



## Executive Judgement *by Patrick Hehir Aug 2020*

### 7 of the most important capacities that enable superior judgement.

The most sought-after competence for any executive, manager or professional is **Judgement**. The salary and overall compensation of executives is highly correlated to the confidence that exists about that individual's future judgement. The value and impact of discretionary judgments can make or break any organization in a moment's notice. The short list of capacities below, is biased towards business, but many are transferable to lots of differing types of organizations. Schools, non-profits, governments or volunteer organizations all need people whose judgement is stellar and well respected.

### Business leaders with great executive judgement are people who:

1. **Understand the Business:** They have first principle levels of understanding of the business, the market and all stakeholders involved in the business. They have strong commercial instincts. They have a certain edge and are ambitious. They know the numbers, like to win, are rarely naïve and don't waste **time**.
2. **Are Self-Aware and Humble:** They are self-aware and humble enough to know they need help from others. They are committed to their own growth. They can admit when they are wrong & apologize. They may have an ego but they keep it in check. FYI "Humility is not thinking less of yourself; it is thinking of yourself less." CS Lewis
3. **Champion a Vision and Purpose:** They believe in and understand the importance of **purpose**. They behave passionately and champion/drive for achievement of the vision, purpose and goals of the company. They are model ambassadors of the values and company **culture**.
4. **Have Confidence and Courage:** They are self-confident and have a bias for action. They have the courage to make big decisions under adverse conditions or times of great uncertainty. They bring a positive energy and build people's confidence to act fast. They inspire people to do their best work and are not afraid to change course if and when market conditions change.
5. **Listen to Learn:** They listen to LEARN, not to judge. They work to be in touch with the soul of the organization which informs better decisions. They create safe places for difficult conversations to happen, and build deep reservoirs of **trust** which enables collaboration, productivity and speed.
6. **Communicate with Gravitas:** They communicate in an authentic, and competent manner regardless of the topic. They know what to say, what NOT to say, to who, when and how. They have authentic presence. They are masters of nuance and reading the audience and get the tone right. They get meaningful buy in and build cross functional **alignment** rapidly.
7. **Know and Develop Talent:** They are keen judges of talent and hire the best people that the business can afford. They know that the **best TEAM wins**. They develop talent and leadership from within. They know the value/power of that strategy in terms of cost, turnover, culture, business performance, differentiation and growth.

