

Executing



Making Difficult Decisions



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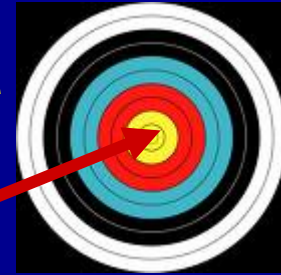
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Putting Decisions into Perspective

Vision Sets the Target

Goals are the Path



Values are the Foundation for Leadership

Good

Decisions Facilitate your Success

Values: The foundation of all Leadership

- A value is a belief, a mission, or a philosophy that is meaningful
- Personal values are the foundation for actions/decisions
- Organizations also are guided by values & often determine success
 - Sears' commitment to *trusting the customer*.
 - Apple Computer's belief in the values of *solving problems of society*
- Implementing values *energizes*

Values are Determined by Many Things...

- - Parents' values
 - Family situation
 - Experiences
 - Disposition
 - Birth order
 - Astrological sign
 - Others



Some of My Values



- Education is the way
- Anything is possible given creativity & a sense of humor
- Integrity, honesty & doing the right thing are most important
- Build, cultivate, and treasure relationships
- Make it fun & if it isn't – move on
- Focus, focus, focus
- Set goals, stay the course, see through to completion
- Family first!
- Do what you can to help others
- Remain balanced and rational
- Think strategically but be prepared to do anything and everything (no job is too small) to see the vision through
- Empower others – let wild horses run!
- Seek collaborators with complementary talents & interests
- Grow the pie
- Laugh, learn, & grow

Values Serve as the Leadership Compass

- Directs
 - Decisions
 - Attitudes
 - Directions
 - Interactions
 - Vision
 - Strategy & Tactics





Vision

- Visions serve as a guiding light
- Constantly evolve strategy based on opportunities as they arise
- Being open to variety of avenues is key to working toward the vision
- Vision is the fun part but only represents ~5-10% of time/effort

Back to Decisions...

Defining Difficult

- Emotionally hard
 - Possible confrontation?
 - Scared?
- Not clear why making decision
- Unsure if doing the right thing
- People may criticize you
- Don't know what will happen next

Making Decisions



- Collect facts
- Make the best possible decision given the information and time available
- Be decisive – don't second guess decisions but...
 - If your gut is telling you something is wrong – re-evaluate
 - Make course corrections as needed – as more information is available
- Balance the necessary issues: Legal, past experience, facts, personnel, precedence
- Check in with the key players


Never Look Back...

- Make decision
- Communicate with the appropriate people before, during and after
- Learn from your decisions
- Never dwell on past decisions
- Practice making decisions
 - Grow in your ability to make decisions
 - Build your skill and people will follow you

4 Phases of Leadership

(So Said Terri Fiez (S²TF))

Control
Meter

- 
- Phase I: The Honeymoon
 - Phase II: Steer the Ship (change and transformation)
 - Phase III: Walk Side-by-Side (build in succession)
 - Phase IV: Let Wild Horses Run

Type of Decisions and How they are approached varies as the organization progresses

The Honeymoon

- Budgets – Slash and burn
 - Evaluate assets – wood shop
 - Faculty workload - instructors
- P&T – errors in judgement
- Hiring w/tenure example
- Freshmen/senior experiences
 - Faculty buy in
 - College buy in
- Generally – Pilots are nonthreatening!!

Change and Transformation

- Performance reviews – the good and the bad
- Redefining department
 - Qualifying/prelim exam
 - Collaboration-R-us – space
- Formalizing workload
- Executing the vision

Walking Side-by-Side

- Help others make decisions and propagate the culture
- Help recruit leaders in other departments – faculty image of dept. head changed
- Mid tenure and tenure decisions
- We're a team – checking in

Let Wild Horses Run

- Relinquish all control
- Fully confident in others ability to make decisions based on common values

Leadership Traits to Practice

- Be proactive with others
- Be decisive
- Be fair
- Execute the hard decisions & find comfort in knowing you're doing it for the right reasons
- Don't let things get you down or cause you to lose sleep
- Think big
- Drive initiatives versus responding to requests
- Be creative
- Keep a positive attitude
- Deal with problems in a timely fashion (especially personnel issues)
- The end goal will guide your actions
- Listen carefully



Targeted Research Excellence

**Platforms
For Learning**

**Build
Community**

Goals

Vision

Mission

Values

Attract Best Students
Leader in Collaboration
Nationally recognized research programs
Best Prepared Grads

Top-Tier University

Statewide Campus

Compelling Learning Experiences

Lifelong Learning

Truth

Responsibility

Accountability

Diversity

Respect