

# Handbook for Spiritual Leadership Training

## Preparing for Change, Taking Risks & Making Decisions

### Discussion Handout For Long Distance Learning

#### Week/Session 3 - Making Decisions

**Before the Training:** Read or review, *Fundamentals of Preparing for Change, Assessing Risk & Making Decisions* with particular focus on the portions addressing decision making. Also, read the decision making portion from the section, *Scriptural Principles of Preparing for Change, Assessing Risk & Making Decisions* and then complete the Discussion Handout questions before this session. Also, finish the article by reading *Practice, Hints and Helps in Preparing for Change, Assessing Risk & Making Decisions*; the last section in the article.

#### Discussion Exercise #1 How's the Weather?

Before your coaching session fill out the Decision Making Climate Worksheet below.

What kind of a decision making climate do you minister in? Whether you are the team leader or simply a team member you do influence the climate where decisions are made.

#### Decision Making Climate Worksheet

Directions: On a scale of 1 (lowest) to 10 (highest) rate your sense of the decision making environment of your ministry. If you are a follower in a larger group as well as a leader in a smaller group choose the context and keep it consistent throughout. Context: I am a follower                      I am a leader

<b>Decision Making Climate of Our Team</b>	<b>Evaluation (1-10)</b>
<b>FUNDAMENTALS</b>	
• <b>Foundation of Trust</b>	
▪ <u>Trustworthy</u> I trust my spiritual leader to always address decision making in a Godly, upright manner.	
▪ <u>Safe Place</u> I feel this is an environment where tension and differing views are respected and sought out for perspective.	
▪ <u>Meaningful Work</u> I feel the decisions we make are at the vital core of the heart of this ministry.	
▪ <u>Trustworthy Acts</u> I can trust any key ministry leader with making a good decision affecting me even in my absence.	
• <b>Equanimity</b> There is a strong sense of unity in purpose, even when we disagree on individual issues.	
• <b>Diversity</b>	

<ul style="list-style-type: none"> <li>▪ <u>Team Player</u> There is a good mix of collaborator, contributor, challenger, communicator in our team.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <u>Conflict/Engagement</u> There is a good mix of competitor, collaborator, accommodator, compromiser and avoider.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <u>Communication</u> There is a good mix of feeler, thinker, intuitor and sensor.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <u>Spiritual Gifts</u> There is a good mix of spiritual gifting.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ <u>Experience in Group Processes</u> All of our team members have extensive experience in processing decision making and tolerating tension.</li> </ul>	
<b>ESSENTIALS</b>	
<ul style="list-style-type: none"> <li>• <u>Openness</u> I feel I can express my thoughts and ideas and my team members are interested in hearing them.</li> </ul>	
<ul style="list-style-type: none"> <li>• <u>Emotionally Healthy, Mature</u> My ministry team is not dominated by individual emotional baggage.</li> </ul>	
<b>MIRY BOGS</b>	
<ul style="list-style-type: none"> <li>• <u>Over-Spiritualization</u> We have a healthy and relevant balance of the practical and the spiritual dimensions for making decisions.</li> </ul>	
<ul style="list-style-type: none"> <li>• <u>Authoritative/Autocratic</u> I do not feel we operate in an environment that is dominated by the wishes and will of my spiritual leader.</li> </ul>	
<ul style="list-style-type: none"> <li>• <u>Hidden Agendas</u> Whatever needs to get discussed gets discussed without the feeling of ulterior motives.</li> </ul>	
<b>Total Score (Maximum score 150 points)</b>	

**Questions:**

<b>What categories above did I score 7 or ABOVE?</b>	<b>What am I/are we doing that contributes to that score?</b>

What categories above did I BELOW 7?	What am I/are we doing that contributes to that score?

## Discussion Exercise #2

**Scenario:** After several months of discussion, your ministry team has reached a point to determine if it is time to start the process to build a bible school. After having gone through a Change Meeting and a bible school with a permanent physical location is agreed, in principle, to be a necessity, the leadership team had a risk assessment meeting to consider all the risks. The leadership team is now ready to make a decision whether the need, the risks and the rewards line up for a “go” decision. In this exercise you will have to assume the change and risk meetings have already taken place. In doing this exercise, you are free to include what you think are the foreign element(s) and the risk issues as you go through a decision making process.

You will use several decision making tools to help gather your information and make decisions from it. In this scenario assume the facts point towards building now, you agree with the facts but there are a few on your team who aren’t sure this is the right time. You are free to use as much creative license as you want. The point of this exercise is to get a feel for each tool. These tools work best, obviously in a team setting, so you’ll have to overcome the limits of one-on-one coaching with some creative writing and imagination.

