

Good Judgement in the Workplace: Definition

The capacity to make judgements and decisions under conditions of ***uncertainty**, where those judgements ultimately result in beneficial outcomes to the organization.

***uncertainty** = information available for the decision-maker is complex, sometimes conflicting, usually incomplete, with multiple possible outcomes/consequences contingent upon potential decisions.

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Relevant Principles

- ① The timescale of a judgment may have immediate, short-term, or long-term consequences.
- ② The context within which it is made relative to the time-scale *in which the judgement will produce its consequences*, will determine a judgement's classification.
- ③ The individual making a judgement can attempt to justify it by various means. **But, ultimately, it is external 3rd-parties who will make the definitive call.**
- ④ Good Judgement is a function of affective as well as intellectual/cognitive functionality. In essence, it is a function of a person's integrated consciousness.

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Relevant Principles

- ⑤ **The classification of a judgement or decision as 'good' or otherwise depends upon the subjective perceptions of those forming that classification.** i.e. it is their frame of reference which is used to classify a judgement. If an alternative frame of reference is used, then what might be considered *good* from the initial perspective could be seen as *less good* from the other perspective. In short, calling a judgement "Good" is invariably a *values-based* decision.

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What's Crucial: The Simultaneous Whole-Self



Forming a judgement is a function of our intellectual processes interacting within the brain as a synergistic whole, in order to arrive at an eventual decision.

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Judgement as Linear Computation or Something else?

Fast and Frugal Decision-Making:

- ▶ Todd, P.M., & Gigerenzer, G. (2000). *Simple heuristics that make us smart (precis)*. *Behavioral and Brain Sciences*, 23, 727-780.
- ▶ Gigerenzer, G. (2013). *Simple heuristics that make us smart (presentation)*. *15th International Conference on Social Dilemmas* (http://www.socio.ethz.ch/icsd2013/speakers/slides/03_gigerenzer.pdf)
- ▶ Artinger, F., Petersen, M., Gigerenzer, G., & Weibler, J. (2014). *Heuristics as adaptive decision strategies in management*. *Journal of Organizational Behavior* (DOI: 10.1002/job.1950), Earlyview, , 1-20.

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The complex SJT (c-SJT): Design/application matters.1

- ▶ The overarching goal is to assess a person's capacity to form **organizationally context-relevant** judgements that Subject Matter Experts (SMEs) within the organization consider indicative of "Good Judgement".
- ▶ The c-SJT is not an assessment of components or constituent psychological attributes or dimensions.
- ▶ It makes no pretence to be a measure for personal 'development' of leaders.
- ▶ The assessment of "Good Judgement" cannot be via self-report questionnaire.

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The complex SJT (c-SJT): Design/application matters.2

- ▶ Scoring of the c-SJT is constructed around how the SMEs view the relative correctness or otherwise of the response options (*including the possibility of equally 'acceptable' responses*).
- ▶ Compensatory response-scoring is optional (*via production rule "if..then" rules created by SMEs*).
- ▶ A c-SJT may take up to 20 minutes for a candidate to generate their response pattern (*unconstrained ranking of what responses they consider worth ranking*).
- ▶ c-SJTs are primarily for high-stakes assessments where the cost of 'getting it wrong' carries substantive financial or other consequences for an organization.

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The complex SJT (c-SJT): Design/application matters.3

