

Your Leader Guide: Start Here

Read these four pages before you lead. **YOUR TEAM SESSION STARTS ON SLIDE 5.**

RUN IT LIVE (PAGE 2)

What do I actually say?

- A five-minute script for the three clarity moves
- What to prepare, and what you can skip
- What to do if the room goes quiet

REMEMBER
No prep deck needed. This runs in a standing huddle.

ADAPT IT (PAGE 3)

Will this fit my team?

- Clinical and non-clinical versions
- On-site, remote, and hybrid delivery
- What to emphasize in each setting

REMEMBER
Tune the moves to your team. Don't reinvent them.

WHEN IT'S HARD (PAGE 4)

What if time is short?

- How to run it in 2, 5, or 15 minutes
- What to say when you have no news yet
- What to do when the same questions keep coming

REMEMBER
Slides 1-4 are yours only and are hidden from the slide show. Present from slide 5.

Page 2: Run It Live

A five-minute clarity update you can deliver in any huddle, with no slides.

1. BEFORE YOU START

How do I prepare?

- Pick one topic your team is actually asking about
- Confirm your facts before you speak
- Decide the date of your next update first
- Budget five minutes, not fifteen

REMEMBER

One topic. Five minutes. One commitment.

2. THE THREE MOVES

What do I say, in order?

- SHARE (1 min): "Here's what I can confirm today."
- NAME (2 min): "Here's what is still being decided."
- COMMIT (2 min): "Here's when I'll come back to you."
- Close by repeating the date out loud

REMEMBER

Silence creates more anxiety than uncertainty does.

3. IF YOU GET STUCK

What if it stalls?

- If the room goes quiet, name what you don't know first
- You need a date written down, not answers
- Let people ask what you can't answer yet
- Nervous is normal. A steady pace does the work

REMEMBER

Credibility comes from the update you keep.

Page 3: Adapt It to Your Team

The three moves stay the same. These adjustments help them land in your setting.

CLINICAL TEAMS

Where does this fit?

- Run it in the shift huddle, not a separate meeting
- Lead with what is not changing for patient care
- Answer staffing, coverage, and scheduling first
- Keep it to three minutes if the floor is busy
- Repeat it at the next shift change

REMEMBER

Name the shift-level impact before the big picture.

NON-CLINICAL TEAMS

What is different here?

- Name who decides what now that structure has changed
- Flag sign-offs, budgets, and approvals still in flux
- Address the rumors circulating in email and chat
- Expect more questions about roles and scope
- Say plainly what has not been decided yet

REMEMBER

Claim the decisions nobody has owned since the change.

ON-SITE, REMOTE, HYBRID

How do I deliver it?

- On-site: say it live, then post a short recap
- Leave the recap visible for the next shift
- Remote: say it on camera, not in email alone
- Post answers in one channel everyone can find
- Hybrid: same message, same day, both ways

REMEMBER

However you deliver it, always name when you'll be back.

Page 4: When Time Is Short or It Gets Hard

How to scale the conversation, and what to say when the answers still aren't there.

SCALE IT TO THE TIME

How long do I need?

- 2 minutes: confirm one fact and set the next date
- 5 minutes: run all three moves on one topic
- 15 minutes: take questions, then read back commitments
- Any length works if you end with a date

REMEMBER

One clear update beats five vague ones.

"I HAVE NO NEWS YET"

What do I say then?

- Say exactly that, then say when you'll check back
- Name what is not changing. That is still news
- "Still on it, no news yet" is a real update
- Never fill the gap with a guess

REMEMBER

Reset the cadence, not the certainty.

"THEY'LL JUST ASK AGAIN"

Why keep updating?

- Repeat questions mean the answer hasn't landed
- Say the same thing the same way, consistently
- Point to where answers get posted
- Name who to ask between updates
- Silence is where rumor grows

REMEMBER

Trust is built by consistency, not by every answer.

When answers are still evolving, silence creates more anxiety than uncertainty does.

Use 3 CLARITY MOVES to communicate with honesty, empathy, and consistency.



SHARE: WHAT I KNOW
What can I confirm today?



NAME: WHAT I DON'T KNOW
What is still being decided?



COMMIT: WHAT HAPPENS NEXT
When will I come back with more?

Leader mindset:

Trust is built by how consistently
you communicate, not by how
many answers you have.

Clarity doesn't require certainty.

Say what you know, name what you don't, and commit to what comes next.

WHAT I KNOW

What can I confirm today?

What has been decided and announced?
What is already in motion?

What stays the same for now?

LEADER MOVE:

Confirm the facts before you speak, then lead with what is settled.



WHAT I DON'T KNOW

What is still being decided?

What is genuinely undecided?

What can I not share yet, and why?

What rumors should I address directly?

LEADER MOVE:

Say 'I don't know yet' mainly, and say why.



WHAT HAPPENS NEXT

When will we know more?

Update cadence

Where answers get posted

How to raise questions

Who to ask between updates

What triggers a new update

LEADER MOVE:

Set the date for the next update and keep it, even if nothing has changed.

Leader mindset:

Trust is built by how consistently you communicate, not by how many answers you have.

CLARITY TOOL: THE MESSAGE MAP

Preparing what to say before you're asked.



Leader action: Build your message map before the questions come to you.

Honesty, empathy, and consistency build trust, not every answer.

CONSISTENCY

Here's when I'll come back to you.

Trust

EMPATHY

Here's what I don't know yet.

HONESTY

Here's what I know today.

THIS WEEK'S LEADER ACTION:

Deliver one update this week on something still unresolved. Say 3 things:

When answers are still evolving, silence creates more anxiety than uncertainty does.

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