Decision Making

1

-Move to Illiad. What helped- consensus, having people understand the benefits. Supported throughout.

-decision made at various levels- operational and administrative. Need to have buy-in beforehand.

Develop decision making flow process? Flow charts. Project manager- where do they fit?

Project charter- not always transparent. Misapplied. Sometimes take longer than project would take.

Project management- don’t really understand, don’t understand roles of individuals, “who do I need to talk to?”

Problem is with application

Decision making amnesia- I thought we already made a decision on that.

Needed- documentation. Sharepoint

When depts. don’t have a budget- how can you make a decision- anything over a certain amount needs admin approval.

2.

Create guides by subject- people on group who could facilitate

Stakeholder was willing to listen to committee, no micromanagement outside of group, enthusiastic group, had data.

Technical decision- don’t have to run it by 5 committees, technical expertise. Trust.

Authority- people don’t feel comfortable without running it up the chain.

Do we always need representation from all divisions?

Some decisions should be made by one person.

Sometimes disconnect between decision makers and implementers.

Who are stakeholders? Should be on committee?

Decisions are sometimes overturned. Need support of administration

(need to know who stakeholders are and exactly when certain decisions are influenced by who is asking.

Ex. Request from faculty to open early. Should this be looked at in a larger context?
3.

Trusted colleague who recommended a candidate- right decision

Sometimes decisions are made without consulting stakeholders (or ignoring stakeholders) what are implications?

Empowerment- giving responsibility to make decisions, but may need reassurance and moral support.
Reason why people hem & haw- not clear who makes decisions.

“Can I make that decision?” Goes back to communication.

Goes back to goals of dept.- this needs to be done- figure out best way to get it done (operational level)

Making decisions has been modeled by supervisors, feel empowered, and comes from leader of unit/dept.

Create decision making guideline checklist

Training needed for people who are responsible for empowering people

Supervisors need to check in, walk around “how’s everything going?”

Not informed of decisions in a timely manner.

4.

More space needed- 22% more space by putting DVDs in CD size cases. Just did it! Discussed with dept.
head- then proceeded. Worked with another department (pres.) in improving drawer storage.

Move to Alma rid of patron-initiated recalls. People who know and are familiar should make decision.
Pushed down to local level.

New search in Primo- who should approve- sent from one group to another.

Formalize decision making process.

“Is there a sign committee? Who’s on it?”

Who are decision makers? When couldn’t find one- just decided.

Trust is important with decision making

Communication and evaluation

-move off of Welles (sometimes best to move before all pieces are completely in place.)

If we treat decision making as democracy won’t get anything done.
Who are stakeholders?
Consult and inform doesn’t necessarily mean veto power.

*Effective meetings
*SCRUM training

5.

2E corridor- talked with staff on Art Committee – voted- resources to make it happen.

Rare materials space – music- how collections should be stored. Delegated/empowered person impacted. This person had best ideas.

-Reopening of Deering doors- plan B. fresh look with new president, changing environment.

Empowerment throughout organization.

*Crucial conversations- take in other points of view.

Find out what people are interested in.

-training in group process.

What is consensus- working group?

Effective meetings training

Facilitation training

Team building- need to use some terminology

Clear responsibility- do I have to ask permission.

Empowerment in own job- creativity, coming up with solutions.

Sometimes Admin- Deans about decisions that have external impact.

At what level is decision making made? Give examples.

6.

Used Amazon to purchase score for student. Empowerment

Elevator signs- just did it. Proactive practical

Decision making and donors- nuanced. Knowing what decisions you can make on your own.

Operational, strategic, political
Is this decision now a policy?

How are decisions made?

Distributed- what is flow?

Consulting stakeholders or are they making decisions

Not enough deciders.

Communication- who ultimately decides- how is this comm.

How do we select decision making processes? Language tool- shouldn’t have to start at the beginning every time with decision process.

Not all decisions are the SAME

Not all have to go up the chain

Shared value system

Categorize types of decisions

Clearly delineate where decisions should be made