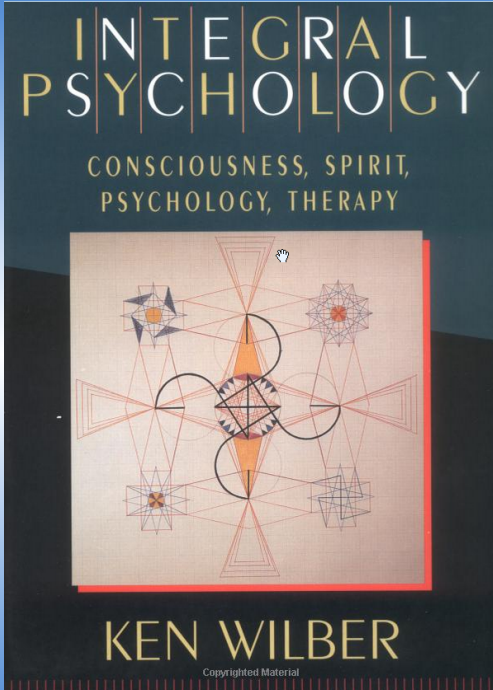
- ▶ **c-SJT construction is an expert multidisciplinary consultancy-led process (I/O psychology, Management consultancy, Computer programming)** because of the requirements to:
 - ▶ determine the context of the problems considered 'highly relevant' by a client,
 - ▶ design the potential items and responses,
 - ▶ construct the scoring with organizational SMEs
 - ▶ and produce an automated scoring algorithm/ computer program which embodies the SME rules.

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The complex SJT (c-SJT): Design/application matters.4

- ▶ **Validity Generalization:** c-SJTs depend entirely for their adjudged accuracy on the organizationally-specific SME judgments; these assessments, by their design and scoring construction, are unlikely to generalize.
- ▶ **Validity acquisition:** is an optional 'within-client' process, using elements from my [Workplace Intervention Evaluation Model](#) (WIEM). Remember, there can be no 'validity generalization' in any normal sense of that phrase, because the score-key of any item is a product of the judgement of the organizational SMEs. Go back and look very hard at slide #4.

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Integral psychology is concerned with theories and knowledge about 'being human'.

