

# Leveraging the Hogan Judgement Report to ensure robust decision making

## a PCL case study

A globally recognised law firm uses the Hogan Judgement Report in a programme designed to prepare senior candidates for Partnership, emphasising the importance of effective decision making in the role.



## CHALLENGE

Becoming a partner in a law firm comes with increased responsibilities, one of which is being trusted to make crucial decisions for the firm. These partners need to be empowered to take ownership of decision making by understanding their information processing and judgement style, ultimately building on their strategic self-awareness.

To do this, the L&D team run an 8-month programme attended by those being considered for promotion. The programme, supported by a carefully chosen portfolio of assessments, initially involves feedback gathering and increasing self-awareness, with each assessment followed by a one-to-one debrief and a series of training workshops. This portfolio of assessments includes the Hogan Judgement Report.

## THE SOLUTION

The Hogan Judgement Report supports the development of good judgement – 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 report feeds into a bespoke workshop on decision making. During this workshop, the participants reflect on their decision-making style (using the information in the report). A group exercise invites participants to review materials, participate in a meeting, and make a significant, time-sensitive decision.

This exercise is observed by a facilitator and following the exercise, groups are debriefed and asked to reflect on how their decision-making style manifested in the exercise. Candidates are also asked to reflect on whether they would try anything different within the exercise, now they're aware of what their natural decision-making style is.

## OUTCOME

Each member of the programme can reflect on their decision-making style, information processing approach and response to feedback and consider the effect this will have for them in the context of their new role. This includes considering what they need to pay more attention to when making big decisions, particularly in areas which may not feel so natural for them.

With this increased self-awareness as well as additional learnings from the programme, individuals are better equipped for what's to come in their new role as Partner.