DECISION MAKING
COMPETENCY
GUIDE
DECISION MAKING

Integrates logic, intuition, and sound judgement to analyze information to identify greatest opportunities, make sounds decisions and solve problems.

WHAT DOES IT LOOK LIKE?

FOR EVERYONE
Makes sound decisions and judgements based on input from others, data, and feedback. Learns from experience and applies what is learned to new situations.

FOR MANAGERS AND DIRECTORS
Is able to analyze, comprehend, and articulate the operational goals and strategic plan of the McGaw YMCA and use this plan to guide decision making. Thinks several steps ahead to anticipate likely outcomes and decide on the best course of action.

FOR VP’S AND BRANCH EXECS
Encourages lively debate and diverse opinions to generate a range of options. Makes sound decisions when faced with differing stakeholder perspectives or ambiguous information, based on the McGaw YMCA’s organizational needs and objectives.

FOR CEO/COO’
Makes and implements strategic decisions based on YMCA principles and values. Uncovers potential opportunities for the McGaw YMCA by challenging conventional thinking and assumptions. Identifies and evaluates strategic issues, opportunities, and risks and considers them when forming organizational objectives and plans.
DECISION MAKING

We have developed a few options if you want to start now. The options we have available are:

SELF STUDY
Self study is all about you. Whether you like to read or volunteer, these options can be completed without supervisor approval.

- Suggested Reading
- Service Learning/Volunteering

LEARNING AND DEVELOPMENT OPPORTUNITIES (LDO)
Using the Y-Exchange and the community, you can attend trainings or seminars to help develop your competency.

- Y of the USA training courses
- Community Learning Opportunities

LEARNING GROUPS/POWER HOURS
Join a group of like-minded staff who are looking to develop together.

COACHING
Be matched with a staff member of the Y as a mentor.

Launching January 2013
SELF STUDY

COMPETENCY LIBRARY

A library of suggested readings has been created for the use of the Y Staff. A complete list of books is available on the public server. Books may also be checked out at your local library.

SUGGESTED READING FOR DECISION MAKING

Listed below are the books we have identified as a perfect source of information for Developing Others.

Starting Out:

For New Supervisors:

For Directors and Associate Branch Executives:
• Menkes, j. 2006. Executive Intelligence: What all great leaders have. New York: Collins Business.

General:
SELF STUDY

SERVICE LEARNING/VOLUNTEERING

A few of the best ways to grow in a given competency is by both watching others who do it well and trying out new skills in a small way. As you know, we have many volunteer opportunities at McGaw. Think about ways that you could increase this competency by volunteering. If you’d like to work on a competency by volunteering be sure to complete the form on the next page and let our Events and Volunteer Manager, know before you start.

CURRENT VOLUNTEER OPTIONS FOR DECISION MAKING

- Volunteer to be on a SWAT (strategic work against time) team.
- Volunteer to organize and lead some part of the International Family Festival or Healthy Kids Day.

RECORD KEEPING

Once you have completed your volunteer experience, please fill out the Volunteering to Increase Competency Form. This form is available on the next page and copies can be printed from the public server.

Keep this as a record of your experience and as a tool to reflect/share with your supervisor.
SELF STUDY

VOLUNTEERING TO INCREASE YOUR COMPETENCY

Step 1: Fill out your name, date, competency and what will you do and bring to Volunteer Manager.

Name: __________________________________________________________________   Date: _______________________________

Competency that you are working on: _________________________________________

What will you do: __________________________________________________________

Step 2: Fill out this portion after event and bring to Volunteer Manager for signature.

Did this help you to think about the competency in a new way?  If so, how?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Were you able to practice something to do with this competency?  If so, how’d it go?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Overall, was this helpful?

____________________________________________________________________________________

What might you do differently as a result of this experience?

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

____________________________________________________________________________________

Volunteer Coordinator Signature _____________________________________________   Date ____________________
LEARNING AND DEVELOPMENT OPPORTUNITIES (LDO)

Y-USA NATIONAL TRAININGS AND Y-EXCHANGE

As a staff member of the McGaw YMCA, you are able to access the national database of YMCA information (aka Y-Exchange). The Y-Exchange website has information related to trainings, branding, and programs.

Training events need prior approval from your supervisor before you can attend. Please talk with them about any upcoming trainings you feel are good opportunities.

SIGNING UP FOR Y-EXCHANGE

If you are a full-time, salaried, staff member, you should already have access. Visit www.yexchange.org to retrieve your information.

For everyone else, you will need to be granted permission to the site. Look below for detailed instructions.

2. Click on the link below the New Account area. Link says “click here to register.”
3. Complete all information on the form.
4. Email will be sent to your Y’s Exchange Administrator.
5. Once approved, you will be able to login using the information you provided.

USING THE Y-EXCHANGE TO LOCATE TRAININGS

1. Login at www.yexchange.org using your information from above.
2. Under the “Running Your Y” tab, mouse over “Leadership Development.”
3. On this page, on the middle-left, there is a section title “CourseQuest”
   Click on any of the following to do:
   - CourseQuest Overview* – Information about CourseQuest
   - CourseQuest Descriptions* – Descriptions of various courses you can take
   - Course Availability* – Search function to view trainings in your area
   - eLearning* – Courses that can be taken online via a computer
LEARNING AND DEVELOPMENT OPPORTUNITIES (LDO)

COMMUNITY SERVICE LEARNING

Staff can use community events and seminars as a way to develop competencies. Community events are defined as: events/seminars that are within driving distance, support a specific job improvement need, and must have a person enrichment element.

APPROVAL PROCESS

Complete and submit the LDO request and goals form to your supervisor. A meeting prior to approval or denial is required with the supervisor to discuss opportunity.

RECOGNITION

We encourage all supervisors to recognize their staff for the willingness to seek these opportunities even if the request is denied. We also encourage staff to speak with their supervisor regularly to discuss development opportunities.
AFFINITY GROUPS/POWER HOURS

Participate in a group with other individuals looking to build and develop a competency. Affinity groups are self-directed with group leadership split amongst the members. Learning groups will work towards a common goal agreed upon by all members. Participation in a Learning Group will last about 6 – 8 weeks.

The Affinity Group for Decision Making has not yet been scheduled. We are currently testing this model to see if it works, if it does, there will be a decision making affinity group at some point.
COACHING

Finding a staff member who exemplifies Developing Others and using them as a mentor to help you develop your competency. This program should take about 6 – 8 weeks.

This program is not yet implemented but will be tested in early 2013. If you just can’t wait that long, and have identified a staff member who you believe has the decision making skills that you would like to develop, please feel free to approach them about some informal coaching sessions.
DECISION MAKING

VALUABLE TIPS

- Avoid the temptation to find a quick fix when problems arise. Cultivate in yourself these characteristics of strategic thinkers: curiosity, flexibility, future focus, positive outlook, openness to new ideas and broad knowledge and interests.

- Get a fresh perspective on McGaw’s (or your team’s) strategies by looking at them from the viewpoint of a member or volunteer.

- Listen carefully to new staff members. Their fresh viewpoints can serve to challenger your assumptions and work processes.

- View problems as a process rather than an event, which will free you to explore a much broader range of possibilities.

- When you find yourself reacting emotionally to an issue, hold off on making your decision until your emotional state changes.