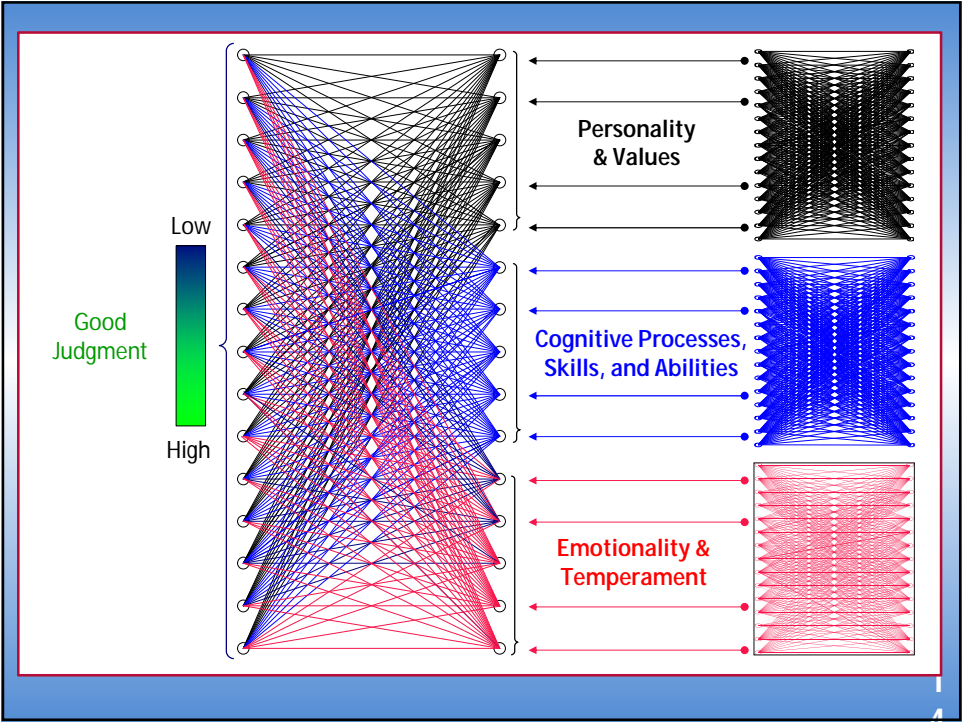
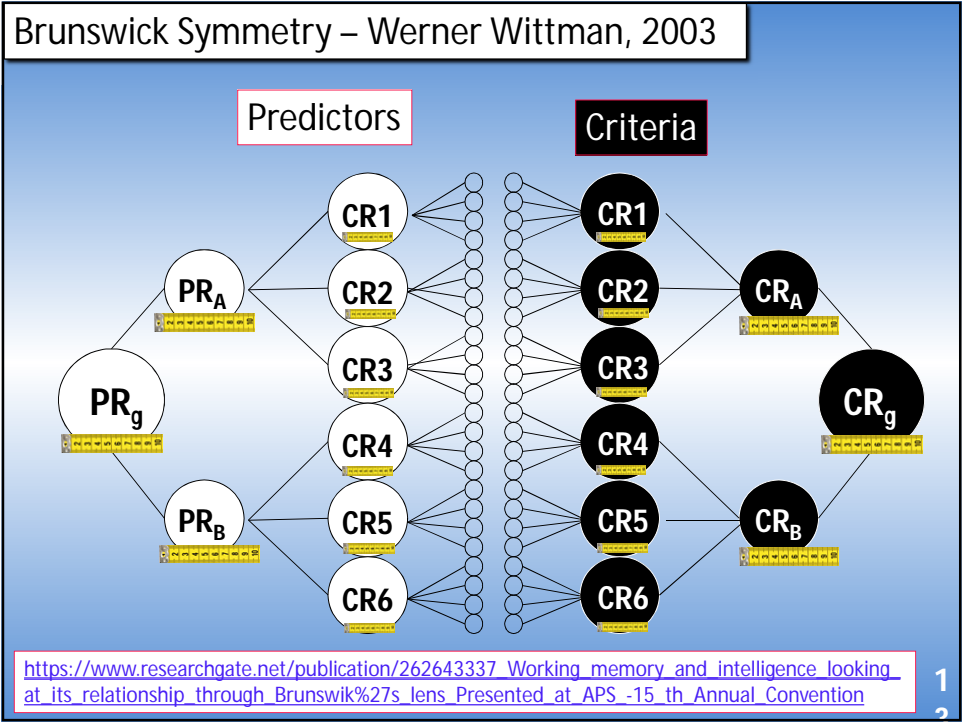
It is fundamentally concerned with explaining consciousness; sentience, and the processes and outputs of an integrated dynamic cognition-system.

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How is Integral Psychology relevant to "Good Judgement"?

- ▶ Integral Psychology stands in direct contrast with the current status-quo, *psychological-epistemological* view, which tries to explain and predict human behaviours in terms of discrete, quasi-independent attributes which are treated as linear quantities (*measurable as quantities like physics SI-units*), and which interact linearly (*my 'little rulers in the brain' analogy!*).

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How is Integral Psychology relevant to "Good Judgement"?

- ▶ Integral Psychology invokes explanatory system attributes which are implicated with forming judgements. E.g. Personal and world-view **Values**; high-dimensional (**broad-meaning**) explanatory variables (processes).

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Assessments?

- ▶ Cognadev's **Cognitive Process Profile: CPP** (<http://www.cognadev.com/>), uses innovative performance-based assessment, coupled with expert-system production-rules to form indicators of Levels of Complexity.
- ▶ Lectica's **Lectical Assessment System: LAS** (<https://www.lectica.org/index.php>), uses innovative interview/free-text 'expert-assigned' ratings; scaled using IRT-Rasch scaling to form a 'hierarchical cognitive complexity' dimension.
- ▶ Cognadev's **Values Orientations: VO**. The assessment of Spiral Dynamic values orientations using self-report rankings coupled with inertial 'semantic' scoring.

