

Evaluate

Ways of strengthening this voice:

1. A sound evaluation is thorough, balanced and objective. Action-oriented people may short change the evaluate voice because it feels ponderous and indecisive. Relationship- conscious people may be reluctant to use it for fear of upsetting. Either way, pause to consider whether your personal disposition might be leading you to put insufficient energy into making well-informed and balanced assessments.
2. During meetings compile a written note which catches the arguments both for and against the issue under discussion, setting the pros on one side of the paper and the cons on the other. Be the person who summarises both sides of the argument and proposes a balanced evaluation.
3. During meetings listen not just to the content of the discussion but also to its quality. Call attention to expressions of thinking which seem to be of poor quality, for example, too hasty, too speculative, fuzzy, partial or illogical.
4. Before any important or high-stakes decision is finalised, go - and invite others to go - deliberately through the logic with supports that decision, actively seeking out differences of perspective, contradiction and counter-evidence.
5. Practise the art of making balanced judgements, always weighing proposals against more than one criterion, and preferably three rather than two. Consider implications in relation to the perennial, and inevitably competing, organisational requirements for control, stakeholder acceptability and differentiation respectively.