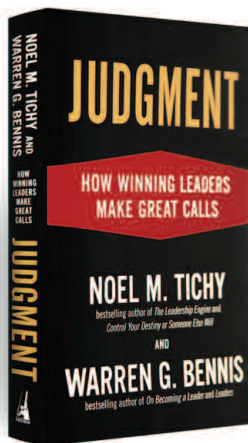




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by Noel M. Tichy
and Warren G. Bennis

How Winning Leaders Make Great Calls

JUDGMENT

THE SUMMARY IN BRIEF

Two titans of effective leadership, Noel M. Tichy and Warren G. Bennis, have identified the fundamental essence of leadership as the ability to make consistently good judgment calls, especially when the stakes are high, information is limited and the right call is far from obvious.

The authors of *Judgment* clarify an important concept that is often misunderstood. Many assume that good judgment is an inborn trait, but Tichy and Bennis show that it's actually a skill that can be developed, refined and nurtured throughout an organization.

Leaders do, at some moment, make a judgment call, a determination about how things should proceed. Judgment resides at the core of leadership. The authors explain that judgment is a contextually informed decision-making process encompassing three domains: people, strategy and crisis. And within each domain, leadership judgment follows a three-phase process: preparation, the call and execution.

Leaders are remembered for their best and worst judgment calls. In the face of ambiguity, uncertainty and conflicting demands, the quality of a leader's judgment determines the fate of the entire organization.

Tichy and Bennis show how to recognize the critical moment *before* a judgment call, when swift and decisive action is essential, and also how to execute a decision *after* the call.

This summary provides ground rules for leaders. Whether they are running a small department or a vast corporation, the authors' insight will help leaders achieve greater success by exercising good judgment.

IN THIS SUMMARY, YOU WILL LEARN:

- A useful framework that will help leaders make better judgments and help shape the next generation to do the same.
- How to address the most vexing questions leaders confront when making their most important judgments.
- How to improve your own judgment-making faculties.
- How to do a better, more intentional job of developing good judgments in others.
- Why some leaders are better equipped to deal with crises than others.

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THE COMPLETE SUMMARY: JUDGMENT

by Noel M. Tichy and Warren G. Bennis

Judgment and Leadership

On Nov. 1, 1997, AT&T was a \$130 billion company when Michael Armstrong became CEO. It wasn't the powerhouse it had been for much of its 100-plus-year history, but it had a stockpile of cash and plenty of opportunity. For the next eight years nothing seemed to work for AT&T, and Armstrong's long string of poor strategic judgments finally caught up with him, bringing his career to an unenviable end. In 2005 a nearly dead-broke AT&T was acquired by its former subsidiary SBC (Southwestern Bell Corporation) for a paltry \$16.9 billion. Only its name survived on the combined company.

General Electric Co.'s stock had suffered in the wake of the stock market crash of 2001, but Jeff Immelt was succeeding CEO Jack Welch, dubbed "manager of the century" by *Fortune* magazine and *BusinessWeek*.

Welch had left GE after failing to complete the huge \$47 billion acquisition of Honeywell he had attempted in the final hours of his 20-year reign. But the company was still a huge dynamo, and Immelt's job was to find a way to keep generating more power. With revenues of \$130 billion in 2000, Immelt would have to come up with \$3.5 billion in new revenue every quarter to maintain the torrid 10 percent annual growth pace set by Welch. To do that, Immelt took bold steps to reinvent the company. He shifted the company's primary business model to capitalize on emerging technologies and emerging markets. By mid-2007 the stock market was rewarding his efforts. Immelt had succeeded in delivering average growth of some 8 percent per year, no small feat for a \$100-billion-plus juggernaut.

Armstrong, former AT&T CEO, could not turn his company around and lost significant shareholder value in a short span of time and ultimately lost his job as well. Immelt and Welch at GE faced no easier challenges, yet they and their organization ride from success to success. When they stumble they are able to recover quickly. Why is that? It's a matter of *judgment*.

Judgment Calls

The cumulative effect of the leaders' judgment calls determines the success or failure of their organizations.

The essence of leadership is judgment. The single most important thing that leaders do is make good judgment calls. In the face of ambiguity, uncertainty and conflicting demands, often under great time pressure, leaders must make decisions and take effective actions to assure the survival and success of their organizations. This is how leaders add value to their organizations. They lead them to success by exercising good judgment, by making smart calls and by ensuring that they are well executed. A keen sense of judgment is what makes or breaks a leader.

