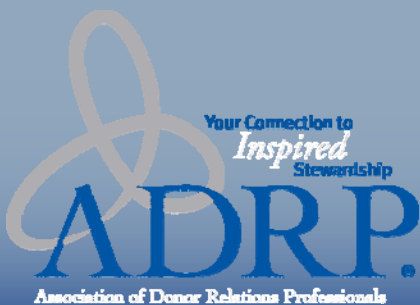


Providing a Framework for Decision Making: An Insider's View on Executive Solutions

Kelly Brennan, EdD
Associate Director of
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*Memorial Sloan Kettering
Cancer Center*



Frame of Reference

- Arts, K-6, Higher Ed., Health Care
 - Large/Small, Established/New
- Served on several boards
 - W/ Board of Trustees
- Educational background
- Adjunct Instructor

- Decision Making
Survey
Questions

Executive Decision Making

*Those decisions impacting
the entire organization.*

Decision Making Executive Considerations

- Various Stakeholders
 - Implications for those outside the organizations
- Resources
- Legal/Political/Legislative
- Ethical

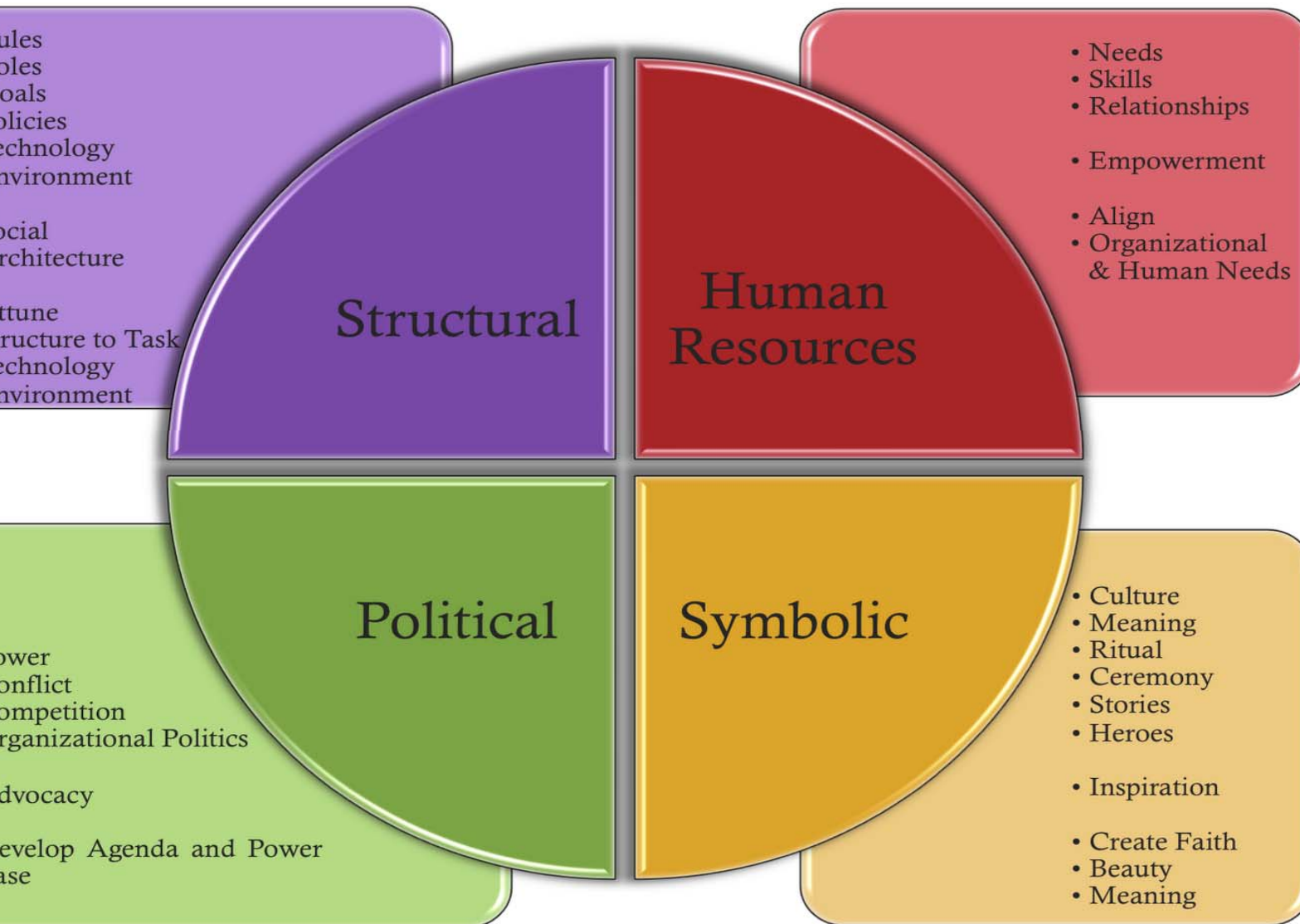
Case Studies

- FDNY-September-11, 2001
- Virginia Tech-April 16, 2007
- CNR-July 2011

Decision Making and Philanthropy

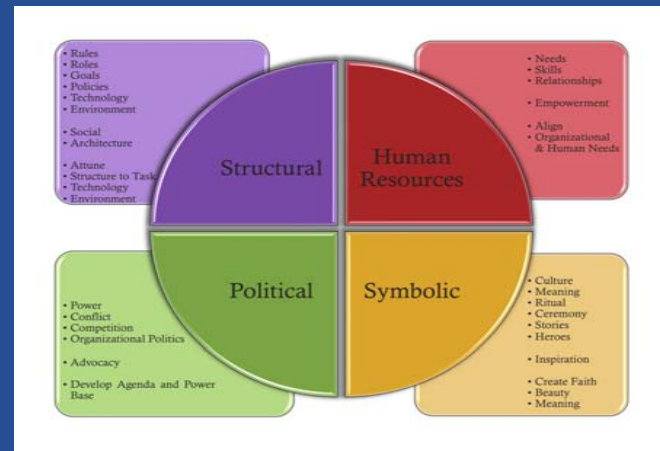
- Donors
- Potential Donors
- Funders
- Partners
- Clients, Guests, Members and Patients

Bolman and Deal Four Frames of Leadership



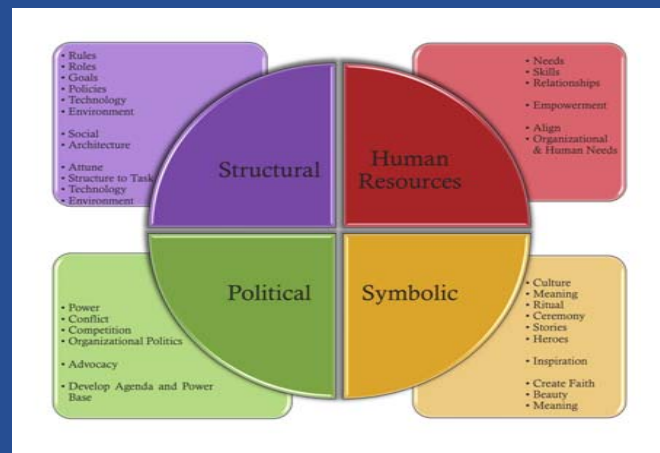
Structural

- Rules
- Roles
- Goals
- Policies
- Technology
- Environment



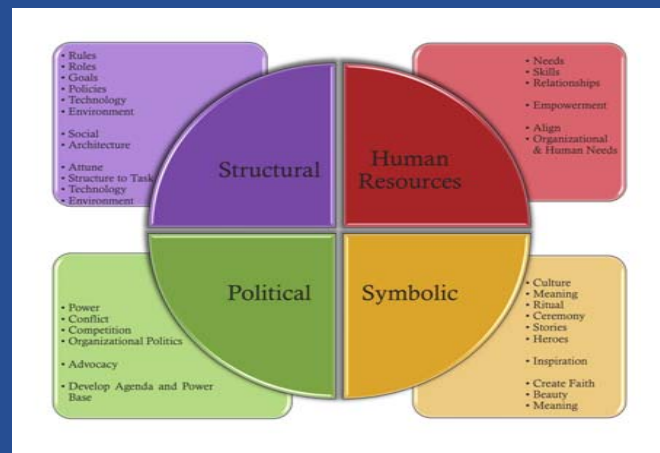
Human Resource

- Relationships/People
