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EFFECTIVE CLUB COMMITTEES FACTSHEET

DECISION-MAKING

This factsheet explores how encouraging collaboration will lead to better decision making in your Club. Collaboration improves the way your team works together. This can lead to more innovative solutions, improved communication, and a much more efficient decision-making process.

The components required for a team or group to collaborate effectively are:



Shared values

Core beliefs that guide your behaviours and culture as a team



Psychological safety

The ability to share thoughts and feelings in a safe and trusted space



Leading by example

A role model to guide others through positive behaviours



Ground rules/process

Mutually agreed behaviours of conduct and participation



Communication

Positive discussion that inspires creativity and builds relationships



Flexibility

The ability to be open to new ideas, creativity, and innovation to achieve the best outcome



Diversity

A range of different expertise, talents and skills that will help you consider things from different perspectives



Connection

Teams who are connected inspire a more open and engaging workplace, creating a real sense of community



- ✓ If you reflect on your committee at the moment, which of these components do you demonstrate well?
- ✓ Where are there perhaps some gaps?
- ✓ What might you need to do to address these gaps?



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We have listed a few examples of small, medium, and big decisions:

Examples	What are the small, medium, and large decisions in your club?	+/- Tolerance
Small <ul style="list-style-type: none"> • Kit! Who is selling it, which suppliers you use • Buying equipment for the track • What you post on social media • Allocating funding for someone to become qualified as a coach • Logistics. Who is opening the gate, arranging to meet at the park • Day to day running of the club 		<ul style="list-style-type: none"> • How much can you spend on equipment? • What is your club policy about publishing content on social media? • How much is your funding sign-off limit? • What is the minimum number of staff or volunteers you would need to proceed with an event
Medium <ul style="list-style-type: none"> • Arranging club trips and awards, • Managing budgets for races, coach development and equipment • Volunteer recruitment • Awards evening; sourcing the venue and managing the budget • Co-ordinating and hosting an event 		<ul style="list-style-type: none"> • How do you assess trip/venue suitability? • How much is your sign-off limit to allocate to development or equipment? • What if your supplier requires a minimum spend or cannot provide what you need? • How can you ensure your recruitment process yields the right volunteers? • How much is your budget spend for an awards evening and what is the minimum number of nominations you would need? • What contingency arrangements do you have if key staff are unable to attend?
Large <ul style="list-style-type: none"> • Facilities Management • Developing and agreeing the club vision • Future planning; club direction and development • Deciding to apply for funding (e.g., clubhouse) • Safeguarding 		<ul style="list-style-type: none"> • What is your remit if a supplier is not adhering to contractual obligations? • How much flexibility do you have to negotiate more competitive deals such as utilities or food provision? • What process do you follow to ensure the vision is agreed? • What is your funding application threshold? At what point might you need sign-off? • At what point would you need to escalate a safeguarding concern or issue?



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Facilitation techniques to support the decision-making process

1. ORID model:

This model uses a simple structure to focus discussion on a current challenge, situation, or concern; thinking about different ideas, feelings, insights, and observations to help consider what the best course of action might be.

Objective: Focus on the facts about the topic - What's the reality? What is currently happening? What has been observed or heard? What tangible examples can be provided to put things into context?

Reflective: Focus on the relationship to the facts - How do you feel about it? How did you react when you were first told? What are you concerned about? What is your biggest worry?

Interpretive: Focus on the significance - What does this mean for the club/organisation? What are the implications? What difference will that make to you? Why is this happening?

Decisional: Focus on the resolution - What needs to happen now? What actions can we agree on? What benefits will you expect to see? What resources will you need? How should we allocate areas of responsibility? When do we need to achieve this by? What challenges might occur?

2. 1, 2, 4 All activity (Liberating Structures)

This activity allows you to give everyone time for reflection and airtime to support the decision-making process. You can use it to summarise and generate themes about the decision in a quick and efficient way.

- Structure the invitation: Ask a question about a present issue, challenge or decision that needs to be made – What else do we need to make a final decision? How far away are we from making a decision?
- The ideal environment is an open space that allows for movement. You can also use this technique virtually if you are comfortable creating break out rooms in Zoom or Teams. If you are running this activity face-to-face chairs are optional, however provide paper for participants to record observations.
- Participants start on their own, then move to pairs, then into a four before bringing everyone back to summarise the findings and themes from the conversations.
- 1 or 2 minutes for self-reflection, 4 x minutes in pairs and finally, 6-8 x minutes as a group of 4. Following the fours conversations invite feedback.

3. Conversation Cafe



Conversation Cafe

- Agree or pose a prompt for the group
- **1st round** - Each person has one minute to share response to prompt, then pass on to the next speaker
- **2nd round** - Each person has another minute to share thoughts and feelings after listening to everybody
- **3rd round** - Five minutes of open conversation
- **4th round** - One minute to share takeaways



Cafe agreement

- I will suspend judgement
- Respect each other
- Seek to understand rather than persuade
- Invite and honour opinions
- Speak from the heart
- Go for honesty and depth



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4. Round robin

- Pose or agree a question that needs to be answered
- Ask for a volunteer to answer the question from their perspective
- Encourage responses to be succinct
- There should be no interruptions or talking over each other
- Ask team members to be aware of how 'leading' their body language might be
- Everybody has a turn to answer the question from their perspective
- The conversation can then be opened up for further discussion and debate
- If there are team members that speak first and most frequently, consider using the first letter of team member's names to order the feedback e.g. anybody whose name begins with a 'A' goes or do it in the reverse!
- An alternative to this approach is to ask for a volunteer to go first and then after each person has spoken, they choose who goes next.

Open ended questions

It can also be really helpful to be considered about the open-ended questions you are using to support the decision-making process. You can use these questions in a one-to-one setting, a meeting, or any other context at your club where you need to encourage decision-making. Here are some of our favourites where you need to summarise, probe or challenge as part of the decision-making process:

Summarising questions	Probing Questions	Challenging questions
What is a priority?	Why do you think that?	How could we put that differently?
What needs to happen and by when?	How do we know that?	How could we reframe that?
Where have we got to?	What are your reasons (for/against)?	What evidence have you got for that?
What follows on from what you were saying?	What do you mean by...?	What might someone who disagrees with you say?
How much closer are we to answering the question?	How will that help?	What if there was no 'right' or 'wrong' answer?
What do you think would happen if.....?	How could we prove or disprove that?	
What are our next steps?		



Decisions, Decisions, Decisions!

- ✓ Think about what kind of decisions you will have to make within your club.
- ✓ The size of the decision might help you to consider what approach you need to take.
- ✓ Which approach do you think would help your committee reach key decision?