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PHILOSOPHY FOR EVERYDAY LIFE

Lead Without the Noise

Clarity. Listening. Responsibility.



Lead with clarity. Listen with care.

CHAPTER 01

Give direction without pretending



Human purpose A useful action A limit we protect

Clarity does not require total certainty. It requires an honest distinction between the purpose, the current choice and what remains unknown.

Three questions in this chapter: • Say what the work is for • Distinguish confidence from certainty • Reduce the number of competing signals

READ / NOTICE / TRY

Distinguish confidence from certainty



What we know What we assume Why this next step

A leader can commit to a next step while admitting that the forecast may change. The alternative is often a performance of certainty that makes revision look like failure.

State what you know, what you are assuming and why the next action is reasonable despite the uncertainty. Say when you will review it. This is not a request to turn every message into a list of caveats. It is a way to give others enough information to contribute, rather than asking them to borrow a confidence whose reasons they cannot see.

A QUESTION TO TAKE INTO YOUR DAY

Which uncertainty could you name without making the direction less usable?