Getting the Important Ones Right

The thing that really matters is not *how many* calls a leader gets right or even what *percentage* of calls a leader gets right. Rather, it is how many of the *important* ones he or she gets right. Good leaders not only make better calls, but they are able to discern the really important ones and get a higher percentage of them right. They are better at a whole process that runs from seeing the need for a call to framing issues to figuring out what is critical to mobilizing and energizing the troops. ■

Framework for Leadership Judgment

Despite the implications of the word *call*, the judgment calls that leaders make cannot be viewed as single,

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Summary: JUDGMENT

point-in-time events. Like umpires and referees, leaders do, at some moment, make a call. They make a determination about how things should proceed. But unlike umpires and referees, they cannot — without risking total failure — quickly forget them and move ahead to the next play. Rather, for a leader, the moment of making the call comes in the middle of a process.

That process begins with the leader recognizing the need for a judgment and continues through successful execution. A leader is said to have “good judgment” when he or she repeatedly makes judgment calls that turn out well. These calls frequently turn out well because the leader has mastered a complex, constantly morphing process that unfolds in several dimensions. There are three phases to the process:

1. Time. This includes what happens before the leader makes the decision, what the leader does as he or she makes the decision that helps it turn out to be the right one and what the leader must oversee to make sure the call produces the desired results.

2. Domain. The three critical domains in which the majority of the most important calls are required are judgments about *people*, judgments about *strategy* and judgments in time of *crisis*.

3. Constituencies. Leaders make the calls, but they do it in relation to the world around them. A leader’s relationships are the sources of the information needed to make a successful call. A leader must interact with different constituencies and manage those relationships to make successful calls. The four types of knowledge needed to do this are self-knowledge, social network knowledge, organizational knowledge and contextual knowledge.

The Three Judgment Domains

People, strategy and crisis are the three domains that make the most difference to the survival and well-being of any institution. If they are unattended or if bad calls are made in these domains, it can be fatal to an organization.

1. People Judgment Calls. If leaders don’t make smart judgment calls about the people on their teams, or if they manage them poorly, then there is no way leaders can set a sound direction and strategy for the enterprise, nor can they effectively deal with crises.

2. Strategy Judgment Calls. The role of the leader is to lead the organization to success, so when the current strategic road isn’t leading toward success, it is his or her job to find a new path. How well a leader makes strategic judgment calls is a function of both (1) his or her own ability to look over the horizon and frame the right question and (2) the people with whom he or she chooses to interact.

3. Crisis Judgment Calls. Crisis calls require that a

leader have clear values and know his or her ultimate goal. Crises not handled well, where good judgment calls were not made, can lead to the demise of an institution.

The Process of Judgment Calls

In all three domains, people, strategy and crisis, good judgment calls always involve a process that starts with recognizing the need for the call and continues through to successful execution:

• **The Preparation Phase.** This phase includes sensing and identifying the need for a judgment call, framing and naming the judgment call, and mobilizing and aligning the right people.

• **The Call Phase: Making the Judgment Call.** There is a moment when, based on his or her view of the time horizon for the judgment and sufficiency of input and involvement, the leader makes the call.

• **The Execution Phase: Action — Make It Happen.** Execution is a critical part of the exercise of good judgment. Once a clear call is made, then resources, people, capital, information and technology must be mobilized to support it. If they aren’t, the decision-making simply goes down the tubes. Good judgment calls always produce good results.

Resources and Constituencies

The quality of a person’s judgment depends to a large degree on his or her ability to marshal resources and to interact well with the appropriate constituencies. Most of the time the resources and the interested constituencies overlap. A good leader uses four types of knowledge to make judgment calls:

1. Self-Knowledge. Leaders who exercise good judgment calls are able to listen, reframe their thinking and give up old paradigms. GE’s CEO Jeff Immelt said, “It is an intense journey into yourself.”

2. Social Network Knowledge. Leadership is a team sport; there must be alignment of the leader’s team, the organization and critical stakeholders to create the ongoing capacity for good judgment calls. The leader must consciously work to encourage teamwork, draw on the best resources of each individual and help individuals learn to make better judgments in their own areas of responsibility.

3. Organizational Knowledge. Good leaders work hard to continuously enhance the team, organizational and stakeholder capacity at all levels to make good judgment calls.

