REALITY-BASED LEADERSHIP

Negative Brainstorming

Surface every concern about a change — without spiraling into "why we can't."

When a decision is announced that a team wasn't consulted on, or a change meets pushback, or unspoken worries need airing, Negative Brainstorming gets every concern documented and addressed, while keeping the conversation out of "why we can't" or "why we shouldn't have to."

1 WRITE THE CHANGE OR DECISION BELOW

2 LIST ISSUES AND CONCERNS, LABEL THEM RISKS, THEN EVERYONE VOTES

For each risk, have team members vote **High**, **Medium**, or **Low** for both probability and impact **on the business** (not preferences). Where opinions differ, facilitate discussion and fact-finding, then settle on a final vote (land in the middle if two people still disagree).

ISSUES (REFRAMED TO RISKS)	PROBABILITY	IMPACT On the business	IDEAS & COMMITMENTS TO NAVIGATE THE RISK
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	
	H · M · L	H · M · L	

H High **M** Medium **L** Low

NOW, TAKE NEXT RIGHT ACTION

Cross out any risk that's low probability ***and*** low impact. Why worry about something that is unlikely to happen and have low impact if it does. For every remaining risk, come up with at least 3 ideas to accept, mitigate, eliminate, or insure against it. Be sure all ideas end with who, doing what, and by when.

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