As a leader and manager, you are responsible to continue learning and to develop your employees. Decision making is one of those tasks we all do, but we don’t think to enhance our skills or realize that others may not have the basics. Consider these two ideas to address this concern.

- **Teach decision making:** Teach a group of your direct reports the process of decision making. Use a model from a workshop you have attended or book you have read. Give them a chance to practice on an actual organizational problem—including the data-gathering phase. This may take several meetings over several weeks. It will be well worth it when you delegate future projects to them.

- **Manage future decisions:** Meet with your manager, mentor, or coach. Predict the decisions that operations may need to make in the upcoming year. Ask your supervisor what process is used to ensure that decisions are the best they can be for every part of the organization. What measures are used? How do they know the decisions are correct? What is done when a decision will impact one of the groups more negatively than another stakeholder? How often do senior leaders get involved in issues like this? What protocol do they use? Ask if it would ever be possible for you to observe a senior-level decision-making meeting.