4. Stakeholder Knowledge. Good leaders engage customers, suppliers, the community and boards in generating knowledge to support better judgments. ■

For additional information on framing and naming the judgment call, go to: <http://my.summary.com>

Having a Storyline

How a leader works the judgment process depends to a great extent on *who* the leader is. Winning leaders, the ones who continually make the best judgment calls, have clear mental frameworks to guide their thinking. They have stories running in their heads about how the world works and how they want things to turn out. And they have the all-important qualities of character and courage. They have the internal discipline and the guts to make the right calls and to follow through.

Teachable Points of View

Winning leaders are teachers. They drive their organizations through teaching, and they develop others to be leaders/teachers.

Winning leaders are good at this because they have made the effort and spent the time to develop Teachable Points of View (TPOVs). TPOVs are what enable leaders to take the valuable knowledge and experiences that they have stored up inside their heads and teach them to others. Winning leaders/teachers use their TPOVs to convey ideas and values to energize others and to help them make clear, decisive decisions.

While TPOVs are essential to transformational leadership and to developing others as leaders, TPOVs have an equally crucial role to play in guiding leaders' own decisions and actions.

The TPOV comes alive and is most valuable when a leader weaves it into a storyline for the future success of the organization. As a living story, it both helps the leader make the judgment calls that will make the story become a reality and enlists and energizes others to make it happen.

TPOVs and Storylines

Dr. Martin Luther King Jr.'s "I Have a Dream" speech, delivered at the Lincoln Memorial in 1963, is one of the most famous and compelling examples of a leader transforming a clear, logical TPOV into a vivid and inspirational storyline. The goal of achieving it drove both King's decisions and the success of the civil rights movement.

Winning leaders' storylines specifically address three areas of questions:

1. Where are we now?

2. Where are we going? The inspirational storyline here adds to the motivation for change, but more important, it lights the beacon. It defines the goal.

3. How are we going to get there?

The storyline is never complete and is always being modified by the judgments the leader makes. However,

Jack Welch and Peter Drucker

In the case of Jack Welch, interactions with management pioneer Peter Drucker had a powerful impact on his strategic thinking. Soon after he became CEO of GE, Welch had a meeting with Drucker. As they discussed GE's various businesses, Drucker, Welch recounts, asked him at one point: "If you weren't already in this business today, would you go into it?" It was a question that crystallized Welch's thinking and ultimately resulted in his famous "#1, #2, fix, close or sell strategy."

without a solid storyline, the leader's judgments are disconnected acts that may or may not move the organization forward. ■

Character and Courage

What does it mean to have character? It means having values. It means having a moral compass that sets clear parameters for what one will and will not do. Character is all about knowing right from wrong and having worked these issues out long before facing tough judgment calls. It is about knowing what your goals and standards are and sticking with them.

Integrity

We often use the word *integrity* to describe a person of character, a person whose values and principles are above reproach. Psychiatry speaks of such people as *integrated*. Character plays the guiding role in how honest personal feedback and coaching are in the organization, how internal competition and politics are handled, and how suppliers and customers are treated. The CEO's character sets the stage for all the important judgment calls.

Character also means putting the greater good of the organization, or of society, ahead of self-interest. As management legend Peter Drucker put it, it is about worrying about "what is right" rather than "who is right."

Courage

Judgment is about more than decision making. It is about not only coming up with the right solution to the right problem, but it is also producing results. And this is where courage comes in. Having the courage to act on your standards is an integral part of the bundle of what it takes to exercise good judgment. The standards by themselves aren't enough. If you don't act on your "standards," there is some question as to whether they really are your standards.

It's the courage that Procter & Gamble showed in

closing down plants in Africa for a year rather than pay bribes. It is the courage to take the hard road, despite all the obstacles, because you *should*.

Leading With Character

Trust is the emotional glue that holds teams together. Steelcase CEO Jim Hackett said, “You can’t lead if you don’t have trust, and you can’t have trust if you don’t have integrity.”

Leading with character gives wise leaders clear-cut advantages. They are easier to trust and follow; they honor commitments and promises; their words and behavior match; they are always engaged in and by the world; they are open to “reflective back talk”; they can admit errors and learn from their mistakes. They can speak with conviction because they believe in what they are saying. They feel at ease in the spotlight and they enjoy it there. They tend to be more open to opportunity and risk. ■

People Judgment Calls

To make good people judgments, a leader has to recognize the need, frame the issue, and mobilize and align the parties who can provide the information and advice needed to make a good call. Then the leader must make the call at the appropriate moment and follow through on the execution to make sure that the result turns out as well as possible.

People judgments are the most complex of the three domains for several reasons. First, a judgment about whether someone will be a good leader is a judgment call about how well the person will do making other judgment calls. Will he or she be able to build a good team? Develop effective strategy? Deal with the inevitable crises?

