

Executive Lessons: Likierman's six steps to good judgement

"With good judgment, little else matters. Without it, nothing else matters."
Noel Tichy and Warren Bennis, *Judgement: How Winning Leaders Make Great Calls*



Becoming a good judge of others

1. Learning: Read, listen and absorb, widely but critically. Success can blind us to new perspectives, whilst overstimulation can lead to absorption without understanding.

2. Trust: Make a conscious effort to surround yourself with mentors and allies who will offer you the truth, rather than just what you want to hear. Recognising high-quality dissent can help you avoid building an echo-chamber.

ACTION: Are you giving everyone your undivided attention during conversations – especially those who disagree with you? Experiment with phone-free meetings with protected speaking time for all.



Coming to a judgement

3. Experience: Judgement is developed over time. Try to balance deepening your domain expertise with getting broad exposure to different types of decision-making.

4. Detachment: A good judge must be aware of their own values, biases and blind-spots. They must also challenge them to cultivate objectivity.

ACTION: Make an audit of your key judgements from the last year. Be unflinching in facing both successes and failures, and work with a mentor to identify where your biases played a role.

Making good judgments when one has complete data, facts, and knowledge is not leadership - it's bookkeeping
Dee Hock, VISA Founder

Judgement is at the heart of leadership, but there is no chartered certification or MBA formulae that guarantees it. Good judgement is earned through conscious awareness and practise.

Start honing this skill for your career with Sir Andrew Likierman's six ingredients of executive judgement, as published in the Harvard Business Review. Where are your strengths, and what can you start working on today?

The Six Elements of Good Judgement



Executing judiciously

5. Options: Poor judgement is often a result of prematurely-narrowed solution spaces during a crisis. Press your colleagues for creative alternatives early in the decision-making process.

6. Delivery: A good decision means nothing if it cannot be executed in the real world. Ensure that delivery is protected as a consideration when weighing costs and benefits.

ACTION: Mix up your standard decision-making matrix. Bring in leaders from outside of a problem for fresh ideas, but make sure that those closest to implementation sign off on feasibility.

For more insight on how to hone good judgement from Professor Andrew Likierman, listen to his Conversations in Climate interview with United Renewables [here](#).