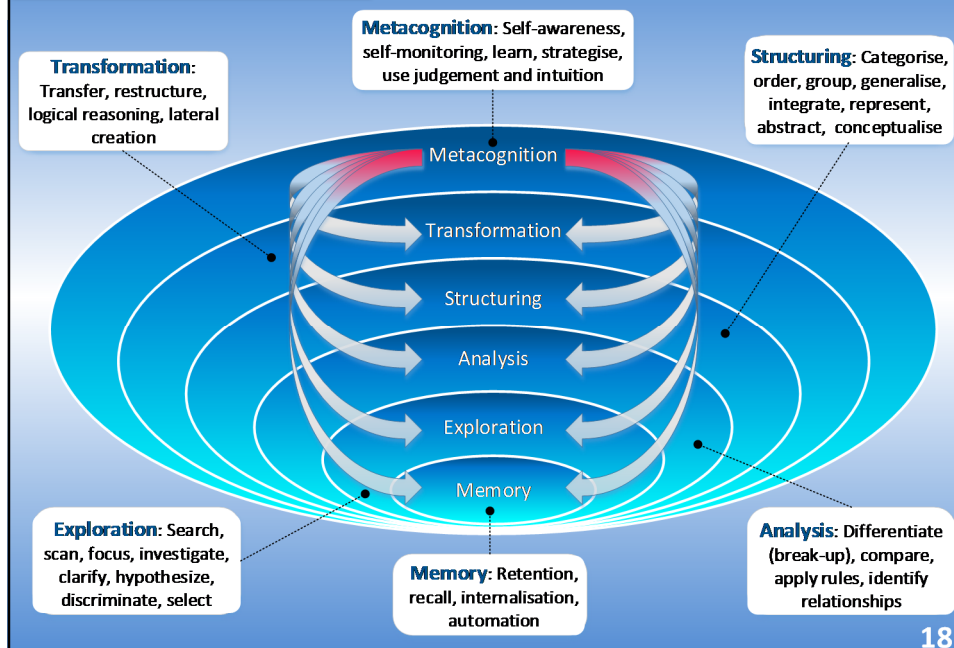
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The CPP: What is it?