Complex Dynamics

People calls also have other distinct challenges. Unlike strategies, the “objects” of people judgments are humans who make their own judgment calls and engage their own political circles even as the process unfolds. In a competitive world, no judgment call is ever made in a static situation. But in people calls, the dynamics are more complex, if not more fluid, than in other realms.

No matter how hard-nosed some leaders may appear, they all have emotions that affect their judgments. They have feelings about other people. They become attached to them or maybe detest them. And it’s these feelings that can keep them from making good, objective calls.

Wayne Downing

Wayne Downing, the retired four-star general who ran the United States Army Special Forces, said that “most of

my bad judgment calls were generally about people. There have been times when I knew I had to take people out of a position. I knew they weren’t going to change, and they weren’t going to do what had to be done. But it’s traumatic when you do that. The higher up you go, the more traumatic it is for the organization to remove people, and you don’t like to do that, but in the final analysis you have to.”

Aware that the ultimate goal is to produce a successful outcome, leaders who have good judgment track records are always vigilant. They are constantly checking to make sure that conditions are as favorable as they can possibly make them to support the success of the judgment. If they need to take time and expand the decision-making process, they do.

People judgment comes first. If there is not a team of trusted leaders, it is impossible to make good strategy judgments as the people politics will undermine what is good for the enterprise. ■

People Judgment: CEO Succession

Who heads up an institution is by far the single most important people judgment. CEO succession in any type of organization is the key determinant of organizational performance. This seemingly obvious premise must be examined in light of the empirical reality of success in the last decade. The track record in many companies has been abysmal. Given the importance of this judgment, the grade among blue chip-companies is probably no more than a D, as many blue-chip companies have failed to develop a successor CEO.

Not to have a successor at the top of an institution is the ultimate in bad people judgment. The preparation phase includes a long-term commitment to developing a stream of talent, a leadership pipeline, designed to develop leaders at all levels and ensure a flow of leaders. There are multiple candidates and a succession pipeline that feeds opportunities at lower levels in the organization.

Bad CEO Judgments

Bad CEO judgments happen because of broken leadership pipelines; that is, there are no good candidates and the building of appropriate leadership bench strength has not occurred. There are a variety of underlying causes. In some cases it is family nepotism, such as putting Bill Ford in as CEO at Ford. After only a few years, Ford stepped out of the role and brought in an outsider, Alan Mulally from Boeing, as CEO in mid-2006.

Other causes of broken leadership pipelines include lack of a disciplined succession planning process, board

Key Elements of Good People Judgments

Here are six lessons for making good people judgments:

1. Anticipate the need for key people changes.
2. Specify the leadership requirements looking into the future, not the rearview mirror.
3. Mobilize and align the social network to support the “right” call.
4. Make the process transparent and judged fair.
5. Make it happen.
6. Provide continuous support to help the leader succeed.

neglect, poor understanding of changing world and talent requirements, and ego issues with the CEO not wanting to let go. Any combination of these problems contributes to bad CEO succession judgment. ■

Strategy Judgments

For a leader, developing strategy is a never-ending job of crafting the storyline for success. It is rarely an “aha” clear vision. It is an evolving story that starts off fuzzy. It gets continuously revised and becomes clearer as strategic judgments are made. Each big acquisition or divestiture, or judgment on a big R&D investment, changes the company’s position and the possibilities for the future. These judgments are not only manifestations of the storyline, but also shapers of it going forward.

Jeff Immelt’s Storyline

Immelt’s judgment about the acquisition of Amersham by GE Healthcare for close to \$10 billion reflected his storyline of building a medical business around tomorrow’s technology for personalized medicine. Thus he manifested his storyline by making an acquisition consistent with where he wanted the business to go. The judgment then sets up a process of reshaping the business in new and unforeseen ways; the Amersham judgment leads to authoring the next chapter of the future. The iterative process of making judgments to further the storyline, which then helps write and revise the future storyline, is how leaders like Immelt drive successful transformations.

Good Strategic Judgment

Good strategic judgment is built on the leader’s capacity to intellectually frame the world of opportunity and the organization’s potential, as well as the leader’s ability to mobilize and align key leaders to help make a smart judgment and get it executed. Like all good judg-

ments, strategic judgments need to be a process: (1) preparation, (2) the call and (3) execution.

