

Stop Waiting for Certainty. Leadership Happens Before the Answer Is Clear.

A conversation for making responsible decisions when information is incomplete.

**What do we know well enough to act on, what remains uncertain,
and how will we know when it is time to adjust?**

1 WHAT DO WE ACTUALLY KNOW?

Separate evidence from interpretation. What is well supported, current, and relevant to this decision?

2 WHAT REMAINS UNCERTAIN?

Name the unknowns explicitly. Which gaps are important enough to influence what we decide?

3 WHICH UNKNOWNNS CAN WE REDUCE?

What could we reasonably learn through more evidence, consultation, modelling, or research before acting?

4 WHAT CANNOT BE KNOWN YET?

Which conditions will only become visible after action - or may never be fully predictable?

5 HOW REVERSIBLE IS THIS DECISION?

If we are wrong, can we change course? What options should we preserve while uncertainty remains high?

6 WHAT WOULD CHANGE OUR MIND?

Which signals, evidence, or conditions should cause us to reconsider, adapt, pause, or stop?

BEFORE YOU LEAVE

The decision we are ready to make now

The signal or evidence we will monitor

When we will return and review the decision

Certainty is not the standard. Good decision-making is.