

## How to take a decision

In order to take a decision, with as much justice and serenity as possible, it is necessary to have analysed thoroughly the subject, for instance with the help of the document « how to analyse a situation ».

Once this analysis is done as well as possible and with as much objectivity as possible, it is time to take a decision. One always takes his decisions alone; this is why it is indispensable to be very careful before deciding.

- Unfortunately, the best analyses do not solve everything. It often happens that the analysis does not clarify everything. On the contrary, some particular points, which do not appear at the beginning, are involved into the analysis and make the decision more complicated.
- If the analysis is correctly made, we come to clear points, either positive or negative. But we also come to some points which remain imprecise and which will inevitably complicate the decision.
- A decision must always rely on objective and unquestionable texts. They are the core texts of the UIGSE and the texts of the Magisterium of the Catholic Church. An intimate conviction is necessary but not sufficient, because it is not an argument for someone else, even if this intimate conviction has all virtues according to us.
- In any case, any decision has a « political » character which must be evaluated and determined. Usually a decision offers various aspects. So, it will be necessary to look for the aspect(s) that will bring the best results. To which aspect do we want to give a priority?
- This means that our reflection should extrapolate all the consequences of our decision, as much as possible. Of course, this is very subjective, but it is necessary to aim at the best decision. Advices are quite useful. It is interesting to explain one's decision to a neutral person in order to have his viewpoint; this is helpful to consider the relevance of our choice.
- The virtue of prudence is particularly useful in such circumstances. But be careful: do not confound prudence and lack of courage. Prudence goes with strength and must not be assimilated to rashness.
- During the analysis of various aspects of our decision, it is important to consider the multiplying phenomena. For instance, the decision that I am going to take may have influence of the troop leader's work, but also on the district leader's one. In my choice, I'll give the priority to what has an influence on the district leader, because his impact will reach several troops instead of one. Nevertheless, this does not mean that the highest level of the hierarchy is automatically right!
- It is useless to take the good decision if it is not understood and accepted. So, everything must be done to make the protagonists understand and accept. The risk – which is always very difficult to solve – is the confusion, which is quite always made, between the person and the function. Many people do not make the difference. Besides, this is one of the biggest causes of difficulties that we have to solve when we are responsible. So, with a lot of insistence, it is necessary to explain that a function is proposed according to a person's qualities, but that it is not linked with the scout brotherhood, which goes on independently from the functions that one may have at a certain moment. The fact of being dismissed from a function does not affect the scout brotherhood. If we could make this point clear, many difficulties would be solved preventively.
- Sometimes we have to take a spontaneous decision. A priori, one must be courageous enough to take the decision on the spot. It seems a bit contradictory with what has been said previously; nevertheless it is not the case. As a matter of fact, if a spontaneous situation occurs, it means that there is a problem and that it is already in our mind. Either the problem is known, or we already think about it personally. In both cases, we have already gathered some elements to nourish our analysis. So, when the opportunity comes, we are not surprised and we may act. Of course, we must not exaggerate with this way of doing but, when it is used properly, it may be quick, good and bring peace in certain circumstances: for instance when the situation is already spoilt, without any special way of solving the problem.
- Of course, any decision must be communicated, in priority, to those who are concerned by it. It is a disaster when the concerned people are informed after other persons who are more or less talkative.

### After the decision :

- The fact of taking the decision does not set us free from observing the rest of the process. Especially we must follow the evolution of the reactions, trying to switch off any fire of a new problem preventively. It is useless to solve a problem if this decision brings new difficulties.
- In spite of our good will, it may happen that our decision is not understood, or even that it is unjust because we were mistaken, without our knowledge, because of wrong elements. In this case, which must be avoided as much as possible, we must be courageous enough to apologize and to recognise that we were wrong. Then we must study the case again, with new elements, in order to clarify the

situation.

- Most often a decision brings some lacks and has an impact on some teams. We must be very careful about this, in order to complete the missing functions and to give a new serenity to the teams. It is quite normal that teams should be affected, even if they accept and understand the decision. Such is our mankind!
- As much as possible, and sometimes by insisting a bit, it is useful and just to keep in touch with the people who are concerned by the decision. Unfortunately, there is often a true break, for the reasons mentioned above (confusion between the person and the function) but the person who decides must try to keep the contact as much as he can. According to the characters, it is more or less difficult and long.