

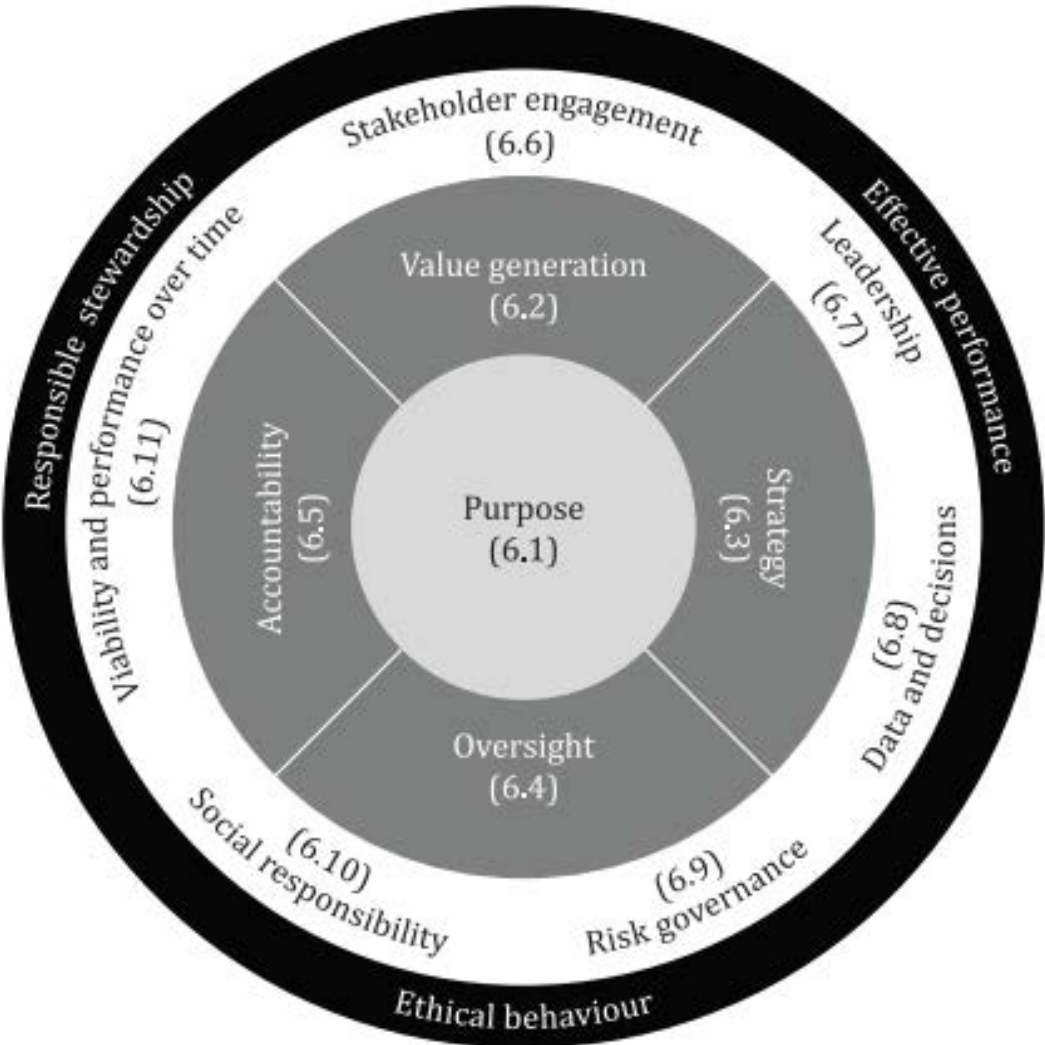
Decision Making Grid

D=Decide
 R=Recommend
 A=Approve

	Voters	Board/Council	Senior Pastor	Principal	Staff	Elders
Call new CEO/Senior Pastor	D					
Issue calls to teachers and church staff		D				
Hire and terminate all other staff			D			
Determine organizational strategy		A	R			
Prepare annual budget		A	R			
Conduct financial compilation/review/audit		D				
Prepare monthly/quarterly financial reports		A	R			
Non-budgeted expenses under \$			D			
Non-budgeted expenses over \$		A	R			
Update mission, vision, values		A	R			
Determine church office hours			D			
Set school calendar				D		
Schedule ministry activities					D	
Make changes to the building or remodeling	A	R				
Adjust worship times or add new services		D				
Hire contractors for major repairs		A	R			

Customize your list of decisions, then list the decision-making groups in your organization.

ISO 37000 Governance of Organizations



	MANAGING	GOVERNING	NAVIGATING
	EXECUTIVE MANAGEMENT	POLICY-BASED GOVERNANCE	TRANSFORMATIVE GOVERNANCE
MORE EFFECTIVE	<p>Leadership team C-Suite skills Disciplined conversation High-level decision making Tactical planning Skillful delegation</p> <p><i>Delegating to the organizational leader</i></p>	<p>Disciplined board members Proactive Results-oriented ends policies Clear limitations policies Strive for consensus Speak with one voice</p> <p><i>Empowering the organizational leader</i></p>	<p>Breakthroughs Focus on the future Strategic leadership Generative thinking Learning way forward Bold vision</p> <p><i>Charting a new course</i></p>
	MICROMANAGEMENT	MICROGOVERNANCE	STATUS QUO GOVERNANCE
LESS EFFECTIVE	<p>Intervening board members Hands-on approach Operational decision making Focus on administrative detail Present-oriented Short-range planning</p> <p><i>Micromanaging the organizational leader</i></p>	<p>Policy-fixated board members Reactive Focus on wordsmithing Too little too late Unclear or missing ends policies Confusing limitations policies</p> <p><i>Paper handcuffs for the organizational leader</i></p>	<p>Guided by defaults Tweaking the past Change-adverse Focus on maintaining usual state Institutionalized processes Indecisive</p> <p><i>Don't rock the boat</i></p>