

Competency: Deciding and Initiating Action

Activity 1

Create and maintain a list of your main achievements and draw confidence from them. Look for links between current challenges and past successes. Look for reasons for how things can be done, not reasons why they cannot. Take decisions quickly, learn to trust your instincts and explain to others why you are taking a particular course of action.

Activity 2

Reflect on three instances when you initiated a set of actions. Examine the risks associated with each situation and identify the reasons why you were prepared to commit yourself to action.

Activity 3

Take ownership of a problem that is concerning you in the organization. Inform others that you intend to resolve the problem and make a list of definitive actions to overcome it. Construct a plan to implement these actions and set a strict deadline. Keep people informed of your plan and the progress you make. Retain ownership of issues and drive them through to completion.

Activity 4

List the major areas where you have responsibility for making decisions and assess the risk level you associate with each area. Identify what actions you can take to lower the risks when making a decision, such as talking with all relevant stakeholders or carrying out a SWOT analysis. Prepare contingencies for these risks rather than delaying the decision.

Activity 5

Think back to a recent decision which you avoided or delayed. What would have been the advantages and benefits of making a timely decision? What were the consequences of not making a timely decision, for example delays, wasted resources, frustrated colleagues, customer dissatisfaction? Next time you are faced with a decision, avoid over-analyzing the situation so that action is not taken.

Activity 6

Consider instances when, because of time pressure, you were forced to make decisions on the basis of limited information or analysis. Assess the steps you took to come to a final decision. Try to tackle future problems enthusiastically and constructively to give others confidence. Ask yourself what information is crucial and what information is "nice to have". Set a clear timeframe for making decisions.

Results: