



# Judgment: How Winning Leaders Make Great Calls

By Noel M. Tichy, Warren G. Bennis

[Download now](#)

[Read Online](#) 

**Judgment: How Winning Leaders Make Great Calls** By Noel M. Tichy, Warren G. Bennis

**“With good judgment, little else matters. Without it, nothing else matters.”**

Whether we’re talking about United States presidents, CEOs, Major League coaches, or wartime generals, 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. That’s why judgment is the essence of leadership.

Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls?

Noel Tichy and Warren Bennis have each spent decades studying and teaching leadership and advising top CEOs such as Jack Welch and Howard Schultz. Now, in their first collaboration, they offer a powerful framework for making tough calls when the stakes are high and the right path is far from obvious. They 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.

Tichy and Bennis bring their three-dimensional model to life with interviews with world-class leaders who have thrived or suffered because of their judgment calls. These stories include:

- Jeff Immelt, CEO of General Electric, whose judgment to grow through research and development transformed GE into the world’s premier technology growth company.
- Joel Klein, chancellor of the New York City Department of Education, who made tough calls about teachers, students, and parents while turning around a troubled school system.
- Jim McNerney, CEO of Boeing, whose strategic judgment helped him reinvigorate his company and restore a culture of trust and respect.
- The late general Wayne Downing, who found an unexpected opportunity in the

midst of crisis when he led the Special Operations raid to capture Manuel Noriega.

- A. G. Lafley, CEO of Procter & Gamble, who bet \$57 billion to purchase Gillette and reinvent his company.
- Brad Anderson, CEO of Best Buy, who made the call to commit totally to a customer-centric strategy and led his people to execute it.

Whether you're running a small department or a global corporation, Judgment will give you a framework for evaluating any situation, making the call, and correcting if necessary during the execution phase. It will show you how to handle the overlapping domains of people, strategy, and crisis management. And it will help you teach your entire team to make the right call more often.

No organization can afford to neglect this crucial discipline—and no previous book has ever brought it into such clear focus.

 [Download Judgment: How Winning Leaders Make Great Calls ...pdf](#)

 [Read Online Judgment: How Winning Leaders Make Great Calls ...pdf](#)

# Judgment: How Winning Leaders Make Great Calls

By *Noel M. Tichy, Warren G. Bennis*

**Judgment: How Winning Leaders Make Great Calls** By Noel M. Tichy, Warren G. Bennis

**“With good judgment, little else matters. Without it, nothing else matters.”**

Whether we’re talking about United States presidents, CEOs, Major League coaches, or wartime generals, 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. That’s why judgment is the essence of leadership.

Yet despite its importance, judgment has always been a fairly murky concept. The leadership literature has been conspicuously quiet on what, exactly, defines it. Does judgment differ from common sense or gut instinct? Is it a product of luck? Of smarts? Or is there a process for making consistently good calls?

Noel Tichy and Warren Bennis have each spent decades studying and teaching leadership and advising top CEOs such as Jack Welch and Howard Schultz. Now, in their first collaboration, they offer a powerful framework for making tough calls when the stakes are high and the right path is far from obvious. They 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.

Tichy and Bennis bring their three-dimensional model to life with interviews with world-class leaders who have thrived or suffered because of their judgment calls. These stories include:

- Jeff Immelt, CEO of General Electric, whose judgment to grow through research and development transformed GE into the world’s premier technology growth company.
- Joel Klein, chancellor of the New York City Department of Education, who made tough calls about teachers, students, and parents while turning around a troubled school system.
- Jim McNerney, CEO of Boeing, whose strategic judgment helped him reinvigorate his company and restore a culture of trust and respect.
- The late general Wayne Downing, who found an unexpected opportunity in the midst of crisis when he led the Special Operations raid to capture Manuel Noriega.
- A. G. Lafley, CEO of Procter & Gamble, who bet \$57 billion to purchase Gillette and reinvent his company.
- Brad Anderson, CEO of Best Buy, who made the call to commit totally to a customer-centric strategy and led his people to execute it.

Whether you’re running a small department or a global corporation, Judgment will give you a framework for evaluating any situation, making the call, and correcting if necessary during the execution phase. It will show you how to handle the overlapping domains of people, strategy, and crisis management. And it will help you teach your entire team to make the right call more often.

No organization can afford to neglect this crucial discipline—and no previous book has ever brought it into such clear focus.

**Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis**  
**Bibliography**

- Sales Rank: #110988 in Books
- Published on: 2009-11-03
- Released on: 2009-11-03
- Original language: English
- Number of items: 1
- Dimensions: 8.40" h x 1.70" w x 5.50" l, .74 pounds
- Binding: Paperback
- 400 pages



[Download Judgment: How Winning Leaders Make Great Calls ...pdf](#)



[Read Online Judgment: How Winning Leaders Make Great Calls ...pdf](#)

**Download and Read Free Online Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis**

---

## **Editorial Review**

From Publishers Weekly

Leadership gurus Tichy (*Control Your Own Destiny or Someone Else Will*) and Bennis (*On Becoming a Leader*) examine the critical role judgment plays in effective leadership. Calling judgment the essence of leadership, they identify three judgment domains that can undermine any leader's success—people, strategy and crisis—and explore such challenges as selecting the top team, CEO succession, and crisis as a leadership development opportunity. The good news: even if one isn't born with good judgment, it can be learned. To sustain it, a leader must have character, courage and clear standards, especially when facing obstacles. For example, Jim McNerney, who became CEO of Boeing when it was amid a Justice Department investigation, developed a story line—or Teachable Point of View—that created and reinforced a theme of high ethical standards, bringing about a new partnership with Boeing's stakeholders. Additional real-world examples from Royal Dutch Shell, Proctor & Gamble and General Electric illustrate critical points of both good and bad judgment. Easy-to-read charts, lists and matrices reinforce key points. Particularly useful is the final Handbook for Leadership Judgment focusing on the practical level. This engaging and thorough work should be mandatory reading for executives and managers at all levels. (Nov. 8)

Copyright © Reed Business Information, a division of Reed Elsevier Inc. All rights reserved.

### **Review**

This is an instant classic that will be read and consulted by leaders and those who seek to become leaders for years to come.

Richard D. Parsons, chairman and CEO, Time Warner

Great calls deserve a comparable book to explain them, and now we have one. Read, learn, enjoy.

George P. Shultz, former United States secretary of state

The leadership judgment framework is a tool leaders can use to develop the ability in their executive teams.

This book can benefit anyone who is in or aspires to be in a leadership role.

Dieter Zetsche, chairman, DaimlerChrysler

Judgment, from two of the most respected thought leaders of our times, is a blueprint, a gift to leaders of the future.

Frances Hesselbein, chairman, Leader to Leader Institute, and founding president, Peter F. Drucker

Foundation for Nonprofit Management

Tichy and Bennis write with clarity and good sense. You can hang your hat on the authors' understanding of good judgment and its role in effective leadership.

Jeff Kindler, chairman and CEO, Pfizer

Judgment is a singular achievement. It's just the right blend of management wisdom and leadership action.

Howard Schultz, founder and chairman, Starbucks

Judgment is an enjoyable read illuminating key judgments made by some of America's foremost business leaders. David W. Heliak, vice chairman, Morgan Stanley

This is as close to a definitive book on leadership as one can pray for.

Amitai Etzioni, author of "My Brothers Keeper" I am a raving fan of both Noel Tichy and Warren Bennis. In this important book they give a crash course on judgment, revealing the tools great leaders use to make the right calls at the right time.

Ken Blanchard, coauthor, *The One Minute Manager* and *Leading at a Higher Level*

"Sisdemore- Edward A. Snyder, dean, University of Chicago Graduate School of Business

If you were to read only one book this year on leadership, this would be it.

Vijay Govindarajan, professor of International Business, Tuck School at Dartmouth

aThis is an instant classic that will be read and consulted by leaders and those who seek to become leaders for years to come.a

aRichard D. Parsons, chairman and CEO, Time Warner

aGreat calls deserve a comparable book to explain them, and now we have one. Read, learn, enjoy.a  
aGeorge P. Shultz, former United States secretary of state

aThe leadership judgment framework is a tool leaders can use to develop the ability in their executive teams.

