



Do you Have a Top-Performing Decision Culture?

Business Owners Version

Do you have a top-performing decision culture within your organization? If we asked those within your workplace, how would they respond to the following 15 statements? Then add up the scores and check the recommendations beginning on page two. Strongly Agree = 6 points. Strongly Disagree = 1 point.

In our organization . . .

Corporate vision and direction are communicated clearly and regularly.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Everyone can clearly explain the business model.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Changes in policy or operations are thoughtfully developed and introduced with forethought.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Everyone can clearly explain what the firm's customers value in products and services.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Leadership sincerely considers suggestions from the front-line on up.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Independent decision making is not only encouraged, but compelled.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Delegation is provided with both clarity and the necessary authority.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Employee selection is handled with thoroughness and with an eye to retention.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Human resource policies are clearly communicated and enforced with an eye on reason.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Individual performance is clearly explained, measured, and enforced across levels.

Strongly Agree Agree Somewhat Agree Somewhat Disagree Disagree Strongly Disagree

Training and development are offered regularly, and their value is publicly embraced by leadership.

Strongly Agree *Agree* *Somewhat Agree* *Somewhat Disagree* *Disagree* *Strongly Disagree*

Trust is a mainstay of the daily workplace.

Strongly Agree *Agree* *Somewhat Agree* *Somewhat Disagree* *Disagree* *Strongly Disagree*

Collaboration is both fostered and encouraged at all levels.

Strongly Agree *Agree* *Somewhat Agree* *Somewhat Disagree* *Disagree* *Strongly Disagree*

Employees are provided with ample opportunities to connect socially.

Strongly Agree *Agree* *Somewhat Agree* *Somewhat Disagree* *Disagree* *Strongly Disagree*

Employees are encouraged to grow their skills and pursue new opportunities within the firm.

Strongly Agree *Agree* *Somewhat Agree* *Somewhat Disagree* *Disagree* *Strongly Disagree*

Your total score _____

Recommendations

You scored your organization between 80 and 90 – You and your organization deserve high praise. Based on your responses, you clearly have a decision-making environment that reflects independence and confidence. These two attributes are key to ensuring that the organization functions in a productive manner and without the stress experienced by so many other firms.

As a leader, you have communicated a vision that demonstrates a clear sense of mission. Employees understand the business model and how they contribute to it. They understand how the firm supports their customers or constituents. The fact that you welcome suggestions from all levels is a very good sign. That improves loyalty and retention. This, coupled with effective delegation and solid training and development has produced a positive workplace where employees look forward to coming to work. Congratulations! Keep up the good work.

You scored your organization between 70 and 79 – Based on your responses, it appears that your organization has quite a healthy decision culture. As a leader, you are communicating a vision that provides everyone with a strong sense of mission. You have established clear expectations around decision-making. Individual performance has been clearly defined. Employees are encouraged to grow their skills and pursue opportunities within the firm.

At the same time, there are areas where making some adjustments will improve organizational performance. This will also augment employee retention and the firm's reputation in the marketplace. Is it employee selection? Delegation? Human resources practices? Collaboration? What can you do, going forward, to improve the elements of your decision culture that need improvement?

You scored your organization between 60 and 69 – Based on your responses, your firm appears to making a solid effort toward creating a top-performing decision culture. So many leaders, like you, complain about the daily stress they experience from having to make so many decisions. Many of those decisions should be made by those around them. This is the key to reducing the strain on you and improving overall performance. After all, why are they in their positions if they're not going to make the decisions within their area of responsibility?

As much as you are making an effort to improve the decision culture around you, more needs to be done. A good way to begin is to review the fifteen statements on this assessment. Choose one or two that you can focus on in the coming few weeks. Is it collaboration? Delegation? Critical thinking? Trust? Maybe it's how well employees understand the firm's business model. Lots of people don't understand how the firm they work for makes money or their role in that process. Drill down on why these elements seem to be lacking. What steps can you take to improve these elements? You will be richly rewarded over time and have more balance as a leader.

