

LOYAL DISSENT

Challenge with purpose. Commit with clarity. Pivot with confidence.



Lead with EASE



MANAGER & FOUNDER CHECKLIST

- ✓ Have I made the intent clear?
- ✓ Have I invited real challenge?
- ✓ Do people know who decides?
- ✓ Do we know what would trigger a pivot?
- ✓ Will people be safe to speak up next time?

“

Healthy teams **challenge**
before the decision and
commit after it.



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The Core Tension

Loyalty without challenge creates compliance.
Dissent without commitment creates paralysis.



Loyalty
without challenge

- ✓ Compliance
- ✓ Silence
- ✓ Blind spots

VS



Dissent
without commitment

- ✓ Friction
- ✓ Delay
- ✓ Paralysis



Healthy teams need challenge **before** the decision, and commitment **after** it.



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Psychological safety ♦ Decision clarity ♦ Empowered teams

Lead with EASE



What makes dissent possible?

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Psychological safety

People feel safe to speak up without fear of punishment or ridicule.



Leader vulnerability

Leaders admit limits, ask for input and show they can handle the truth.



Competence and credibility

People trust decisions when leaders earn credibility and show expertise.



Clarity of intent

Clear goals and priorities help people challenge in service of the mission.



Ethical boundaries and trust

Strong values and integrity create the rails for honest dialogue.



People speak up when it is safe, useful and linked to purpose.



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LOYAL DISSENT

Turn tension into better decisions.



Turn 'Yeah, but that won't work'
into **useful challenge**

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1



Which assumption is wrong?

Surface the belief that may not be true.

2



What evidence supports your concern?

Base your challenge on facts, not feelings.

3



What risk are you trying to prevent?

Name the harm you're trying to avoid.

4



What alternative, safeguard or experiment do you propose?

Offer a path forward, not just a problem.



Move from reflexive resistance to **contributive dissent**.



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The leader's job

Lead clearly. Invite challenge. Create impact.



1

L

Learn
where the
truth sits



2

E

Educate
on context
and constraints



3

A

Advise
and invite
challenge



4

D

Delegate
with
boundaries

**EASE****Explore****Align****Support****Empower****COURSE CORRECTION CONSULTING LTD**

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DISSENT **AND** COMMIT



Debate while
the choice is open.



Once the decision is made,
execute professionally.



Commitment is not blind obedience.

Escalate if the decision becomes unsafe,
unethical, or based on broken assumptions.

BACK-POCKET PIVOTS



Pre-agreed alternatives



Clear escalation triggers



Decision rights close to the action



Review points when reality changes



The market **always** gets a move.



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MANAGER AND FOUNDER CHECKLIST



Simple questions. Stronger teams. Better decisions.



Have I made the intent clear?



Have I invited real challenge?



Do people know who decides?



Do we know what would trigger a pivot?



Will people be safe to speak up next time?



Ready to build a team that can challenge well and commit clearly?

Use the EASE Framework™ to create **psychological safety**, decision clarity and **empowered teams**.

Book a Clarity Call →



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