move ahead.

Yes, these are all pretty simple. But people who follow them make the right decisions most of the time.

*Robert Denney Associates Inc. has provided strategic management and marketing counsel to law firms, companies and non-profit organizations throughout the United States and parts of Canada for over 30 years. Recent Communiques, as well as information about our services, are posted on our web site [www.robertdenney.com](http://www.robertdenney.com)*

