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WORKSHEET EXCERPT
Chapter 6

**Making
Decisions
That Matter
in Higher
Education**

**A Practical Toolkit for
College and University
Leaders**

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6.1. Decision Paralysis Diagnostic Worksheet

Common Indicators of Decision Paralysis

- The decision has been discussed repeatedly without a clear articulation of what is actually being decided.
- New data is continuously requested, even though existing information is sufficient to choose a direction.
- Committees or working groups are formed late in the process rather than at the outset.
- Authority for the decision remains ambiguous or quietly shifts between individuals or bodies.
- Leaders frame delay as prudence, alignment, or diligence rather than naming it as indecision.
- Concerns about stakeholder reaction outweigh the assessment of institutional risk or opportunity cost.
- The decision timeline keeps extending without explicit justification or revised milestones.
- Scenarios and contingencies are explored without identifying a preferred option.
- Responsibility for consequences is diffused rather than clearly owned.
- Inaction is treated as a neutral choice rather than acknowledged as a decision with impact.

If three or more indicators above are present, the institution is likely experiencing decision paralysis. Leaders should pause additional analysis and conduct a decision process reset.

DECISION REMINDER



**MAKING NO DECISION
IS A DECISION.**