



Ambiguity Is Where Leadership Happens

“ *I have learned that ambiguous moments do not always need certainty. They need steadiness.* ”

Some decisions have to be made while the facts are still catching up.

Over the years, I have sat in the middle of technology incidents, transformation decisions and delivery pressure while the situation was still moving.

An incident unfolding.

A delivery timeline shifting.

Competing priorities needing to be weighed.

A risk that needed quick judgement, not an emotional response.

A team looking for direction while stakeholders needed confidence.

In those moments, it can be tempting to wait for more information.

Sometimes, that is the right decision.

But often, leadership requires making the next best decision with what is known, while staying honest about what is still unclear.

That is where ambiguity tests you.

Not because you are expected to have every answer, but because people need enough clarity to keep moving.

I have learned that ambiguous moments do not always need certainty.

They need steadiness.

The work is to slow the room down when everyone wants to speed up.

To separate what is known from what is being assumed.

To understand what matters most right now.

To listen carefully to the people closest to the issue.

To decide what needs action today, and what can wait.

And then to keep adjusting as the situation becomes clearer.

Technology leadership is often spoken about through strategy, platforms, delivery and outcomes.

All of that matters.

But some of the most important leadership work happens in the spaces between those things.

When the data is incomplete, the pressure is real, the decision is imperfect, and the easy answer is not available.

That is where judgement matters.

Ambiguity does not always need to be resolved before progress can happen.

Sometimes, it needs to be led through.

How do you make decisions when the path is still forming?