



Uncertainty vs. Instability



Decide

Name who decides what now — especially the calls that changed hands when roles moved.



Route

Make it obvious where questions go — and what to do when the answer doesn't exist yet.



Return

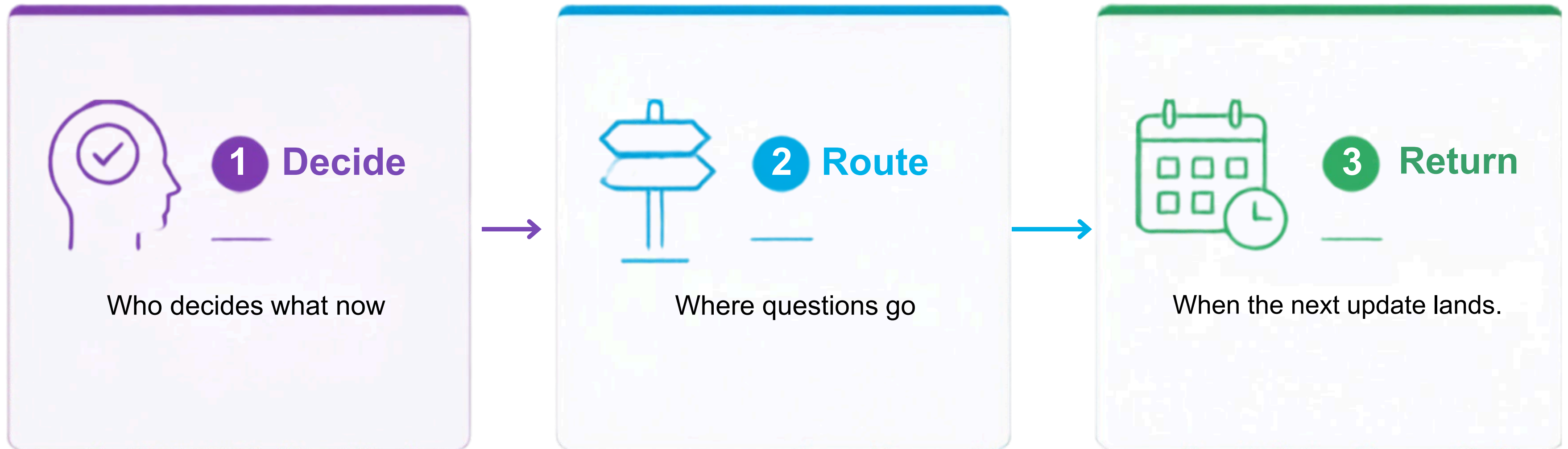
Commit to when the next update lands and send it even when there is no news.



NAME THE DIFFERENCE Uncertainty is not knowing what comes next. Instability is not knowing who decides, where to ask, or when we'll hear.



The Team Operating Snapshot

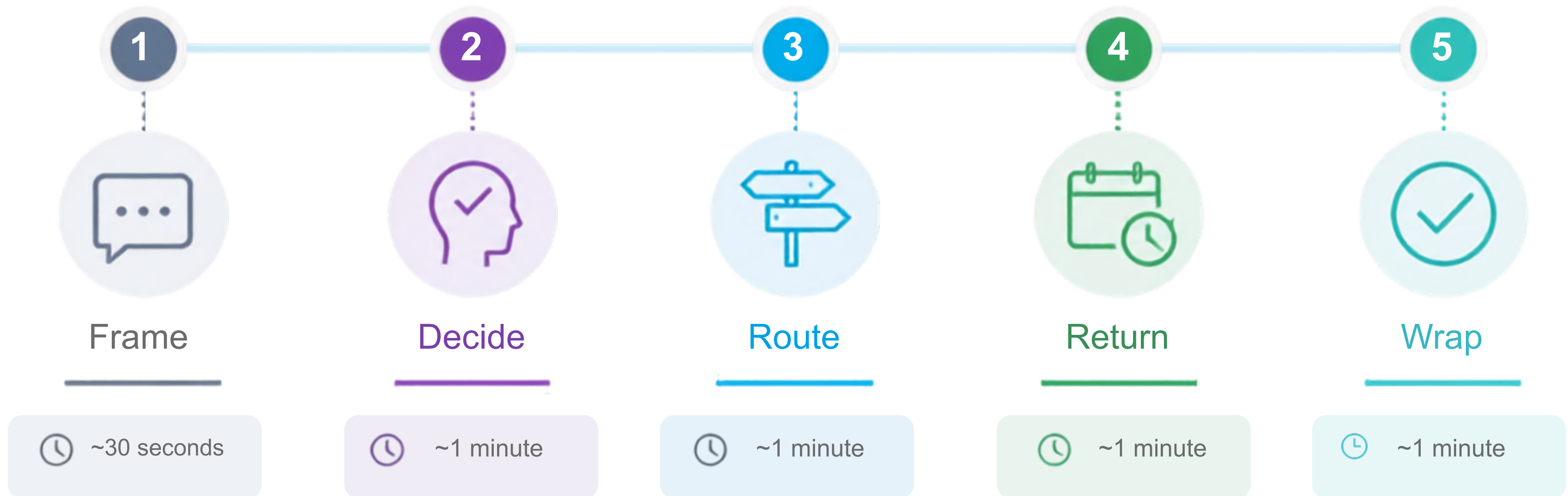


WRITE IT DOWN All three answers on one page the team can point to — not a conversation they half-remember.



