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Judgment calls: Preparing
leaders to thrive in the era
of intelligent machines

Intelligent machines have the potential to liberate managers from routine tasks, freeing them to make the judgment calls that even the most advanced machines can't.

But are managers ready for a new role as decision makers?

Intelligent machines will enable managers to make faster, more thoughtful, collaborative decisions. But organizations must start planning now to make sure they develop the "judgment muscles" to differentiate themselves in the future.

What exactly is judgment work? Simply put, it's human work. We've identified three broad categories of judgment work:

- Discernment
- Abstract thinking
- Contextual reasoning

To create value from judgment work, however, organizations need to overcome two obstacles:

1—**Managers don't consider judgment a team sport** and undervalue the need for interpersonal skills in the future.

2—**Managers don't appreciate all that intelligent machines can do for them.** Intelligent machines can help them be more effective in applying judgment to drive organizational performance, agility and innovation.

Learn more about how organizations can prepare managers to transition to judgment work with our full report:

[Judgment calls: Preparing leaders to thrive in the era of intelligent machines](#)

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