



TOPIC:
Organizational
Leadership/
Decision-Making

HOW CAN WE MAKE BETTER DECISIONS?

25

Steven Sample

President,
University of Southern California

VIDEO SUMMARY:

At the time of this clip, Dr. Steven Sample was president of the University of Southern California and the author of *The Contrarian's Guide to Leadership*. In this session, he shares insights into how leaders can make better decisions by "thinking gray."

DISCUSSION QUESTIONS:

1. Dr. Sample said, "Never make a decision yourself that can be reasonably delegated to a subordinate." On the graph below, identify where you see your organization. Then discuss with your team. What are the strengths and challenges of your current situation?



We're an organization where
decisions are top-down

We're an organization that
delegates decisions

2. Take a few minutes on your own to think about decisions you currently make that could be reasonably delegated. If you don't manage people, think about decisions your supervisor could reasonably delegate to you. Write your thoughts in the space below then share with your team.



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3. Dr. Sample says we undervalue the ability to think gray, “Never make a decision today that you can reasonably put off until tomorrow.” Where would you put yourself on the line and why? Share with your team.



4. What are advantages to being more deliberative and “Thinking Gray?” What are disadvantages? Do the advantages outweigh the disadvantages?

5. As you think about a decision you are currently facing, what would it look like for you to think gray in that situation?