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### Agenda

- The Basic Communication Model.
- Communication with key constituents.
- Seven steps to effective decision making.

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2

### Using Ancient Wisdom to Stop Destructive Communication in its Tracks:

With an assist to:

Marathana Prothro  
 Assistant Professor of Communication  
 Bluffton University

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**RECOGNIZE** destructive communication

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**RECOGNIZE** destructive communication.  
**AGREE** to be a different kind of communicator.

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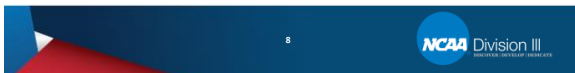
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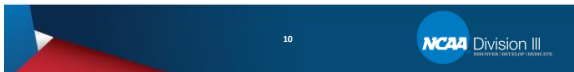
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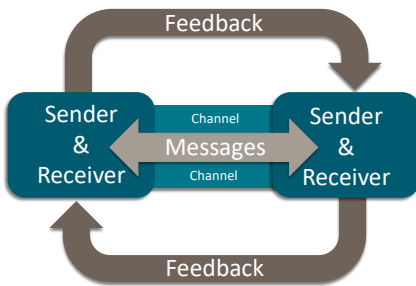
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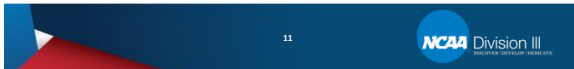
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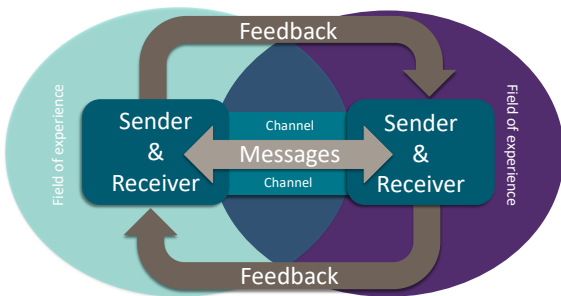
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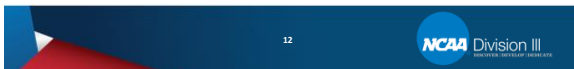
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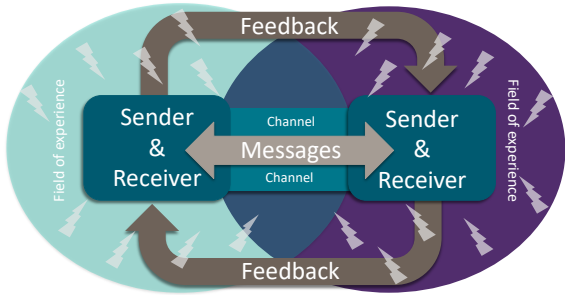
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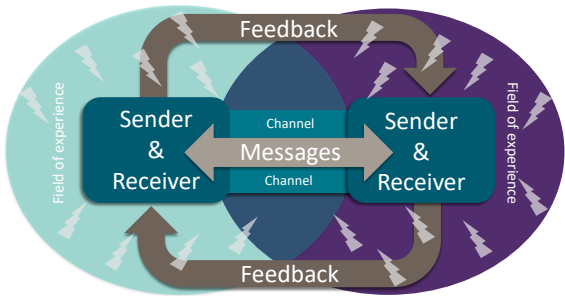
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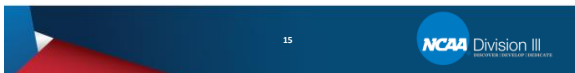
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### Communication with Key Constituents

- Why is communication important as an athletics director(AD)?
  - Institutional and department decision making.
  - Department environment.
    - Be available and listen.
    - Be alert to individual reactions.
    - Be well-informed about resources.
  - Consistency in understanding roles/responsibilities.
  - Knowledge and greater understanding of leadership styles of AD and other staff.

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### Who?

