WORKSHEET + WORKED EXAMPLE

Give Your First Judgment a Second Look

A first judgment, the evidence around it, and one useful check before action.

8-10 minutes | A judgment pause

Use it in three moves

1. Notice your first answer and what made it feel convincing.
2. Check the evidence and a plausible alternative explanation.
3. Take a proportionate next step; slower thinking alone does not guarantee a better judgment.

What decision or judgment is in front of you?

Choose a moment where a short pause is possible.

What answer came first?

Record the impression without shaming yourself for having it.

What is that impression based on?

Separate relevant experience from familiarity, confidence, or presentation.

Give Your First Judgment a Second Look

YOUR WORKING NOTES / CONTINUED

What else could explain what you saw?

Make at least one alternative plausible.

What small check would improve the judgment?

Use the same relevant question or criterion for each option.

What will you do now, and what would change your mind?

Keep the decision and its revisiting condition together.

A question for me

Who could be affected if I mistake familiarity for competence?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What decision or judgment is in front of you?

Which supplier should we invite to the next planning discussion?

What answer came first?

The supplier with the polished presentation feels more capable.

What is that impression based on?

Their slides were clear. We have not seen how they respond to a difficult handoff.

What else could explain what you saw?

The other supplier may have less presentation support but stronger experience with our kind of work.

What small check would improve the judgment?

Ask both suppliers to walk through the same realistic handoff problem.

What will you do now, and what would change your mind?

Invite both to the short exercise. Reconsider my first preference after hearing how each handles the constraint.

The thinking behind it

A confident judgment can quickly become the environment someone else must navigate. Leave room for evidence that changes how you see them.

Daniel Kahneman described fast intuitive and more deliberate forms of thinking, often called System 1 and System 2. This original pause is a practical reminder to check an important impression; it is not a test of which kind of thinker someone is.

Daniel Kahneman · Nobel biographical account

Read You Have a Culture Problem by Nic Payne