

Increasing organisational success by optimising good judgement

a PCL case study

THE CHALLENGE

Cognitive ability tests only go so far when informing us about decision-making ability, and providing insights into how quickly someone may learn, or what logic they may apply to a situation. Such tests ignore the fact that many leadership decisions are made with uncertainty, quickly and with bias, many even rationalised after the fact. Sometimes, it is not the act of making a poor decision that makes for poor judgement, but the inability to take on board negative feedback or learn from mistakes. Recognising this, a British utilities company wanted to help their leaders make better judgements by giving them an appreciation of how they approach decision making and how they take on board feedback.

HOGAN JUDGEMENT REPORT: OVERVIEW

The **Hogan Judgement Model** is based on three simple premises. The first is that decisions drive everything. The second is that decisions are driven by judgement, and the third is that judgement is driven by personality.

If we have a good understanding of our values, our bright side, and our dark side, the Hogan Judgement Model can reliably predict how we make decisions.

Good judgement is the ability to learn from our biases, make better decisions, learn from mistakes, and regulate our behaviour so that we create a reputation for being a good decision maker.

THE SOLUTION

The **Hogan Judgement Report**, as well as the Hogan Suite (HPI, HDS & MVPI), was recommended to the utilities company to capture personality characteristics as well as insights into how their leaders process information, approach decision making, and their post-decision reactions to negative feedback.

A cohort of high-potential senior leaders completed the psychometrics and received a 90-minute feedback session with a consultant psychologist to discuss their results.

This was followed up with a hand-written bespoke report to detail their strengths and shortcomings when it comes to having 'good judgement'.

THE OUTCOME

The **Hogan Judgement Report** along with PCL explorative feedback sessions, provided the organisation's senior leaders with a critical understanding of 'good judgement' that aimed to support organisational success through effective decision-making.

By knowing how we process information and how we make decisions, we can play to our strengths and account for our natural biases.