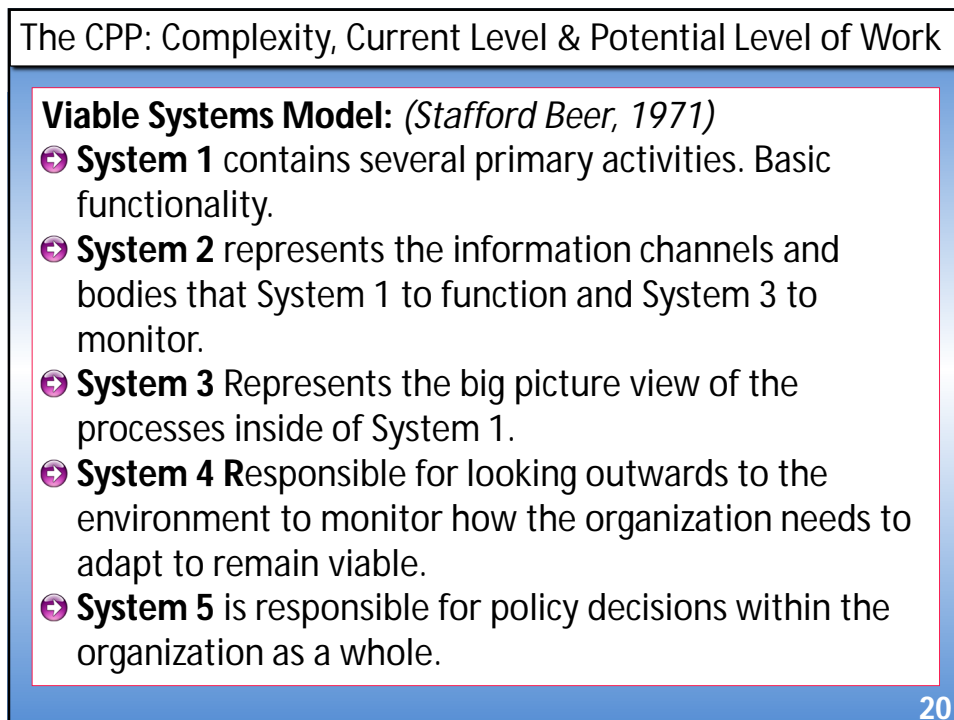
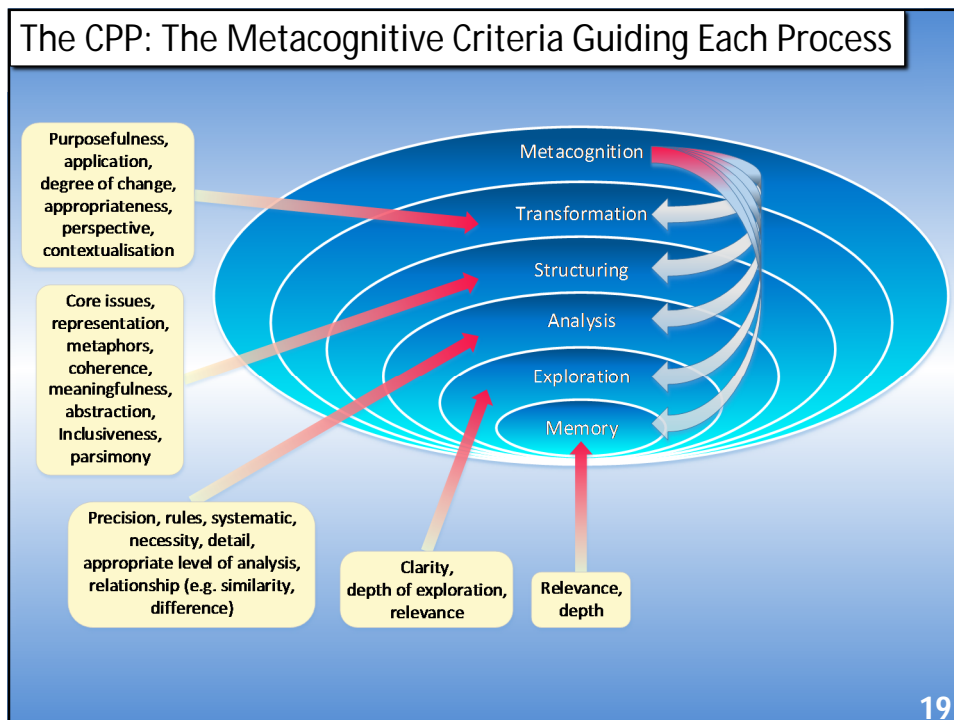
- The idea behind the CPP is to move assessment of performance attributes beyond the concept of general intelligence and GMA.
- The CPP is an advanced computerised assessment technique, designed to measure thinking processes and styles and to link these to everyday cognitive functioning.
- Using simulation exercises, subjects are monitored on their ability to explore, link, structure, transform, remember, learn and clarify information. The results are linked to job-related performance.

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The CPP: Processes



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Jaques' Strata (managerial layers and planning time horizons)			
Stratum	Time Span of CEO role	Managerial Level	Convenient planning time horizons
VII	20 yrs.	CEO (large corporation)	25 yrs.
VI	10 yrs.	Executive VP	12 yrs.
V	5 yrs.	VP (Director)	7 yrs.
IV	2 yrs.	Department Manager	3 yrs.
III	1 yrs.	Unit Manager	1 yr.
II	3 months	Section Manager	Quarterly
I	1 day	Operator/Clerical	Assigned Tasks


Adapted from Figure 1 of: Jaques, E., Bygrave, C., & Lee, N. (2001). [Aligning multiple time horizons and multiple functions in strategic planning and budgeting](#). *International Journal of Organizational Analysis*, 9, 3, 257-271.

