

THE ART OF EFFECTIVE DECISION-MAKING

Prepared by:
Adriana Ridzwan,
Aya El Kady,
Hibah Jamal and
Iffah Qudsiyah



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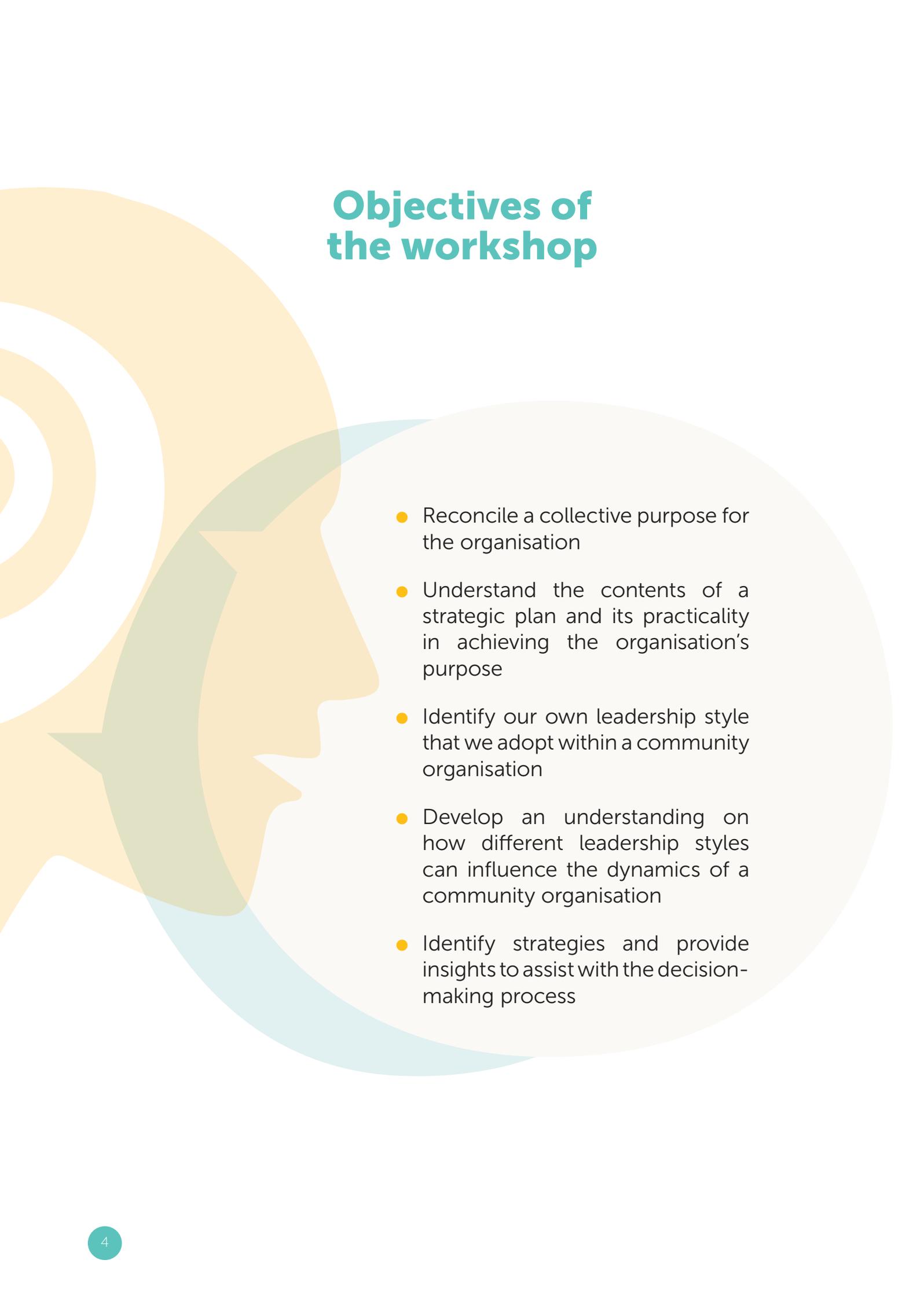
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A stylized graphic of a human head in profile, facing right. The head is composed of several overlapping shapes: a large orange shape for the top and back of the head, a green shape for the face, and a light blue shape for the neck. Inside the head, there are white concentric circles representing the brain. A large, light-colored speech bubble is positioned to the right of the head, containing a list of objectives.

