042 Doesnt Name the Fog

Perspective Book · https://kb.jeffreysummers.com/docs/042-doesnt-name-the-fog/

The slow week that nobody explained. The leadership change that was announced and then went quiet. The new standard that was introduced without context. The ownership conversation that the operator is having with themselves and not with the cast. The menu change that is coming and the cast can feel it even though nothing has been said.

Uncertainty in the building does not require a crisis. It requires a vacuum. The brain fills vacuums with imagined threats — and the imagined threat is almost always worse than the reality.

[Uncertainty Tax] in the Perspective fundamental is the operator's read of the invisible cost the building is currently paying. Not what went wrong — what is ambiguous. The operator who can name the current sources of uncertainty in their building — and who is paying what portion of the tax — is doing Perspective work the dashboard cannot do.

Three Perspective disciplines for managing [Uncertainty Tax]:

Name the uncertainty before it names itself. The cast who knows a change is coming but hasn't been told will fill the gap with the worst available version. The operator who names the uncertainty — "here's what we are working through, here's what I know, here's what I don't know yet, here's when I'll tell you more" — has reduced the tax immediately. Not by resolving the uncertainty. By eliminating the vacuum.

Define the known zone. Not everything is uncertain. The operator who draws a clear boundary around what is stable — "this is not changing, this standard holds, this team is intact, this is still the plan" — gives the cast a surface to stand on while the uncertain territory is being navigated. The known zone is not false reassurance. It is accurate information about what is real, offered with the same discipline as the acknowledgment of what is not yet known.

Maintain the rhythm. The Monday check-in that gets skipped after a difficult week signals that something is wrong even when the operator intended it to signal normalcy. The pre-shift that gets shortened because the operator is distracted signals to the cast that leadership has withdrawn. [Shared Pulse] is protected by maintaining the routine — not because the routine produces important information, but because its continuity signals that leadership is still present and the

building is still running.

What Changes Tomorrow

Before uncertainty creeps into tomorrow's shift — a slow patch, a bad review, an unclear outcome — name the fog out loud before it names itself in the cast's imagination. Define what you do know, hold the rhythm you already have, and don't let a vacuum get filled with imagined threats.