Strategy judgments alter where the organization is heading. They require the leadership to have a clear TPOV and storyline and then have the courage to make the calls and see that they follow through on the execution. ■

Strategy Judgments at GE

CEO Jeff Immelt was on the line in 2007 for his GE strategy judgments. He spent five years repositioning GE for future growth; he needed to now demonstrate that his strategic judgments would yield the promised results. His is a work in progress. He has dropped businesses from the portfolio, a never-ending process, and is adding new ones through acquisitions and organic growth to create the GE future engines of growth. Five years into the transformation, his judgments were showing clear evidence of being rewarded in the stock market.

Immelt states: “To be a reliable growth company requires the ability to conceptualize the future. We are investing to capitalize on the major growth trends of this era that will grow at multiples of the global GDP growth rate. We are using our breadth, financial strength and intellectual capital to create a competitive advantage.”

Immelt is relentless in sharing his storyline and relentless in driving the strategy execution. ■

For additional information on Jeff Immelt’s strategy judgment for GE, go to: <http://my.summary.com>

Crisis Judgments

Good judgments made during times of crisis follow the same process as judgments made under less stressed circumstances. There is a preparation phase, a call phase and an execution phase. The preparation phase, however, needs to be done before the crisis occurs.

The most effective leaders prepare for crisis even before knowing what kind of crisis will occur. It is perhaps even more true in crisis situations than with judgments about people and strategy that the likelihood of making successful calls is vastly increased if they are made in the context of a pre-existing Teachable Point of View (TPOV) and on the platform of the storyline for the future.

Leaders generally make bad crisis judgments either because they lack a clear TPOV and storyline or because they have made bad people judgments. For leaders to handle crises effectively, they must have an aligned team. Otherwise, the crisis situation will splinter the team just when smart, coherent action is needed most. Bad people

judgments or bad strategy judgments can precipitate a crisis, but once one happens, teamwork and focus make all the difference between survival and disaster.

Crisis Judgment Compresses Time and Root Causes

The reason crisis is one of the three categories of key leader judgments is that all leaders have to deal with them. The fundamental process of judgment is the same as with people and strategy. Have a solid TPOV, and make sure the judgments you make are consistent with the TPOV or at the very least do not hinder execution of the storyline for where you want to ultimately end up. ■

Crisis as a Leadership Development Opportunity

Why are some leaders better equipped to deal with crises than others? The answer is because they anticipate crises. They aren't psychics. But they clearly understand that some crises *are* going to come down the pike, and they prepare themselves and their organizations to respond effectively and efficiently when they do. These leaders know that in order to survive crises, and perhaps even come out ahead because of them, they must have three things:

- 1. An aligned and highly trusted team**
- 2. A TPOV and storyline for the organization's future success**
- 3. A commitment to developing other leaders throughout the crisis.**

Navigating Through Crises

David Novak, CEO of Yum! Brands, and Phil Schoonover, CEO of Circuit City, are two leaders who have successfully navigated their organizations through several crisis situations. Both Novak and Schoonover do three things simultaneously:

- 1. Effectively, in real time, deal with their crises.**
- 2. Mobilize, align and engage the right social network of leaders in their organizations by tapping their brains and their emotional energy to handle the crises.**
- 3. Focus explicitly on developing the leaders engaged in the process, taking the time to teach and coach in real time.**

Leaders who succeed in crises are able to do so because they work on developing their own capabilities and on building them into the fabric of their organizations. Every crisis that Novak has faced has led to good judgments. They have also given him the platform to keep developing other leaders who will be better and better at handling the inevitable and unforeseen crises. The lesson

for others is to clearly have mechanisms in place that provide quick responses to crises and that develop the next generation of leaders. ■

Knowledge Creation

The first imperative to being a good leader who makes good judgments is a commitment to be a learner, to keep building one's knowledge and wisdom. Leaders have two imperatives when it comes to knowledge creation. First and foremost, they must continuously strive to make themselves smarter and better at judgments by the kind of self-journey to improvement that GE's CEO Jeff Immelt and other leaders have taken.

In addition, leaders need to garner the support of their teams; their organizations; and their stakeholders in people, strategy and crisis judgment making. While striving to make themselves better with the support of others, they must simultaneously invest in the development of leadership judgment in others: namely, their team, their organization and the organization's key stakeholders. This duality, making oneself better while teaching and developing others' judgment capacity, is the key to good leadership.

Self-Knowledge Creation: A Journey Into Yourself

Good leaders are on a transformational journey starting with themselves, which carries over to their teams and organizations. To do this, leaders need the paradoxical combination of self-confidence and humility to learn.

