

HOW TO MAKE REASONED JUDGEMENTS

REASONED JUDGEMENT MAKING EXERCISE

Consider three past decisions that you subsequently had to alter. Using the model of reasoned judgement, identify the factors that you did not pay sufficient attention to at the time that could have helped you to come to a better decision. What are the implications for your decision making process?

Decision 1:

Factors overlooked:

Implications for decision making process:

Decision 2:

Factors overlooked:

Implications for decision making process:

Decision 3:

Factors overlooked:

Implications for decision making process:

Look across your three examples for common themes in the factors you overlooked and their implications. Consider what you could do differently next time, to make your decision making more effective.

HOW TO MAKE REASONED JUDGEMENTS

CRITERIA MATRIX

When faced with a situation with multiple options for action, using a criteria matrix can help you to evaluate which solutions best meet your objectives.

Follow the procedure outlined on pages 81-82 to complete the matrix.

Criteria	Option A	Option B	Option C	Option D
Audience				
Cost				
Ease of use				
Content				
Technology				

HOW TO DIRECT PEOPLE

MAXIMISE ENGAGEMENT AND DISCRETIONARY EFFORT

This questionnaire gives you a quick overview of your own style of management in relation to Engagement and Discretionary effort in your team. Indicate which option best describes your approach in each situation, then follow the simple scoring key at the end.

I check in with my team members:	Tick box
a. Weekly	
b. Daily	
c. When they contact me	
d. When I have something important to communicate to them	
When a member of my team has produced a high quality piece of work I:	Tick box
a. Provide recognition in the next team meeting	
b. Immediately give them positive feedback and/or praise	
c. Do nothing as I expect a high standard of work at all times	
d. Make a mental note to mention this situation in their next review	
When working with a team member to set goals and targets I:	Tick box
a. Provide some advice about the skills, competency and knowledge areas they should work on	
b. Encourage them to stretch their level of skill, competency and knowledge	
c. Encourage them to consider how other team members are doing and what they need to do to catch up	
d. Allow them to set goals and targets for themselves, without me interfering	
My attitude to raising the profile of my team members is:	Tick box
a. I am willing to tell other managers about my team members when they have produced good work	
b. I regularly champion my team members to other managers	
c. I think that profile raising is the responsibility of individual team members only	
d. I am willing to discuss my team members with other managers if asked	
When a team member comes to me with a problem I:	Tick box
a. Make an effort to listen and help in any way I can	
b. Consider what the employee is dealing with and try to put myself 'in their shoes'	
c. Ask the team member to come back to me when he/she has thought of a solution and subsequently discuss the solution	
d. Provide a solution that I think will work effectively	
I think it is most important to:	Tick box
a. Allow flexibility where possible but maintain a focus on monitoring team members	
b. Trust team members to deliver to deadlines and allow them to work in the way that they find most productive	
c. Observe team members showing commitment by coming in early and staying late to complete work on time	
d. Allow flexibility for special occurrences only, e.g. medical appointments	

Continued...

When rewarding team members I think it is most important to:	Tick box
a. Ask individuals what they would like as a reward	
b. Consider what rewards individuals are likely to find most valuable personally	
c. Have a standard reward so team members can all see they are treated equally	
d. Ask my colleague what reward would be most appropriate for them	
When a key decision is being made that impacts on the team I:	Tick box
a. Send an email asking for reactions to the likely changes	
b. Discuss the decision and likely changes with the team at a team meeting	
c. Communicate the decision to the team as soon as it has been made	
d. Make sure the team are aware that changes are on the horizon	
When a team member comes to me with an idea I:	Tick box
a. Provide an evaluation of the idea and feedback about its likely success	
b. Listen and then coach the individual to evaluate the idea him/herself	
c. Ask the individual to submit the idea to me in writing	
d. Arrange a meeting to discuss the idea in more detail when I have more time	
My attitude to team members' development is:	Tick box
a. I suggest development opportunities to team members when I become aware of them	
b. I support team members in identifying opportunities to develop and grow	
c. I believe team members should take ownership for their own development and only get involved in signing off the budget for their activities	
d. I regularly cover development activities in performance reviews	

To determine your management style, count whether you selected a, b, c or d most frequently, then read the corresponding paragraph below.

Mostly A: You appear to have a positive approach to employee engagement and discretionary effort. Your attitude and management style are likely to be conducive to encouraging engagement within your team and eliciting discretionary effort from your team members. You may benefit from being more proactive in your approach by considering individual needs and differences at a more explicit level, trusting your team members to a greater degree and increasing the flexibility with which you enable your team to work.

Mostly B: You are likely to have a very positive approach to employee engagement and discretionary effort. Your attitude and management style are likely to ensure that your team members remain engaged and demonstrate discretionary effort regularly. Your team members are likely to feel valued by you and involved in decision making. You could ensure that your team has consistently good levels of productivity and low turnover, by engaging with each individual on a regular basis and tailoring levels of support to their needs.

Mostly C: You appear to prefer a management style that is quite task focused and your priorities are control, close monitoring and productivity. You may find that you focus heavily on team members' 'input' as well as their 'output'. This style is not usually as closely linked to employee engagement as more 'people focused' management styles and, as a result, you may struggle to achieve engagement from your team. It is also unlikely that they will give high levels of discretionary effort. You may benefit from relaxing your control and exploring individual differences and interests, as a first step to changing your management style. You could benefit from working to develop greater levels of trust in your team members, to allow you to shift to a predominantly 'output' focus.

Mostly D: Although you appear to have good intentions where encouraging employee engagement is concerned, you may find that you are often too busy to properly execute your ideas. As a result, you may provide straightforward solutions that appear helpful on the surface, as opposed to exploring what different individuals really need from you. You may benefit from allocating more time to people management to enable you to focus on individual needs more closely and on a more informal basis. It is often the informal occurrences that can really make a difference to engagement and discretionary effort.

HOW TO BE CONFIDENT IN MAKING JUDGEMENT CALLS

EFFECTIVELY MAKING JUDGEMENT CALLS

Decision 1

	Potential decision making blind spot	The decision
Extraversion		
Openness to experience		
Conscientiousness		
Agreeableness		
Neuroticism		

Decision 2

	Potential decision making blind spot	The decision
Extraversion		
Openness to experience		
Conscientiousness		
Agreeableness		
Neuroticism		

Continued...

Decision 3

	Potential decision making blind spot	The decision
Extraversion		
Openness to experience		
Conscientiousness		
Agreeableness		
Neuroticism		