

## STEPS TO SUCCESSFUL MAJOR DECISION MAKING

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1. Decision making is a process and consist of four principal elements. The four elements are: (1) Due diligence and investigation. (2) The assessment of results of due diligence, (3) Implementation of the action plan that results and (4) If a major decision has to be made quickly. Consider making it a temporary one until results and impact can be evaluated. Evaluation after implementation is the most important fourth step and will help avoid future mistakes. Periodically continue to evaluate results.
2. Consult with those to be affected and make them feel a part of the process even though a decision may not be one that they support there will be less opposition if they have been given the opportunity to have their input. Properly communicate the decision wherever possible before implementing so that staff will get used to the idea. People dislike surprise changes.
3. Provide proper tools and support. Decisions often require resources and training to be effective.
4. Probably the most important decisions involve the hiring process: (a) If this is a replacement of an employee who has left, consideration should be given to the exit interview with the former holder of the position as to their reactions both positive and negative to the company and the job description. Sometimes the best source in this respect is the person who formerly held the job. (b) Be sure that applicant references are carefully checked and confirmed. Previous jobs positions should also be confirmed as to their length and functions. Make sure that proper testing of basic skills and knowledge are required for the position before completing the offer. A trial period, usually 90 days or sometimes longer where employees given temporary status is often a good idea. An employee manual of company policies must be given to each employee who is hired and they must acknowledge they have read it. Have your manuals and job descriptions reviewed periodically by a HR Consultant or Attorney.