This book can benefit anyone who is in or aspires to be in a leadership role.a

aDieter Zetsche, chairman, DaimlerChrysler

aJudgment, from two of the most respected thought leaders of our times, is a blueprint, a gift to leaders of the future.a

aFrances Hesselbein, chairman, Leader to Leader Institute, and founding president, Peter F. Drucker Foundation for Nonprofit Management

aTichy and Bennis write with clarity and good sense. You can hang your hat on the authors understanding of good judgment and its role in effective leadership.a

aJeff Kindler, chairman and CEO, Pfizer

aJudgment is a singular achievement. It is just the right blend of management wisdom and leadership action.a  
aHoward Schultz, founder and chairman, Starbucks

aJudgment is an enjoyable read illuminating key judgments made by some of America's foremost business leaders.a  
aDavid W. Heliak, vice chairman, Morgan Stanley

aThis is as close to a definitive book on leadership as one can pray for.a

aAmitai Etzioni, author of "My Brother's Keeper" aI am a raving fan of both Noel Tichy and Warren Bennis. In this important book they give a crash course on judgment, revealing the tools great leaders use to make the right calls at the right time.a

aKen Blanchard, coauthor, The One Minute Manager and Leading at a Higher Level

"Sisdemore- aEdward A. Snyder, dean, University of Chicago Graduate School of Business

aIf you were to read only one book this year on leadership, this would be it.a

aVijay Govindarajan, professor of International Business, Tuck School at Dartmouth

#### About the Author

**Noel M. Tichy** is the author of *Control Your Destiny or Someone Else Will*, *The Leadership Engine*, *The Cycle of Leadership*, and many other business bestsellers. He is a professor at the Ross School of Business at the University of Michigan and advises CEOs around the world.

**Warren G. Bennis** is the author of *On Becoming a Leader*, *Reinventing Leadership*, and many other business bestsellers. He is currently university professor and distinguished professor of business administration at the University of Southern California. He has consulted for many Fortune 500 companies and world leaders.

## Users Review

### From reader reviews:

#### Lenora Hungate:

Do you have favorite book? Should you have, what is your favorite's book? Publication is very important thing for us to find out everything in the world. Each guide has different aim or maybe goal; it means that book has different type. Some people feel enjoy to spend their a chance to read a book. They are really reading whatever they get because their hobby is definitely reading a book. Consider the person who don't like reading through a book? Sometime, man or woman feel need book whenever they found difficult

problem or even exercise. Well, probably you will need this Judgment: How Winning Leaders Make Great Calls.

**Craig Chivers:**

In other case, little individuals like to read book Judgment: How Winning Leaders Make Great Calls. You can choose the best book if you appreciate reading a book. Providing we know about how is important any book Judgment: How Winning Leaders Make Great Calls. You can add know-how and of course you can around the world by the book. Absolutely right, mainly because from book you can recognize everything! From your country until finally foreign or abroad you can be known. About simple matter until wonderful thing you can know that. In this era, we could open a book or maybe searching by internet device. It is called e-book. You can use it when you feel bored to go to the library. Let's study.

**Mary Lewis:**

What do you consider book? It is just for students as they are still students or the idea for all people in the world, what best subject for that? Simply you can be answered for that issue above. Every person has various personality and hobby for each other. Don't to be pressured someone or something that they don't need do that. You must know how great and also important the book Judgment: How Winning Leaders Make Great Calls. All type of book is it possible to see on many options. You can look for the internet solutions or other social media.

**Gary Collis:**

This Judgment: How Winning Leaders Make Great Calls is new way for you who has interest to look for some information since it relief your hunger of knowledge. Getting deeper you upon it getting knowledge more you know or perhaps you who still having small amount of digest in reading this Judgment: How Winning Leaders Make Great Calls can be the light food for yourself because the information inside this specific book is easy to get by anyone. These books acquire itself in the form which is reachable by anyone, yep I mean in the e-book contact form. People who think that in guide form make them feel drowsy even dizzy this book is the answer. So there is absolutely no in reading a reserve especially this one. You can find what you are looking for. It should be here for a person. So , don't miss this! Just read this e-book sort for your better life and knowledge.

**Download and Read Online Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis #TLEHO4NM0Q2**

# **Read Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis for online ebook**

Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis Free PDF d0wnl0ad, audio books, books to read, good books to read, cheap books, good books, online books, books online, book reviews epub, read books online, books to read online, online library, greatbooks to read, PDF best books to read, top books to read Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis books to read online.

## **Online Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis ebook PDF download**

**Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis Doc**

**Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis MobiPocket**

**Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis EPub**

**TLEHO4NM0Q2: Judgment: How Winning Leaders Make Great Calls By Noel M. Tichy, Warren G. Bennis**