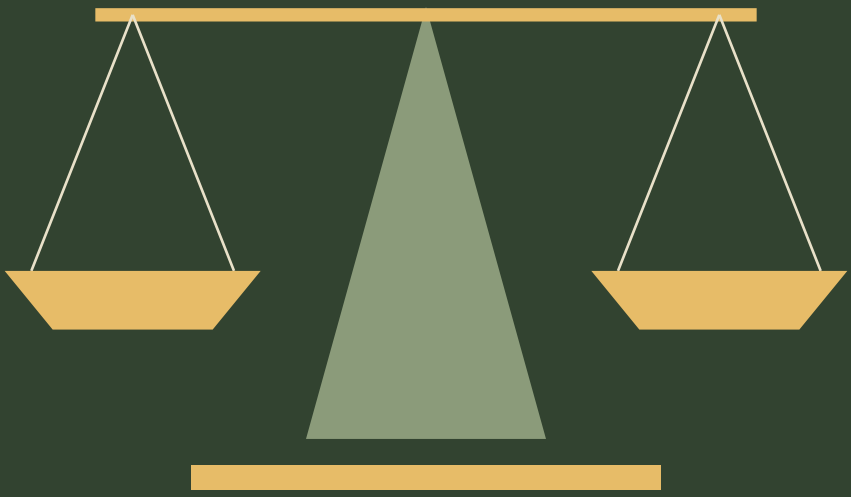
OPortals.com

ILLUSTRATED PHILOSOPHY

The Philosopher Manager

Judgment. Responsibility. Everyday work.

JUDGMENT



READ / NOTICE / TRY

Separate the fact from the verdict

A delivery is two days late. “The team does not care” is a verdict, not the same observation. If you act on that verdict first, you may never learn that the approval queue had no clear owner.

Write the event in language another observer could check. Then list your interpretation and what would challenge it. This does not remove responsibility for lateness. It helps place responsibility where the evidence can support it. Ask a specific question before assigning a character to a person.



Observed event My interpretation What would test it?

A QUESTION TO TAKE INTO YOUR DAY

Which part of your current account is observed, and which part is inferred?

READ / NOTICE / TRY

Agree on an escalation point

A manager who wants no surprises can accidentally ask for a report on every movement. A manager who wants independence can hear about a serious obstacle only after the deadline.

Agree on the conditions that require contact: a cost threshold, a safety concern, a dependency that has stopped moving. Keep those conditions specific enough to be useful. Routine work can continue without permission; a named change in circumstances calls for a conversation. Review whether the agreement gave enough support without quietly taking the work back.



Within agreement Continue independently Boundary changes / Contact and decide

A QUESTION TO TAKE INTO YOUR DAY

What change in circumstances should bring the decision back into conversation?