Objectives of the workshop

- Reconcile a collective purpose for the organisation
- Understand the contents of a strategic plan and its practicality in achieving the organisation's purpose
- Identify our own leadership style that we adopt within a community organisation
- Develop an understanding on how different leadership styles can influence the dynamics of a community organisation
- Identify strategies and provide insights to assist with the decision-making process

What is effective decision-making?

Brainstorm up to five key issues within your organisation related to decision-making.

1.

2.

3.

4.

5.



Mission and Vision Statements

MISSION STATEMENT

Describes what the organisation plans to do in the future, it outlines HOW the organisation intends to fulfil its vision.

VISION STATEMENT

Relates to the bigger picture – WHAT the organisation wishes, dreams, and yearns to achieve in the future.

Examples of mission and vision statements

Human Appeal

Vision: To strengthen humanity's fight against poverty and social injustice.

Mission: Through the provision of immediate relief and establishment of sustainable development programmes, we aim to invest in real effective solutions.

Asylum Seeker Resource Centre

Vision: That all those seeking asylum in Australia have their human rights upheld and that those seeking asylum in our community receive the support and opportunities they need to live independently.

Mission: People seeking asylum are valued and are able to determine and advance their own futures. People seeking asylum experience the best possible physical, mental and social well-being. A thriving people centred organisation that is financially and operationally sustainable.

Al Maghrib Institute

Vision: To become the largest and most beneficial learning system in Islamic history; to equip our students with deep knowledge and practical application, and through this education, hope to raise leaders from among them who will serve their communities and humanity at large.

Mission: To empower people through the best Islamic learning experience possible in order that they live more fulfilling lives in this world, and be better prepared for the next life.

The Global Women's Project

Vision: To empower women to build better lives for themselves, their families and communities.

Mission: To provide women with access to information, skills, resources and community.

Bangarra

Vision: to facilitate cultural exchange between Aboriginal and Torres Strait Islanders, and Non-Indigenous people, and to uphold the integrity of cultural storytelling.

Mission: To create inspiring experiences that change society, through the performing arts.

Strategic Plan

A strategic plan is a planning process to help an organisation define a vision and determine practical ways to achieve it. A strategic plan will help your organisation to set short-term goals in order to reach your long-term goals.

The components of a strategic plan are outlined in more detail below:

Vision

This is the 'dream' of the organisation; a broad goal, a brief and inspiring proclamation which conveys the organisation's dreams for the future.

Example:

To strengthen humanity's fight against poverty and social injustice (Human Appeal)

Mission

This describes broadly what the group is going to do. Similar to the vision, but more action-oriented.

Example:

Through the provision of immediate relief and establishment of sustainable development programmes, we aim to invest in real effective solutions. (Human Appeal)

Objectives

Specific objectives that refer to measurable results – lays out how much of what will be accomplished by when.

Examples:

"By December 2010, to increase by 30% parent engagement (i.e., talking, playing, reading) with children under 2 years of age" (Behavioural objective)

"By 2012, to have made a 40% increase in youth graduating from high school" (Community-level outcome objective)

"By December of this year, implement the volunteer training program for all volunteers" (Process objective)

Strategic Plan

Strategies

Describes how the objectives will be reached.

Examples:

“Modify access, barriers, and opportunities (such as offering scholarships to students who would be otherwise unable to attend college)”

“Change the consequences of efforts (e.g. provide incentives for community members to volunteer)”

Action Plans

Describes in detail exactly how the strategies will be implemented to accomplish the objectives.

