WORKSHEET + WORKED EXAMPLE

Make Risk and Uncertainty Discussable

A shared account of possible harm, uncertainty, protections, and the decision that belongs next.

20 minutes | Risk and uncertainty conversation

Use it in three moves

1. Talk about the proposed action and the consequences, not personality types.
2. Separate evidence from uncertainty and hear who bears the cost.
3. Agree protections, authority, and a clear condition for revisiting the move.

What move are we considering?

Describe the action, its scale, and its reversibility.

What could improve, for whom?

Keep the hoped-for benefit concrete.

What could go wrong, and who would feel it?

Include people for whom a small probability could still have a large consequence.

Make Risk and Uncertainty Discussable

YOUR WORKING NOTES / CONTINUED

What do we know and what are we guessing?

Do not invent a precise probability to make the page look complete.

What limits, alternatives, or safeguards are needed?

A concern can change the proposed move.

Who can decide, and what must be checked first?

Keep decision authority and specialist responsibilities explicit.

What would make us stop or revisit it?

Name an observable trigger and a route for raising it.

A question for me

Am I asking someone else to carry a risk I would not accept for myself?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

What move are we considering?

Try a new event sign-up process for one small workshop.

What could improve, for whom?

Participants could register without waiting for an email reply.

What could go wrong, and who would feel it?

People without easy online access could be excluded; an unclear confirmation could leave someone without a place.

What do we know and what are we guessing?

We have not tested the form with screen readers or confirmed how phone registrations will be handled.

What limits, alternatives, or safeguards are needed?

Keep a phone route, test access, limit the trial to one workshop, and check every confirmation.

Who can decide, and what must be checked first?

Workshop lead can approve the small trial after the access and confirmation checks.

What would make us stop or revisit it?

Pause the trial if anyone cannot register through either route; contact the workshop lead the same day.

The thinking behind it

Risk is not shared equally just because a team makes a collective decision. Give particular attention to the people who bear consequences without having much authority.

This original Leader Rebellion conversation replaces animal or personality labels with a discussion of consequences, uncertainty, and protections. It is a coordination aid, not a quantitative risk assessment or a substitute for required specialist processes.

Read You Have a Culture Problem by Nic Payne