- Skills
- Needs
- Empowerment
- Organizational Needs
 - Budget



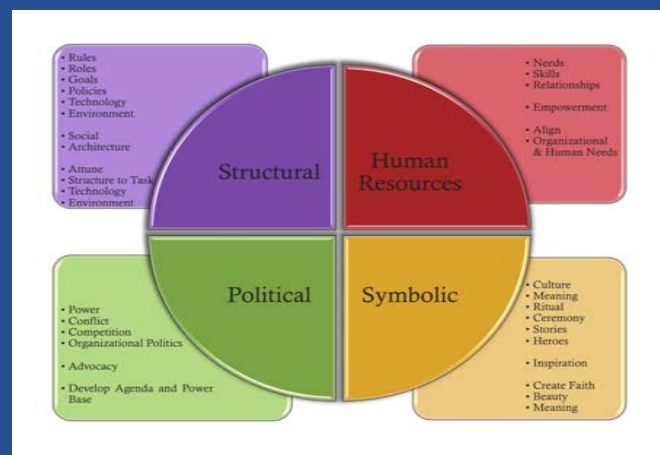
Political

- Power (Internal/External)
- Conflict
- Competition
- Advocacy



Symbolic

- Traditions/Rituals
- Culture
- Meaning
- Stories/Heroes
- Inspiration
- Meaning/Mission



Additional Resources

- Dittmer, R. E., & McFarland, S. (2008). *151 Quick ideas for delegating and decision making*. Franklin Lakes, NJ: Career Press.
- Ferrell, O. C., Fraedrich, J., & Ferrell, L. (2006). *Business ethics: Ethical decision making and cases (7th ed.)*. Boston, MA: Houghton Mifflin.
- Freeley, A. J., & Steinberg, D. L. (2013). *Argumentation and debate: Critical thinking for reasoned decision making*. Boston, MA: Cengage Learning.
- Harvard Business Review. (2013). The management tip: Tips on decision making. *Harvard Business Review*.
- Harvard Business Essentials. (2006). *Decision making: 5 Steps to better results*. Boston, MA: Harvard Business School Press.
- Kourdi, J. (2007). *Think on your feet: 10 Steps to better decision making and problem solving at work*. London, England: Cyan Communications
- Shaughnessy, H. (2013, December 9). 15 Ways to make much better decisions. *Forbes*.

Questions

THANK YOU!

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