Run It Live: 5-Minute Operating Snapshot

A ready-to-facilitate micro-session — follow the timed steps. No prep needed.





WEEK 8 • STABILITY IN UNCERTAINTY • TEAM MEMBER WORKSHEET

Our Operating Snapshot

Fill this in with your team — who decides, where questions go, and when the next update lands.



DECIDE

Name the decider. Which calls changed hands when roles moved — and who makes them now?

WHO DECIDES WHAT:



ROUTE

Give questions one door. One obvious place to ask — and what we say when there's no answer yet.

QUESTIONS GO TO:



RETURN

Name the date. When does the next update land? Send it even when there's no news.

NEXT UPDATE LANDS:



OUR TOP THREE RIGHT NOW

Write the team's top three, one line each.

1

2

3



One page, written down and kept current — decide, route, return — steadies a team faster than any speech.

FACILITATOR ONLY — DO NOT SHOW THIS SLIDE TO YOUR TEAM *Presenter reference — keep on your screen only.*

Your Facilitator Guide: Run It Live

New to leading a team activity? Follow this page top to bottom for a calm, confident five minutes. Your team sees only the **Run It Live** and worksheet pages.

RUN THE SCRIPT • ≈ 5 MINUTES

●

FRAME • 30 SEC

Ask everyone to hold one decision that has been stuck since the recent changes — no need to share it yet.

●

1 DECIDE • 1 MIN

Who owns that call now? Push for a person's name, not a department. Allow about 20 seconds of quiet, then take one or two aloud.

●

2 ROUTE • 1 MIN

One door for questions, starting today — a channel, a meeting, or a person. Add what the team says when there is no answer yet.

●

3 RETURN • 1 MIN

Name the calendar date the next update lands, and that it ships even with no news. A date you can keep beats a promise you can't.

●

WRAP • 1 MIN

Pair up and read the snapshot as one line — who decides, where questions go, when the update lands. Take two or three report-outs.

BEFORE YOU START

- No prep and no materials — it runs in any huddle, standup, or team meeting.
- Have the team write as you go. This is a page they keep, not a conversation.
- Aim for five minutes; running a little over is fine.

FIRST-TIME FACILITATOR TIPS

- It is normal to feel nervous — a steady, unhurried pace does most of the work.
- If the room goes quiet, name one of your own stuck decisions first.
- Watch for vague owners and open-ended dates. That is where the snapshot quietly fails.
- A real name and a real day beat a good intention.
- Park questions about which work to cut — that is Week 9.

KEY POINT — SAY IT OUT LOUD You can't remove the uncertainty, but you can remove the instability — name who decides, where questions go, and when the next update lands.



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Adapt It to Your Team

Same five-minute snapshot — small tweaks so **Decide, Route, Return** lands for your team and your setting.

BY TEAM TYPE

Clinical teams

- Keep it brief out of respect for the floor — run it in the huddle, not a meeting.
- Name the calls that moved with new assignments, coverage, and protocols.
- Post the page where the shift can see it — the board, the huddle room, the unit chat.

Non-clinical teams

- Tie it to reorgs, reprioritized roadmaps, and new systems or tools.
- Say plainly what is decided, what is still unknown, and when the next checkpoint is.
- Name the sign-offs that quietly changed hands when roles moved.

BY WORK SETTING

On-site teams

- Write the page live where everyone can see it, then leave it posted.
- Ask the room to name one decision they think no longer has an owner.
- Say out loud which calls the team now owns without checking with you.

Remote or hybrid teams

- Cameras optional — give people an extra beat before you move on.
- Drop the three lines in chat so quieter voices can add to them.
- Put the return date in the channel so everyone is working from the same date.

ADAPT, DON'T REINVENT Same three moves for every team. Whatever the setting, send the page in writing this week so no one is working from memory.



LeaderSkill

W E E K L Y

Creating Stability in Uncertainty



1 Decide

Name who decides what now — especially the calls that changed hands when roles moved.



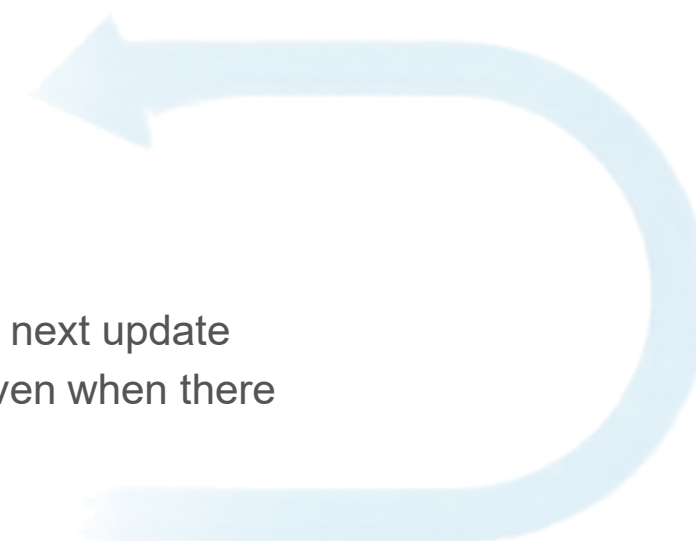
2 Route

Make it obvious where questions go — and what to do when the answer doesn't exist yet.



3 Return

Commit to when the next update lands, and send it even when there is no news.



LEADER ACTION



Fill in the one-page operating snapshot with your team this week and post it where everyone can see it.

Removing instability is possible even when uncertainty remains — through one maintained page.