Select three of the tools to work through your decision making.

## Other Experiences Worksheet

Does anyone have experience in any similar situation? If so, have them describe what you know as to how the question/issue was decided and the outcome of the decision.

(Who would you talk to and what answers would you like from those who have gone before you?)


Other ministries who have successfully addressed the question/issue?

(List those you know. If you don't know, how would you go about finding out?)


Other ministries who have **not** successfully addressed the question/issue?

(List those you know. If you don't know, how would you go about finding out?)


Who should I/we talk to?


What do I/we want to know?


## Pareto's Principle of 80-20

List the vital few issues for success or failure. What items, issues, risks, opportunities have the greatest likelihood of contributing to success?

Vital Few Items, Risks, Opportunities	Positive or Negative	Reason Why It Has So Much Weight

# Vote

Voting may or may not be binding. A non-binding vote is a good way to start determining the prevailing opinions of the team. If someone has an opinion diverse from that of the rest of the group, ask him to explain so that previously undiscovered ideas or concerns can be brought to light.

The vote is BINDING \_\_\_\_ or NON BINDING \_\_\_\_\_

The issue to be voted on is: \_\_\_\_\_

Minutes of Discussion: *(Voting is a simple method of decision making but can have far-reaching consequences if there isn't unity. It is not necessary to complete this form for the coaching process since the process is straight forward. A complete set for actual use is available at <http://spirituallead.com/Training%20Modules/Change/ChangeRiskMakingDecisions%20Level%201%20Fix.pdf>)*

Team members present and voting:


