



ZENGER | FOLKMAN

MAKING EFFECTIVE DECISIONS

Development Guide

MAKING EFFECTIVE DECISIONS DEVELOPMENT GUIDE



Knowledge and Expertise

- Learn the business. Be sure that you understand the commercial goals of your organization. Learn about the product, how it is marketed, and how revenue is generated. Be conversant in the details of the business.
- Expand your horizons. Look outside your organization for new technologies or professional innovations that would be of value to you in your role. Identify one or two new ideas and present those ideas to your manager.
- Communicate. Discuss the details of your job function with your colleagues. Be able to describe what you do in a way that others can understand. This will help you effectively communicate your knowledge to others.
- Collect relevant data. Learn where your information resources are within the company. Develop a way to access all the relevant data available to you. If data is not available, develop a protocol for getting the data you need.



Clear Strategy and Direction

- Be current. Keep current and conversant on news and events that affect the organization and talk to others, both inside and outside the company, about important external developments.
- Teach others. Take new employees on a tour of the company and introduce them to different parts of the organization. As part of the tour, explain how the organization functions to meet its strategic goals.
- Become a student of strategy. Seek out and listen to relevant podcasts, webcasts, books, and articles that will help you understand strategic planning and thinking.
- Be the informant. Inform your organization and direct reports about things happening with customers, competitors, and suppliers around the world. Share your perspective on how the organization might respond to the external environment.



Courage

- Be a champion. Identify a new process or initiative that you can support. When you raise your hand to volunteer, you will be seen as courageous. It is easy to sit back and let others take the lead but those who raise their hand and volunteer are viewed as being more courageous.
- Be quick to act. In your daily work, be mindful to embrace change quickly. Also, take measures to make decisions without delay.
- Challenge the status quo. Identify a process or procedure you believe to be out of date or inefficient. Evaluate alternatives for improvements. Share your findings with stakeholders.
- Learn from both success and failure. Create an environment that encourages others to learn from their experiences. Work with your colleagues to evaluate successes and failures that happen within the team. Find ways to repeat the successes and decrease the failures.



Deliver Results

- Track your commitments. Record and track your personal commitments to others and ensure that you follow through.
- Stay on task. Begin each day with a review of your key projects. Make sure that important, highly visible work stays on course.
- Raise the bar. Identify one or two ambitious goals that, if accomplished, would make a positive impact on your team or functional area. Share your ideas with stakeholders.
- Keep team goals in view. Begin every staff meeting with a status review of the major projects within the group.
- Ask your direct reports to propose ways to shorten timelines or increase quality.
- Identify a direct report or team project that has lost momentum. Evaluate reasons for the downturn and take steps to get things back on track.

Develop extraordinary leaders in your organization today.

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