

— FROM THE BLOG —

CERTAINTY IS NOT THE STANDARD. GOOD DECISION-MAKING IS.



*Leadership happens **before** the answer is clear.*



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WHAT KIND OF DECISION IS THIS?



CAN WE KNOW MORE?

Is the uncertainty reducible with more evidence?



Gather information.
Do the research.



CAN WE TEST FIRST?

Can we learn by trying on a smaller scale?



Experiment.
Pilot. Prototype.



CAN WE REVERSE IT?

If we act, can we change course later?



Preserve optionality.
Keep doors open.



CAN'T WE KNOW YET?

Is this deep or inherent uncertainty?



Build an adaptive pathway.



MUST WE ACT NOW?

Is there a window for action or a cost of delay?



Choose a robust next move.



Not every uncertainty should
be managed the same way.
Lead with judgement. Learn as you go.



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Lead with clarity.
Decide with courage.
Adapt with humility.