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AVANTI ACADEMY IN PRACTICE

Decide Well

Making better decisions in practice

Workbook

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How to use this workbook

Each part of Decide Well includes a short Try it activity. When the narration invites you to pause, turn to the matching sheet here and take ten minutes or so to work through it for your own role. There are no right answers. The point is to leave with something you will actually do. Keep your completed sheets: they make a useful record for supervision, appraisal or your personal development plan.

Part 1 · What Kind of Decision Is This

Sort the decisions on your desk

List five decisions waiting for you this week. For each, note whether it is routine or one-off, which kind of situation it is, and how you will decide it. Then test one of your labels with a colleague.

The five decisions waiting for me this week are:
Which are routine, and could a rule, a policy or a colleague settle them?
Which are complicated, complex or chaotic, and how can I tell?
For the most uncertain one, what small, safe step could I try first?
Who will I check my labels with, and what did they say?

To reflect on: *Which decision on your desk right now have you been treating as routine when it is new, or as new when a rule already settles it?*

Diagnose a problem that keeps coming back

Choose a problem that has returned after being fixed. State it in one line, map possible causes on a fishbone, then ask why down the most promising bone until fixing the answer would stop the problem recurring.

The problem, in one line (what, where, when, to whom):
Possible causes under each bone, including any bones left empty:
My chain of whys, each asked of the previous answer:
Would fixing this stop it recurring? Why do I think so?
Who should test this diagnosis with me, and when?

To reflect on: *What problem in your work has been fixed more than once, and what question has nobody yet asked about it?*

Weigh a live choice

Choose a live decision with two or three options. List and weight what matters before scoring, score each option, mark measured and judged scores, then shift the weights to see whether the preferred option still holds.

The decision and the options I am choosing between:
What matters, and how much (high, medium or low), dated:
Which of my scores are measured, and which are judgement?
Does the winner change if I shift the weights a little?
Is any past spending pulling at this choice? What does the next pound buy?

To reflect on: *Which decision in your work is being kept alive partly by what has already been spent on it?*

Prepare for your next pressured call

Recall a recent decision made under time pressure. Note what you knew and assumed, which speed of thinking it needed and which you used, and your state at the time. Then set up a five-line decision log and agree cover arrangements.

The decision, and what I knew and what I assumed at the time:
Did it need the fast loop or the careful route? Which did I use?
Was I deciding or defaulting? How many decisions had I already made?
My five-line log: knew, considered, chose, would change it, review:
Who decides what when I am not there? Who do I need to agree this with?

To reflect on: *When did you last wait too long on a decision that needed action, or rush one that needed more thought, and what was driving you?*

Design dissent into your next decision

Choose a group decision due in the next fortnight. Name the roles, set the level of involvement in one sentence, plan how challenge will be built in, and write one question to invite unspoken doubts.

The decision, and who recommends, agrees, carries it out and is told:
Will I decide, consult and then decide, or delegate? My one sentence:
How I will build in challenge, and when I will give my own view:
The question I will ask to invite unspoken doubts:
What I will say about what is fixed and what is genuinely open:

To reflect on: *In the last group decision you were part of, what doubt was held privately but never said in the room, and what would have made it easier to say?*

Your decision practice plan

Choose one live decision. State the problem in one line, pick the one decision habit you most need to practise on it, name who decides and who will challenge you, write what would change your mind, and book a review date.

My live decision, and the problem I think I am solving, in one line:
The one habit I will practise on it, and how:
Who recommends, agrees, carries it out and is told. Who will challenge me?
Which values, if any, are in tension in this decision?
What evidence would change my mind, and my review date:

To reflect on: *Which concern has been raised in your organisation, answered and then left, and who could act on it this week?*

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