You scored your organization between 50 and 59 – Based on your responses, your organization seems to making some progress toward developing a top-performing decision culture. Bravo for responding candidly to the 15 statements in the assessment. While you have work to do, you're off to a good start. Creating an environment where people make confident, independent decisions is a journey. The most important element is trust – trust between coworkers and trust between you and those in the organization. With so many people fearful of blame when making decisions these days, it can take a lot of encouragement and clarity to get them to believe that their work will be appreciated and that when things go wrong, the focus will be on the situation, not on them in particular. After all, stuff happens, no matter how well you prepare.

So, how do you improve the decision culture around you? Begin by reviewing the fifteen statements on this assessment. Select one or two that you are good places to start. Work on these during the coming few weeks. Is it improving delegation? Fostering better collaboration? How about encouraging more critical thinking? Maybe it's how well employees understand the firm's business model. All of this will enhance the environment of trust. As a result, retention and performance will improve. Consider why these elements appear to be lacking in the first place. Improving decision culture is a journey, but well worth the effort.

You scored your organization between 40 and 49 – Based on your responses, it appears that you have considerable work to do in creating a top-performing decision culture within your organization. But then you probably knew that. Bravo for rating the 15 statements on this assessment honestly. The most essential elements in this effort are building trust and providing clarity. So many people are fearful of blame when making decisions these days. They hesitate even in the simplest situation. The adds to your burden and to the burden of the managers around you. Who wants a parade of people in their office asking permission to do what they already they should do?

It requires a lot of encouragement and clarity to get those around you to believe that their work will be appreciated. They also need to accept that when things go wrong, the focus will be on the situation, not on them in particular. After all, honest mistakes are made and the unexpected happens, no matter how well you prepare. To begin, review the fifteen statements in this

assessment. Choose a couple that you can focus on in the coming month. Perhaps it is collaboration among coworkers? Maybe it's delegation? Perhaps it's how well employees understand the firm's business model. When people understand their role in the firm, they are more likely to invest energy in its success. How about trust? That's a key element in any successful organization. What steps can you take to overcome these challenges? Your reward will be more time and energy as a leader.

You scored your organization between 1 and 39 – Feeling overwhelmed as a leader? A poor decision culture is probably a big part of the reason why. The key reason why you're experiencing so much stress is that you are making too many daily decisions. This exhausts you and impairs your thinking when it comes to the critical choices. When the people around you fail to make the decisions that are a part of their jobs, you end up making them. This compounds your headaches. Bravo for being honest in your assessment as you rated your firm regarding the 15 statements above. But there is lots of work to be done. The good news? When you've built a healthy decision culture, you will be able to regain the time and balance you so richly deserve.

A healthy decision culture is essential to ensuring that you are able to lead your organization while maintaining personal balance and achieve the vision you have for moving the firm forward. People will make confident, independent decisions without involving you. They will work collaboratively. They will embrace the firm's mission. They will understand the organization's business model and how they contribute to it. Most importantly they will thrive in an environment of trust where everyone is on board with both coworkers and customers. The resources below are a good place to begin this journey.

Resources

Here are a few resources to get you on the path to creating a healthy decision culture.

Workplace Stress Predictive Index – Complete our online assessment to receive a semi-customized report on how to reduce your daily workplace stress -- <https://bit.ly/49Rka90>

YouTube channel – Check out the practical videos on how to overcoming your overwhelm -- <https://www.youtube.com/@overcomemyoverwhelm>

Overcoming Overwhelm – Read the book, with its 114 strategies for recapturing time, energy, and focus -- <https://bit.ly/overcomingoverwhelmwendover>

Figure It Out – Read Bob Wendover's award-winning book on how to improve your daily decision-making -- <https://amzn.to/4rwxwd>

Contact Bob Wendover – He is always happy to spend 20 minutes and explore how he can assist you and your organization – bobw@commonsenseenterprises.net or 1-800-227-5510.