



Senior Leadership and Organisational Judgement

DURATION

3 days

CONTACT HOURS

18

LEVEL

Executive

FEE PER DELEGATE

R12,000

For leaders whose decisions are now made with incomplete information and felt across the whole organisation.

At senior level the problems that reach you are the ones nobody below could resolve, which means they are ambiguous by definition. This programme is about judgement under that condition: how to decide when the data will never be sufficient, how to carry accountability for outcomes you do not directly control, and how to build a leadership team that argues productively rather than agreeing politely.

Available as classroom, executive workshop, in house.

Who it is for

Directors, heads of function and senior managers with organisation wide accountability.

What you will be able to do

- Make defensible decisions where evidence is incomplete and will remain so.
- Build a leadership team that surfaces disagreement before a decision rather than after it.
- Allocate attention deliberately across competing priorities.
- Recognise the failure modes that come with seniority, including filtered information.

The outline

DAY 1

Judgement under ambiguity

Deciding without sufficient evidence · Reversible and irreversible decisions · Recording reasoning so it can be reviewed later · Common distortions at senior level

The filtered organisation

Why bad news slows down as it rises · Building routes around the hierarchy · Reading weak signals · Testing what you are being told

DAY 2

Leading a leadership team

Productive disagreement and how to require it · Commitment after a decision the individual opposed · Managing peers who are also rivals · Succession and building the layer beneath

DAY 3

Attention as the scarce resource

Portfolio triage across competing priorities · What only you can do · Sustaining judgement under sustained load · Deciding what to stop

What you leave with

- A decision record format that separates judgement from evidence.
- A diagnosis of where the delegate's own information is being filtered.
- A revised meeting structure for the delegate's leadership team.
- An attention allocation review across the current portfolio.

Published dates

DATES	WHERE	FEE
23 to 25 November 2026	Cape Town, South Africa	R12,000
30 November 2026 to 2 December 2026	Windhoek, Namibia	R12,000
7 to 9 December 2026	Durban, South Africa	R12,000
14 to 16 December 2026	Dar es Salaam, Tanzania	US\$1,200

Fees are per delegate and cover all course materials. Registration fees are arranged by the delegate. Reg

Register or ask a question

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This copy was produced on 30 October 2026.