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The CPP Levels of Work	
①	Pure Operational: individuals who show less interest in intellectual complexity, vagueness and cognitive challenge.
②	Diagnostic: can be quite analytical, but still show a need for structure in the form of technical guidelines and/or previous experience.
③	Tactical Strategy: no longer rely on linear processing, but prefer viewing issues in terms of tangible systems and the interaction between observable system elements.
④	Parallel Processing: those with the capacity to accommodate novelty, vagueness, dissonance and fragmentation, all of which require the cognitive skills of integration and innovation.
⑤	Pure Strategic: functioning is characterised by a strong Intuitive and Holistic “big picture” inclination.

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The CPP task



Welcome to the CPP! It measures your style of problem solving. The computer will teach you what to do. When you are ready to continue, CLICK the flashing 'CONTINUE' button.

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The construction process of CPP attribute information

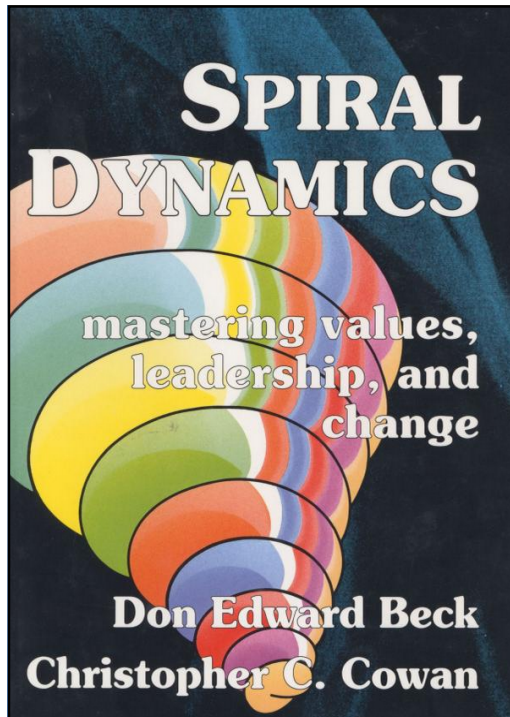
- Acquire counts of discrete 'primitive' response-events (*e.g. how many times a person turns a particular kind of card in every story*)
- Collapse the thousands of primitives into intermediate variables, using *expert-assigned* 'if-then' production rules.
- Collapse the intermediate variables into ~100 summary variables, using *expert-assigned* production rules.
- Collapse the summary variables into 14 styles, 6 processing categories, and 5 levels of work designations.

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The CPP: Report structure

- Suitable SST work environment
 - Current and potential work environments
 - Work-related processing dimensions
 - Unit of information (*preferences for particular information structures*)
- Cognitive style preferences and capabilities
- Task requirements associated with processing tendencies
- Speed and pace control
- Processing competencies
 - Strengths and development areas
- Learning potential
- Developmental guidelines
- Summary of results with additional *expert-rule-generated* observations, and a one-page graphic report

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SPIRAL DYNAMICS

mastering values,
leadership, and
change

Don Edward Beck
Christopher C. Cowan

Spiral Dynamics focuses on the evolution or development of individuals, organisations and societies specifically in terms of **value systems**.