Vote: Yes \_\_\_\_\_ No \_\_\_\_\_

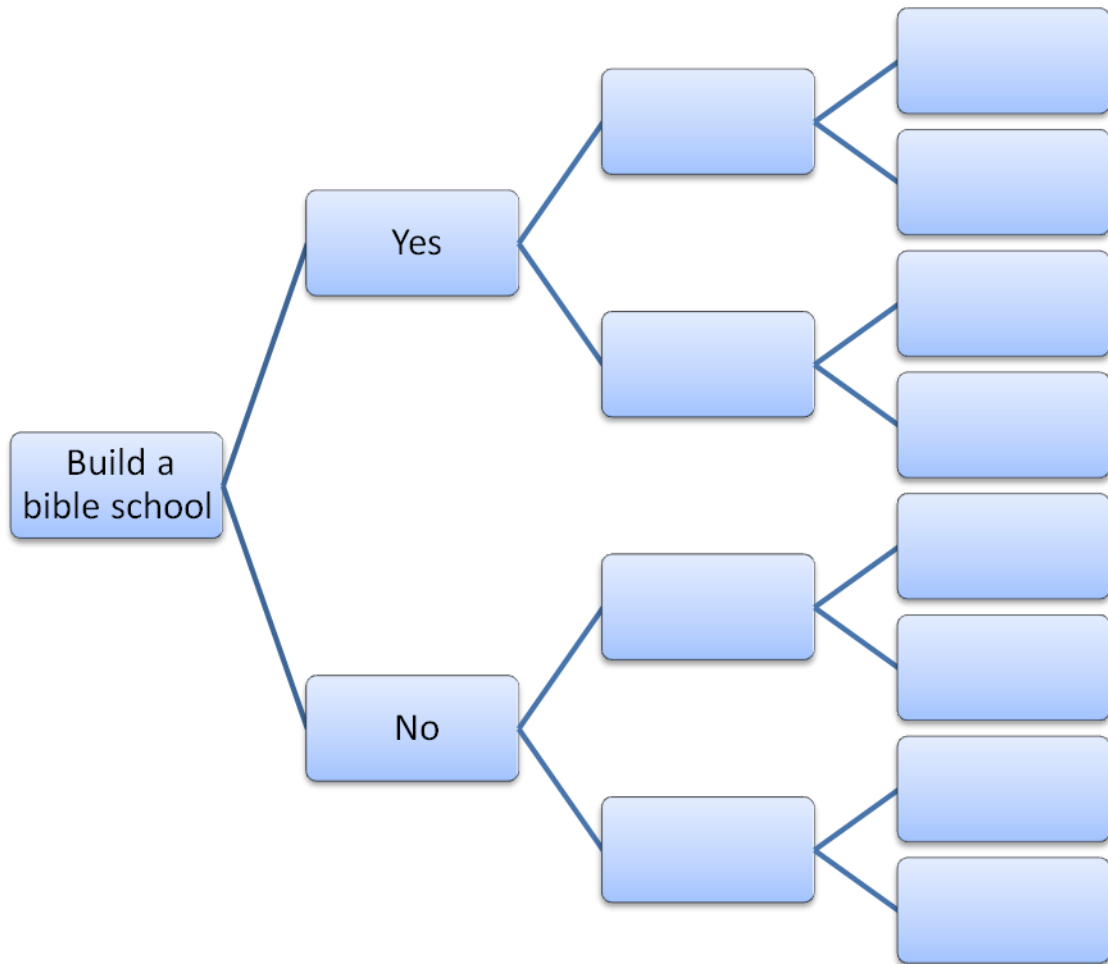
# Force Field Analysis

This process works best with multiple members of your team. This is a form of brain storming so don't take time to initially evaluate the merits of each point. Once the items are all listed discuss why each item is preventing or leading to success and value the items by placing a percentage label on each item, based on how much force is estimated that item has in the column. Items on each side should total 100%.

Issues, Facts and Forces Preventing Success	Issues, Facts and Forces Leading to Success

# Decision Tree

Some decisions are complex with a large number of variables. A decision tree can help sort them out. The best way to work a decision tree is to start with what you now know. What is the first decision you need to make? Write it down. Then put two branches off of the first decision: Yes and No. You can weight the yes's and no's as to likely outcome. If the answer you are about to make is yes, what is the result? Are there decisions that branch from the yes result? Keep working those out. Then go over to the no. What are the consequences of no? Do those require decisions? If so, what are the consequences of a yes and a no for each of those? Building a decision tree gives you the best information for a contingency plan and builds in considerable flexibility to any decision making process.





# Brainstorming

The creative form of problem solving and making decisions works best in the early stages and pulls the non-obvious ideas out of team members. Here are a few rules if you plan to use it.

## Rules for Brainstorming

- No criticism, evaluation, judgment, or defense of ideas during the brainstorming session.
- No limit on "wild" ideas, no matter how outrageous or impractical they seem. Every idea is to be expressed.
- Quantity is more desirable than quality.
- "Piggybacking"—building on ideas—is encouraged.
- Everyone must be encouraged to participate.
- Record all ideas, i.e., on a piece of flipchart paper.
- Choose "Top 5 Ideas." Combine similar ideas when appropriate.
- Individually rank ideas.
- Decide, as a group, which idea will be enacted first.
- Begin the brainstorming process again as necessary.

The leader's most important roles are preventing participants from grading ideas and assuring that the team works for creativity. Most teams are so accustomed to solving problems in a linear, task-focused format that the leader may have to work hard to keep the ideas (including wild ones) flowing.

For this exercise, though you will be brainstorming mainly with yourself for this training, imagine as if you are a number of team members with different points of view.

Question: What are some ways we can acquire land, raise funds and build a physical structure?


# “What If?” Scenarios

(Note to Learner: For this exercise determine your own justification as if this decision had to be made now and the facts seem to point to building the bible school now)

*What is compelling us to do anything at all?*


*What if we decided to do nothing? What would be the gain, what would be the loss?*


*What if we decide to postpone this decision? Why would we do that?*


*What would be the gain?*


*What would be the loss by waiting?*


*What if we decide to go forward as a result of this meeting?*


*What would be the costs, risks, gain and loss?*


*Why do we have to make this decision right now and begin implementing?*


## Discussion Exercise #3 Stopping the Runaway Train

Describe below how you can stop a runaway train whose decision making process is flawed or incomplete.

Error of Preemptive Conclusion How can you reach a timely decision yet not just take the first option going by?

---

---

---

---

Error of Confirmation Bias How can you ask questions and press for deeper thinking on a major decision with being tagged as either negative, resistant or a nit picker?

---

---

---

---

Error of Information Cascade What is the best way to make sure your team isn't just seeing the simple or easy answer because all the information seems to be pointing that way?

---

---

---

---

Error of Consensus How do you avoid falling into the consensus trap?

---

---

---

---

Error of Social Comparison How do you help the youngest or newest or least credentialed team member from discounting their own views and ideas?

---

---

---

---

Error of Spiritual Presumption How do you find the balance between seeking the mind of God and seeing God in the mind of you and other team members?

---

---

---

---

Error of Talkativeness How do you keep decision making meetings from dragging on until the wee small hours of the morning?

---

---

---

---

Error of Abdication If your team leader seems to be playing it safe when it comes to a tough decision, how do you encourage him/her to follow through on their role as a leader?

---

---

---

---

**Discussion Exercise #4 Going to the Source**

Describe a time when you fasted and prayed and God gave you a clear direction or answer to your question.

---

---

---

---

---

---