Leadership Skills-
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statements. Consider making a list of the major areas in which you have decision making responsibility. Identify areas in which you tend to divert responsibility for decision making. Analyze your concerns about making decisions. Find common patterns. Consider what indecisive behaviors you have. Do you turn to others immediately? Do you have a tendency to second-guess yourself?

As employees grow in capability and responsibility, they encounter situations in which they must make difficult decisions. Sometimes they turn to their manager to make these types of decisions for them.

To help employees develop confidence in their ability to make tough decisions, how have you challenged them?

Roger would do this by trying not to give them the answer, but rather help them by talking through the issue and leading them to a decision. The amount of guidance you give your employees may vary depending upon their level of expertise and experience. Recognize employees' independent decision-making and initiative. Even when employees make poor decisions, take the time to reward their initiative. Then talk through what went wrong and suggest ways to do it differently in the future.

I would like to thank Mr. Prigge for his time and hope everyone has taken something from this article.

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(Note: If you have any ideas for future "Management Matters" articles please e-mail me at jryan@northlandcountryclub.com.)