Example below:

Action Step	Person(s) Responsible	Date to be Completed	Resources Required	Potential Barriers or Resistance	Collaborators
<ul style="list-style-type: none"> Draft a social marketing plan 	Terry McNeil (from marketing firm)	April 2006	\$15,000 (remaining donated)	None anticipated	Members of the business action group

SWOT Analysis

Used to identify the internal Strengths and Weaknesses, and the external Opportunities and Threats of an organisation.

Example:

Strength	– Strong funding, great leadership
Weaknesses	– Lacks someone who can budget operational funds
Opportunities	– Marketing, specific events to promote mission of the organisation
Threats	– Laws, regulations, competitors

Strategic Plan For Your Organisation

Vision:

Mission:

Objectives:



Strategic Plan For Your Organisation

Strategies:

Action Plans:

SWOT Analysis:



Styles of leadership

As an organisation, it is crucial that you have a healthy, working relationship with members within your organisation, as this will facilitate effective decision making. In order to have this relationship, it is important to understand the different leadership styles.

A leadership style refers to an approach that a leader takes to provide direction, implement plans and motivate others. Studies have been conducted on the types of leadership styles, and there are various classifications of leadership styles.

We will be exploring the North, South, East and West categories of leaders for this workshop.

LEADERSHIP STRENGTHS*

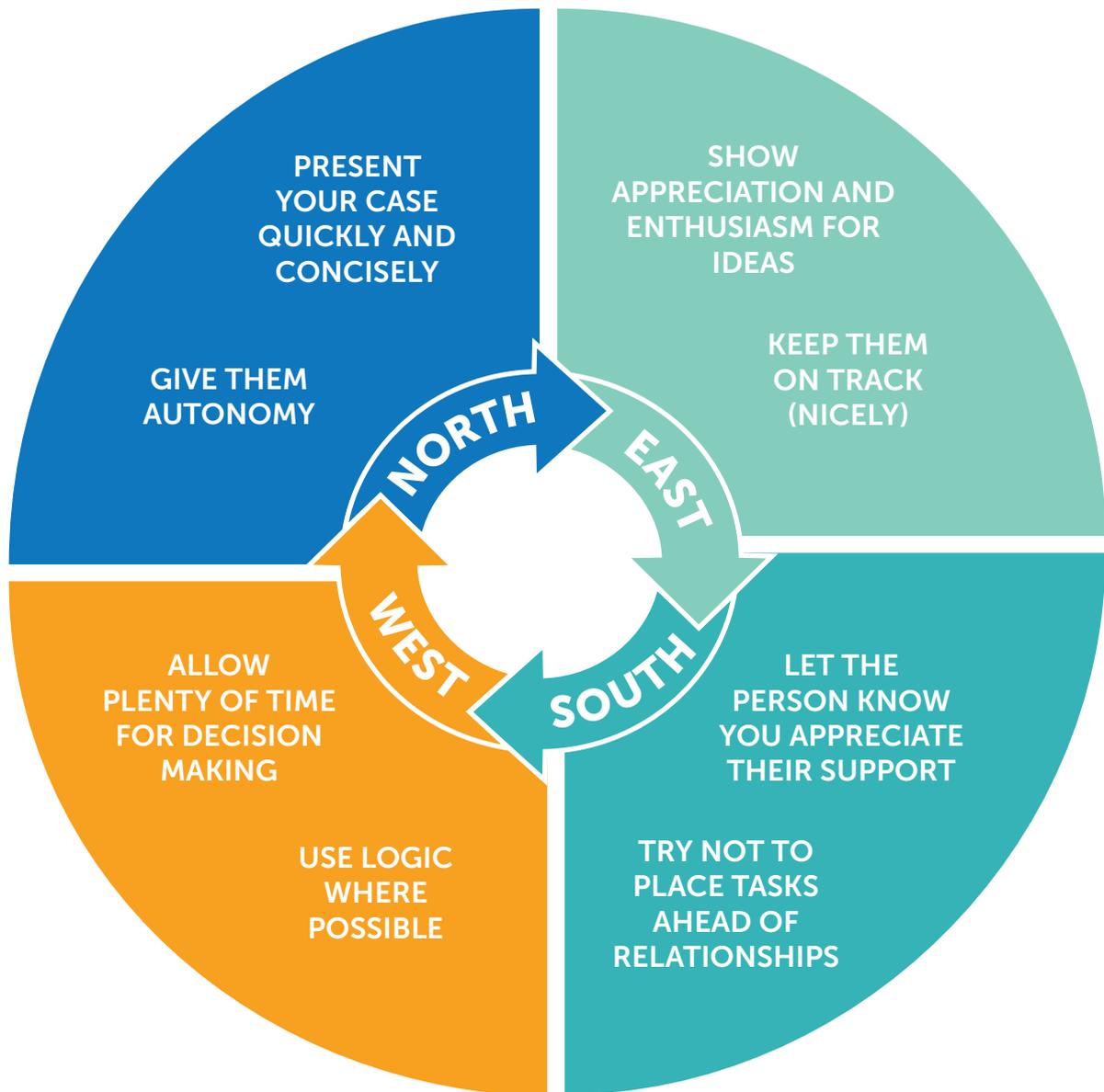
NORTH	SOUTH	EAST	WEST
<ul style="list-style-type: none"> Action Likes to be in control Quick to act 	<ul style="list-style-type: none"> Empathy Supportive, nurturing Value-driven Trusts intuition 	<ul style="list-style-type: none"> Vision Idea oriented Focuses on the big picture Enjoys problem solving 	<ul style="list-style-type: none"> Analysis Practical, thorough Critical thinker Apt at planning and logistics

