

DePaul University

From the Selected Works of Scott Kelley

September 18, 2010

Making Decisions Based on Mission and Values

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Available at: https://works.bepress.com/scott_kelley/13/



DEPAUL UNIVERSITY

INSTITUTE FOR BUSINESS AND PROFESSIONAL ETHICS

Making Decisions Based on Mission and Values

an *Integrative Sustainable Management* Workshop
for the National Catholic Development Conference

September 18, 2010

2:00 – 5:00 pm

Chicago Downtown Marriott

Purpose

The primary purpose of this learning experience is to help participants identify how their *values* and their organization's *mission* create a moral and social context for decision making, taking into account the social, economic, political, technological and ecological dimensions of internal and external environments.

Understanding the function of mission and values will help participants find more effective ways to define and address pressing issues and challenges. Such integrated thinking improves day-to-day management and leads to more sustainable and more ethical methods and goals.

Process

Pragmatic Inquiry® begins by defining a challenge, underlying assumptions, and possible solutions. Throughout the Inquiry, participants will test their assumptions based on the evidence of their experience and learning. The outcome of the Inquiry will be to decide on the best course of action for participants and their organizations. A major weakness of traditional problem solving approaches is the lack of awareness around the assumptions underlying an issue. Pragmatic Inquiry® provides a decision-making framework that integrates mission and values, encourages larger and longer-term thinking, and helps participants come to a decision – a choice - leading to action, based on the evidence of their experience.

Pre-Work

1. As you move forward, what question, issue, idea, doubt, problem, challenge or opportunity do you face or want to address?
2. Why is this question/issue important? What kinds of decisions will be made—and what will be the impact when you get an answer? Is it important to others?
3. What is your preliminary answer now? (Hint: Write quickly your best guess, hunch, or thoughts.)
4. What are your organization and personal values, beliefs, goals, etc. and how are they impacting and driving your question and your answer?
5. Based on your answer, what action will you take? What action are you taking now?