First, it has to be a central agenda item of the leader. It takes commitment to self-learning, significant time, relentless willingness to "look in the mirror," and a paradoxical self-confidence and humility.

'An Intense Journey Into Yourself'

Jack Welch chose Jeff Immelt to succeed him as CEO in large part because he recognized that Immelt was a leader with an insatiable thirst for being better, who invested himself in self-knowledge creation. Immelt told an incoming class of MBAs at the University of Michigan: "The first part of leadership is an intense journey into yourself. It's a commitment and an intense journey into your soul... more than anything else, the burning desire inside me was to get the best out of what I could be and go on that journey."

The leader's knowledge creation journey is the necessary condition for focusing on knowledge creation at the social network, organizational and contextual levels where the leader not only mobilizes these domains to support the judgment process, but also builds his or her capacity to develop judgment knowledge capacity.

Social Network/Team Knowledge Creation

It is up to the leader to build knowledge creation processes for his or her team and to ensure that these processes are executed.

Virtually every leader relies on a group of trusted advisers. For most leaders, their team is the group with which they spend the most time. When there are difficult judgments to be made, they convene their team to debate and deliberate. Building a social network that keeps developing knowledge creation capacity is central to the success of a leader.

Organization Knowledge Creation

Building judgment capacity means creating processes that engage leaders in judgment muscle strengthening activities.

All leadership development, from new hires through senior leaders, needs to be geared toward knowledge creation for better leadership judgments, both to support real-time judgments and to develop the next generation's capacity for leadership judgment.

Contextual Knowledge Creation

The final knowledge creation arena is how to work with the stakeholders, the board, the suppliers, the customers and the communities in which the organization operates. Leaders need to develop customer and supplier interactive processes for developing new knowledge. ■

Judgment for Future Generations

Mayor Michael Bloomberg and Joel Klein, the chancellor of the New York City school system, want to help shape good judgment in 1.1 million New York City children. To do that, it takes leadership in the New York City schools, where there are 80,000 teachers and 1,400 principals. To deliver on the Bloomberg and Klein strategy judgment, the focus had to be on the principals. This is the leadership role that has the maximum impact on the children; a good principal is the key to good teachers.

The New York City Transformation Journey

When Mayor Bloomberg changed careers, from a very successful entrepreneur to mayor of New York City, he sensed and identified the need for revitalizing the human capital side of New York, namely its schools and the next generation of young people.

Judgment No. 1 was to frame and name the issue. Bloomberg said, "We have a leadership problem in our school system and schools, and it needs to be fixed to

impact outcomes." Bloomberg had witnessed years of emphasis on curriculum and teacher education but very little on who was leading the schools.

Bloomberg's Teachable Point of View included an assumption that organizational performance was dependent on a good leader. The key leader was the one closest to the students, namely the principal. For these front-line leaders to succeed, the top leaders needed to provide the context and the selection and development pipeline; that was the challenge for Bloomberg, who needed a leader who could execute his judgment to tackle the public education problem in New York City.

That is how Mayor Bloomberg framed it. He made a bold people judgment call and recruited Joel Klein, a non-educator with a successful career in business and law, to be school chancellor. He wanted Klein to be his partner in transforming public education in New York. Klein had a vision of a leadership academy for principals.

Principals and Teachers Shape Our Future

Bloomberg and Klein mobilized a social network of leaders to join in the very difficult execution phase of their yet-to-be completed strategic judgment. Execution required organizational processes, namely the establishment of the New York Leadership Academy and a mechanism to drive large-scale development and transformation of the schools by focusing on the principals as the key to better schools. ■

Conclusion

The process of judgment begins with the leader recognizing the need for a judgment and continuing through successful execution. Leaders are said to have "good judgment" when they repeatedly make judgment calls that turn out well. And these calls often turn out well because they have mastered a complex process that unfolds in several dimensions: time, domain and constituencies.

This framework can help you improve your judgment-making faculties, to do a better job of developing good judgment in others and to encourage a more vigorous conversation about judgment. We need more leaders with better judgment. ■



If you liked *Judgment*, you'll also like:

1. *The 360° Leader* by John C. Maxwell. You can learn to develop your influence from wherever you are in an organization by becoming a 360-degree leader.
2. *True North* by Bill George with Peter Sims. Just as a compass points toward a magnetic field, your True North pulls you toward the purpose of your leadership.
3. *A Leader's Legacy* by James M. Kouzes and Barry Z. Posner. The authors show how a legacy is more than a link to a position or place in an organization.