

How to Exercise Sound Judgment

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I. What makes a good leader?

A. Definition of leader: *accomplishing our objectives by utilizing the efforts of others.*

B. Leaders cannot be discerned through personality characteristics.

1. Some followers possess the same characteristics as their leaders.

2. Characteristics found in one situation are not found in another.

3. Within the same situation, characteristics of leaders vary greatly.

C. Leader's success is based upon whether or not leader can help the group attain their goal.

D. Leader must learn to pattern actions to the demands of the situation.

II. Why men are not effective leaders?

A. They are uncertain.

B. They are unconcerned.

C. They are over-concerned.

D. There are two main reasons.

1. They have an inability to analyze the situation that confronts him so that he is unable to arrive at the appropriate course of action.

2. They have an inability to implement the appropriate action once it is identified.

III. Lack of sound judgment is the greatest cause of failure.

A. Sound Judgment: *the ability to weigh the evidence and come up with the right answer.*

B. Having information is the most necessary factor for exercising sound judgment.

C. Things that can affect sound judgment:

1. Prejudice

2. Lack of courage

a) This is affected by social pressure.

b) This is affected by expediency.

c) This is affected by legality.

D. Sound judgment requires distinction between two ideas.

1. Observations are products of personal experience.

2. Inferences are decisions about the meanings of our observations.

John Philips, the research director of a Midwestern food products firm, ordered a crash program of development on a new process. He gave three of his executives authority to spend up to \$50,000 each without consulting him. He sent one of his best men, Harris, to the firm's west coast plant with orders to work on the new process immediately. Within one week Harris produced a highly promising new approach to the problem.

Group Quiz:

1. Philips sent one of his best men to the west coast plant.

2. Philips overestimated Harris' confidence.

3. Harris failed to produce anything new.

4. Harris lacked authority to spend money without consulting Philips.

5. Only 3 of Philips' executives had authority to spend money without consulting him.

6. The research director sent one of his best men to the west coast plant.

7. Three men were given authority to spend up to 50,000 each without consulting Philips.

8. Philips had a high opinion of Harris.

9. Only 4 people are referred to in the story.

10. Philips was research director of a food products firm.

11. While Philips gave authority to three of his best men to spend up to 50,000 each, the story does not make clear whether Harris was one of these men.

IV. Application

A. We are to be guided by the facts in a situation.

B. We have to have the courage to act in accordance to what the facts are.