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# Executive Judgement and Influence Training Course for Newly Promoted Directors

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Sharm El-Sheikh

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Registered in the United Kingdom and Saudi Arabia

# Executive Judgement and Influence Training Course for Newly Promoted Directors

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Executive Judgement and Influence for newly promoted directors is a 1-week training course for recently appointed directors and heads of function, who leave with a personal executive development plan. Organisations promote specialists into director roles faster than ever, and the habits that won promotion rarely fit the wider remit. Jupiter Prime Training runs this course on Executive Judgement and Influence for directors early in their tenure.

## Why Executive Judgement and Influence Matter Now

Three forces reshape the first years of a director: flatter structures that widen the span of decisions, boards and investors who expect sharper judgement on fewer facts, and workforces that test credibility through openness rather than rank. A director with deliberate competencies sets direction peers trust and converts ambiguity into choices; one relying on technical expertise drifts into detail and loses sponsors. The course rests on competency frameworks, 360-degree feedback practice and the leadership pipeline view of role transitions, each described in general terms.

## Who Gains Most from Executive Judgement and Influence

- Newly appointed functional directors accountable for strategy, budget and senior hiring in their area
- Heads of department stepping into a seat on the executive committee
- Senior specialists promoted to lead a portfolio of managers rather than a team of experts
- Directors moving across sectors who must rebuild credibility with unfamiliar stakeholders
- Successors named in a talent review who are preparing for an imminent director appointment

A cohort of new directors from one leadership team gains most, because they calibrate expectations and give candid feedback on each plan.

## Executive Judgement and Influence Capabilities

Participants move from reacting to the demands of the director chair towards choosing which competencies to strengthen, in what order and with whose help.

- Assess current strengths against a director competency profile — the priorities of a first-year plan
- Weigh options under incomplete information with a decision journal — executive committee choices
- Design a stakeholder influence map for sponsors and sceptics — board and peer relationships
- Communicate a personal leadership brand in plain, consistent messages — teams and senior sponsors
- Apply sense-making routines when direction is unclear — functions facing restructuring or new mandates
- Build a development plan with stretch assignments and feedback loops — the sponsor who funds it

## Key Executive Judgement and Influence Terms

- Competency profile — a written set of behaviours and judgements expected at a role level, used to assess readiness and gaps.
- Strategic judgement — the ability to choose a direction from incomplete, conflicting information while weighing long-term consequences for the organisation.
- Leadership brand — the reputation a director deliberately cultivates, linking personal values to the results colleagues can expect.
- Stakeholder influence map — a chart of the people whose support a director needs, their interests and their current stance.
- Derailer — a strength overused under pressure until it damages relationships or results, such as control or perfectionism.
- Executive development plan — a time-bound record of competency goals, stretch assignments, sponsors and feedback checkpoints for a director.

## Executive Judgement and Influence Day by Day

## Day 1: The Director Role and Its Shift

- Leadership Pipeline Transitions — What a Director Must Let Go
- Director Competency Profile — Expectations Beyond Functional Expertise
- Personal Values Inventory — Choices That Anchor Executive Behaviour
- Self-Assessment Against Role Levels — Priority Gaps for Year One
- Time Audit of Director Calendar — Freeing Hours for Strategic Work

## Day 2: Strategic Judgement Under Uncertainty

- Decision Journal Practice — Learning From the Quality of Past Choices
- Scenario Thinking for Directors — Preparing Functions for Several Plausible Futures
- Bias Checks in Senior Decisions — Reducing Anchoring and Overconfidence
- Reversible Versus One-Way Decisions — Matching Pace to Consequence
- Sense-Making Routines — Leading When the Mandate Is Unclear

## Day 3: Stakeholder Influence and Sponsorship

- Stakeholder Influence Mapping — Where Support and Resistance Sit
- Reciprocity and Currencies of Influence — Building Alliances Across Functions
- Sponsor and Mentor Networks — Who Backs a New Director
- Board and Committee Briefings — Framing Recommendations for Senior Approval
- Constructive Dissent With Peers — Challenging Without Losing Allies

## Day 4: Leadership Brand and Derailers

- Leadership Brand Statement — Linking Values to Expected Results
- 360-Degree Feedback Interpretation — Spotting Patterns Across Rater Groups
- Derailer Profiling — Strengths That Turn Into Risks Under Pressure
- Resilience and Energy Routines — Sustaining Judgement Through Heavy Demand
- Delegation Contracts With Managers — Raising Accountability Below the Director

## Day 5: Practising the Executive Development Plan

- Competency Gap Prioritisation — Applying the Day 1 Self-Assessment
- Stretch Assignment Selection — Turning Influence Maps Into Growth Opportunities
- Feedback Checkpoints and Measures — Testing Progress on Brand and Derailers
- Peer Coaching Triads — Rehearsing Decisions From Live Director Cases
- Executive Development Plan — Final Draft Agreed With a Sponsor

## Applying Executive Judgement and Influence After the Course

- Run a structured 360-degree feedback round with direct reports and peers, and revise the derailer profile from the patterns.
- Hold a sponsor meeting to agree two stretch assignments and the feedback checkpoints in the development plan.

## Executive Judgement and Influence Questions FAQ

### What are Executive Judgement and Influence and why do they matter now?

They are the judgement, influence and self-leadership behaviours expected of a director. They matter now because flatter organisations push wide decisions to new directors sooner, and boards judge them on direction and credibility rather than on technical depth.

### Which roles gain most from Executive Judgement and Influence training?

Newly appointed directors and heads of function gain most. Promoted senior specialists and named successors also benefit.

## How does Executive Judgement and Influence training differ from an executive presence course?

It is broader and plan-centred. A presence course covers how a leader comes across; this course assesses judgement, influence, brand and derailers together, and turns the gaps into a sponsored development plan.

## What do you bring back from Executive Judgement and Influence training?

You bring back an executive development plan. It records priority gaps, an influence map, a brand statement and stretch assignments agreed with a sponsor.

## Executive Judgement and Influence: The Way Forward

The executive development plan first informs which competency gap a new director closes in the coming quarter. The director owns it, while a sponsor and the human resources partner use it to select stretch assignments and track feedback. After its first feedback checkpoint, the perspective worth revisiting is the derailer profile, since new pressure reveals patterns the first assessment missed.