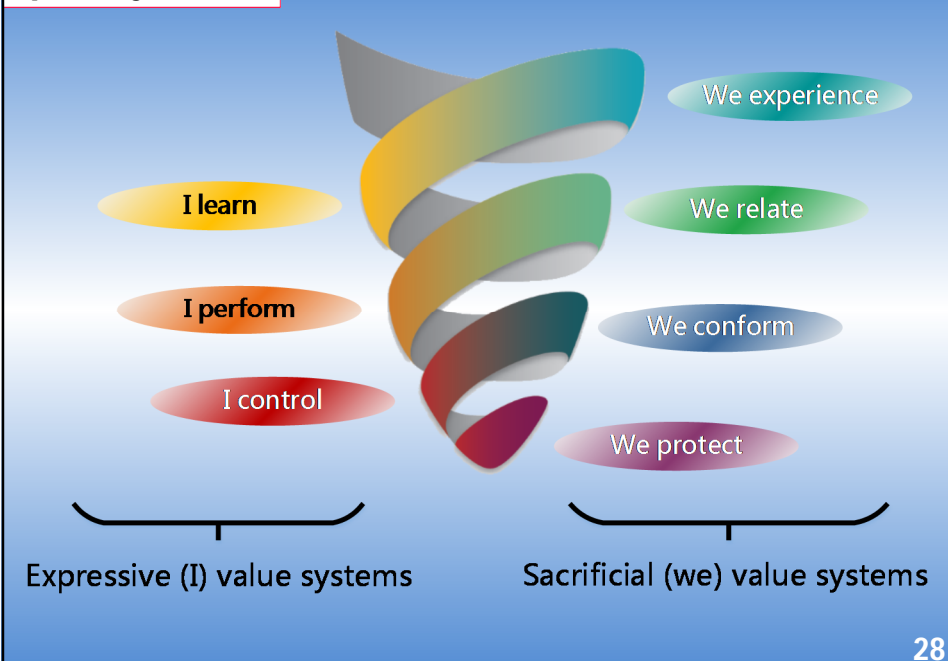
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Spiral Dynamics

- According to this approach, human society has undergone a number of fundamental changes, evolving from values centred on mere survival, to, for example, value systems supporting a more holistic, integral vision of the world.
- A central proposition of Spiral Dynamics is that with respect to personal development, a number of levels or stations can be pinpointed, representing different value systems.

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Spiral Dynamics



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The VO assessment

- ✔ The VO reveals an individual's worldviews and their assumptions about life and perceptual orientations.
- ✔ Value systems represent "core intelligences" and act as a *decision-making framework* that guides life choices.
- ✔ The orientations provide a structure for thinking, act as organizing principles, and guide an individual's modes of adaptation to the world.

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The VO Results

- ✔ Between 1-3 Accepted Orientations
- ✔ Between 1 and 2 Rejected Orientations
- ✔ Conflicting Orientations
- ✔ The *Strength* with which you accept or reject them
- ✔ The *Separability* of your orientations

Plus:

- ✔ Worldview
- ✔ Typical behaviours
- ✔ Motivators
- ✔ Emotional manifestations
- ✔ Preferred organizational environment
- ✔ Leadership implications

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The VO Results – a single orientation example

Valuing system	Assumptions regarding people at work	Assumptions regarding work	Leadership style
Blue	<ul style="list-style-type: none">• People need structure and order.• They need to be told to do things the right way.• Being dutiful and correct provides meaning.	<ul style="list-style-type: none">• Duty is paramount.• Discipline is strict.• Inequality is natural and for everyone there is a purpose or role.• The organisation must provide order and security.	<ul style="list-style-type: none">• Higher authority rules by rightful compliance.• Avoidance of innovation and risk taking.• Moralistic and prescriptive.

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Contrast with: Schwartz Revised 19 Universal Values (2012)