LEADERSHIP WEAKNESSES*

NORTH	SOUTH	EAST	WEST
<ul style="list-style-type: none"> Stubborn Can get aggressive and defensive Can seem uncaring and dominating 	<ul style="list-style-type: none"> Has trouble of saying no May slow down progress of group with overemphasis of feelings Prone to disappointment 	<ul style="list-style-type: none"> Can lose focus on tasks May lose track of time May jump from one idea to another-little progress 	<ul style="list-style-type: none"> May get too focused on detail Can be indecisive May appear cold and withdrawn

* Adapted from: <https://toughnickel.com/business/Leadership-Compass-What-kind-of-leader-are-you>

How to work with different leaders



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Leaders within your organisation

Write down the names of the committee members of your organisation under the leadership style they are most suited to. This activity will help you visualise that your organisation consists of different leaders.

By understanding their leadership style, you are able to productively work together as a collective.





Checklist for effective decision making

- Is the decision in line with the mission and vision of your organisation?
- Can the decision be implemented as per your strategic plan?
- Are you acting in accordance with your code of conduct?
- Are you being considerate of other people's feelings when speaking/sharing ideas?
- Are you effectively communicating your opinions/ideas based on other people's leadership styles?

What is an example of a decision that will need to be made in your organisation? Does it meet the requirements above?

References:

1. <https://ctb.ku.edu/en/table-of-contents/structure/strategic-planning/vmosa/main>
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<https://www.business.qld.gov.au/running-business/employing/taking-on-staff/staff-code-conduct/writing>
2. An example of a code of conduct: AMES
<https://www.ames.net.au/-/media/files/education/code-of-conduct.pdf?la=en&hash=E033B874CDBBC208601D0B2F25E6E41B34F17A32>
3. Not-for-profit Law: Justice Connect
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This resource was produced by participants of the 2018 Aspire program which was delivered by the Sir Zelman Cowen Centre at Victoria University.

Please direct all enquiries to **cowen.centre@vu.edu.au**