

## Reach: How Leaders Sharpen Their Judgment and Unleash Collective Intelligence

Great leaders are defined by two kinds of thinking: the quality of their own judgment, and the thinking they inspire in others. Yet the two rarely receive equal attention, and the gap between a leader's individual capability and what their team actually produces is where much of an organization's potential quietly disappears. This session brings the science of decision-making and group performance to bear on that gap, offering leaders a clearer, more honest understanding of how judgment is formed, how it fails, and how it can be strengthened.

Drawing on research into how people decide under pressure and how groups think together, the program examines what separates leaders who make sharp, high-stakes calls from those who freeze or overreach — and what allows some teams to rise above the sum of their parts while others fall short of it. Participants leave with a practical framework for sharpening their own judgment, taking intelligent risks, and creating the conditions in which a team's collective intelligence can emerge.

### Major Subjects Covered

- **Two kinds of leadership thinking** — why a leader's effectiveness rests not only on the quality of their own judgment but on the thinking they draw out of others — and why most development efforts sharpen one while neglecting the other
- **Decision-making under pressure** — how sound judgment is formed, and the predictable ways it breaks down when stakes, uncertainty, and time pressure rise, from overconfidence to hesitation to the pull of the most familiar answer
- **Intelligent risk-taking** — how to distinguish productive, well-calibrated risk from both recklessness and the quieter danger of avoidance — and how leaders set the tone for which risks a team is willing to take
- **The science of collective intelligence** — what research reveals about why some groups consistently outperform the sum of their members while others underperform even their strongest individual, and the factors that make the difference
- **Building teams that reach higher** — the specific conditions and leadership behaviors that surface a group's best thinking, turn diverse perspectives into better decisions, and lift performance beyond individual limits

### Learning Objectives

Upon completion of this program, participants will be able to:

1. Identify the cognitive and situational factors that strengthen or undermine judgment in high-stakes decisions.
2. Describe how group dynamics produce collective intelligence that can exceed — or fall short of — the sum of individual contributions.
3. Apply techniques for making sharper decisions and calibrating risk under pressure.

4. Recognize the leadership behaviors and conditions that draw out a team's collective intelligence and elevate performance.

**Program Information**

**Field of Study:** Business Management & Organization

**Program Level:** Overview

**Prerequisites:** None

**Advance Preparation:** None

**Delivery Method:** Group Live (also available Group Internet Based)

**Recommended CPE Credits:** 1–4, based on session length