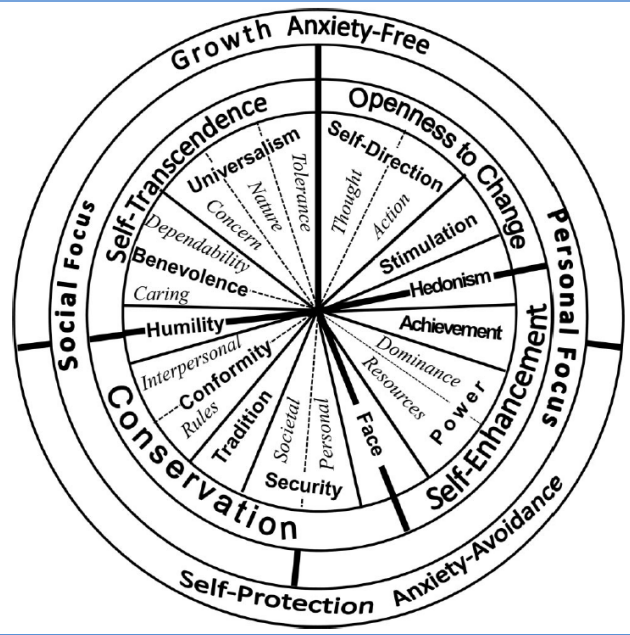


Figure 1, p. 669:
taken from: Schwartz, S.H.,
Cieciuch, J., Vecchione, M.,
Davidov, E., Fischer, R.,
Beierlein, C., Ramos, M.,
Verkasalo, M., Lönnqvist, J.,
Demirutku, K., & Konty, M.
(2012). Refining the theory
of basic individual values.
*Journal of Personality and
Social Psychology*, 103, 4,
663-688.

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Contrast with: Hogan's Motives, Values, Preferences Inventory

Attribute	Description
Recognition	Recognition concerns wanting public acknowledgement for a job well done.
Power	An individual's desire for success, accomplishment, and status.
Hedonism	Concerns having fun and entertaining others.
Altruistic	The desire to help others and contribute to society.
Affiliation	Socializing and preferences for environments that provide the opportunity to work with others.
Tradition	Valuing history, custom, and established moral codes.
Security	Wanting to minimize employment uncertainty combined with a need for planning, structure and order.
Commerce	Interest in business and money.
Aesthetics	Valuing art, literature, music and a lifestyle guided by imagination, culture, attractive surroundings, and opportunities for self expression
Science	Valuing knowledge, research, technology, and data

Taken from: Hogan Assessments: MVPI Subscale interpretation handbook

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Good Judgement deduced rather than assessed.1

The Hartman Value Profile (HVP), axiology, and the Judgement Index:
<http://www.judgementindex.co.uk/axiology-hartman-value-profile.html>
"An individual, based on their unique personal value system, ranks two sets of eighteen selections from best to worst. Even though the Index takes only about fifteen minutes to complete, the Index logic and the math used to score the Index are highly sophisticated. The Judgement Index's creator was a sophisticated mathematician and used calculus to help create and score the Index. There are over 12.8 quadrillion possible combinations. Based on these combinations and very sophisticated analysis, plus forty years of clinical practice and applied interpretations, the capacity for Judgement is measured by the Judgement Index™".

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Good Judgement deduced rather than assessed.2

The Hogan Decisions Style Model; based upon the self-report **Hogan Development Survey (HDS)**

From a recent Psychometrics Forum announcement:

"Bob will share his perspective on his widely used personality instrument, the Hogan Development Survey, looking at how humans can use their Dark Side for personal gains. Making the link between personality and decision making, the session will conclude with an examination of how his new assessment, Hogan Decisions Style Model can highlight an individual's post decision biases and capacity to achieve good judgement".

{PB}: As with the VO, the HVP, and now HDS, the capacity for making Good Judgements is inferred/deduced rather than directly assessed.

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My Conclusions

- 1 In this frontier, we seek to assess the outputs of a dynamic cognitive system *'in action'*, not it's constituent components.
- 2 Assessment of Good Judgement must ultimately be performance-based.
- 3 Integral Psychology embodies the 'systems' approach, but doesn't directly assess the capacity to form 'Good Judgements'. Rather, it helps tease out the biases, processes, preferences, and values which form the basis of the systems-dynamics and its outputs.
- 4 Assessment design, scoring, reliability, and validity analyses of **Good Judgement** (*along with integral psychology constructs such as the *Hogan et al conceptualisation of Character or Cognadev's Metacognition*) assessments are going to be fundamentally different from the current methods we call 'test psychometrics'.

* Hayes, T.L., Hogan, R., and Emler, N.P. (in prep.). *The Psychology of Character*.

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