

## PLANNING AND ORGANIZING

**Planning and Organizing** -- Establishing a course of action for self or others to accomplish a specific goal; planning proper assignments for personnel and appropriate allocation of resources.


Many jobs require people who can plan and organize for themselves and others. This includes setting goals, budgeting time, setting priorities, allowing enough time for activities, and being aware of how activities relate.


**Key Behaviors:**

- Uses a "to do" list, task plans, calendar, or similar planning device.
- Sets measurable Results Expectations.
- Documents important tasks or activities to achieve required results.
- Uses time well in carrying out responsibilities.
- Distinguishes between what is urgent and what is not in setting priorities.
- Schedules work to make sure everything gets done.
- Asks supervisor for help with priorities or schedules.
- Checks others' action plans to make sure that all activities within the work group are coordinated to accomplish objectives.

**Key Words** -- plan, organize, schedule, coordinate, priority, sequence, timetable, flow, contingencies, agenda

Dictionary of Dimensions - Table of Contents

 [HRS Home Page](#)

 [UNCG Home Page](#)

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## JUDGMENT

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**Judgment** -- Weighing alternative actions and making decisions that reflect the facts of a situation. Decisions are based upon logical assumptions that take into consideration the organization's resources.

Many jobs require people to make decisions in several areas. Once all pertinent and available information has been analyzed and alternatives have been developed, individuals must consider the pros and cons of each alternative and select the best one.

Judgment specifically deals with the quality of decisions based on given or available information. Judgment, therefore, is strongly related to Analysis. If a poor decision was made because of inadequate information, evaluate Analysis, not Judgment. If the employee decided not to obtain or consider information and a poor decision resulted, look at Judgment.

### Key Behaviors:

- Checks to see if the proposed action satisfies the need.
- Considers the pros and cons before making a decision.
- Considers organization and management views.
- Involves and informs the right people.
- Considers the short- and long-term impact.
- Considers alternatives.
- Makes decisions that improve or resolve problems.
- Deals with potential problems coming from a decision.

**Key Words** -- consider, check, judge, choices, consequences, implications, assumptions, thought, select, inform, rational, logical, risks

[Dictionary of Dimensions - Table of Contents](#)

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