- President and/or direct report.
- Campus administrators.
  - Dean of students; residence life.
  - Human resources.
  - Admissions and financial aid.
  - Faculty.
  - Career services; academic advising.
- Internal athletics staff.
  - Senior woman administrator and others.
  - Facilities and operations.
  - Sports information.
  - Sports medicine.

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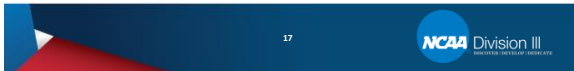
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### In What Way?

- One-on-one (face-to-face).
- Emails, text, call.

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### How Often?

- Random.
- Daily or standing meetings.
- Weekly or every other week.
- Monthly.
- Quarterly.



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### Small Group Discussion

- How do you communicate with your president and/or direct report?
- Who do you consider key internal athletics staff?
  - Why are they included?
  - What is the size of your "key internal group?"
  - How do you communicate individually?
  - How do you communicate as a group?
  - How often?

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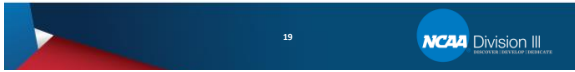
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### Decision Making – 7 Step Process

- Know your personality and style and surround yourself with people that complement you.
- Don't underestimate the need for YOUR support (colleagues, friends).
- "We" should be a role model and lead the educational environment.
- Student-athlete experience is the priority.
- Coaches need to be supported.
- Trust your administrators.
- Articulate the importance of program success.
- Articulate the decision-making chain of command and the role of the athletics director.

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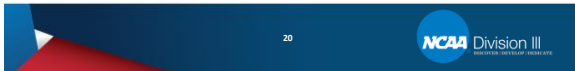
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### Step One:

- Stop and THINK – "sleep on it".
  - Take time to balance the knowledge of your environment and think through a process.
  - Do not make emotional decisions (i.e., "shoot from the hip").
  - Realize the impact of decisions.

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### Step Two:

- Establish a positive decision making culture focused on:
  - Integrity in all decisions and actions.
  - Mission driven – athletics and institution.
  - Knowledge of, and commitment to, established goals.

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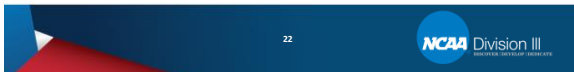
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### Step Three:

- Generate potential solutions.
  - Be sure the right people are involved in the process.
    - Key people can make a real difference.
  - Discuss several scenarios/options.
  - Don't be too quick to provide the solution.

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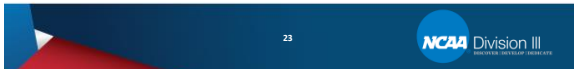
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### Step Four:

- Evaluate solutions.
  - Time consuming but CRITICAL step to assess the process and scenarios.
  - Assess risk and consequences of the decision.
  - Feasibility of the decision.
    - Is it realistic to implement?
    - Will it be better than the status quo?

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### Step Five:

- Deciding:
  - The most exciting and stressful part of the process.
  - Think ahead and to the greatest extent.
    - Don't forget about risk and liability.

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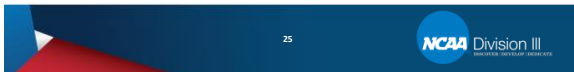
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### Step Six:

- Checking the decision.
  - Some decisions are not OBJECTIVE.
  - Some make sense on an intuitive or instinctive level.
  - Some are based on experience and perspective.
    - Key is to check for validity and if the decision is significant make sure you and others involved challenge all assumptions.
  - Ensure the process was sound.

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### Step Seven:

- Communicating and implementing.
  - Do you force a decision OR do you gain acceptance through explanation of how and why?
  - Consider best way to articulate the decision and implementation process.
  - Inform/alert all leaders, as appropriate.

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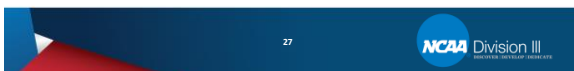
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**Thank you**

**Don't be afraid to reach out and  
ask questions!**

**Phill Talavinia  
Interim VP for Student Life  
Director of Athletics  
talaviniap@bluffton.edu**

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