

# LEADING WITHOUT NEEDING TO BE RIGHT

## WHY THE NEED TO BE RIGHT HURTS LEADERSHIP?

### What actually happens when leaders push to be right:

- People stop offering bold ideas because they expect resistance.
- Discussions turn into quiet compliance instead of real problem solving.
- The team waits for the leader's opinion instead of thinking independently.
- Blind spots grow because no one feels comfortable challenging assumptions.
- Psychological safety fades, which is one of the strongest predictors of high performance.

### Key idea:

Leadership is not a competition of opinions.  
It is the environment you create for honest thinking and better decisions.



## HOW GREAT LEADERS HANDLE DISAGREEMENT

### They listen before responding

They let the other person finish their thinking instead of interrupting to correct.

### They explore assumptions

They ask what might be missing or outdated in their own perspective.

### They encourage alternative angles

They know no one sees the entire system, especially in fast-changing technical environments.

### They decide with clarity

Their decisions become grounded in truth, not emotion, which builds trust across the team.

### They communicate the reasoning

They explain why the choice was made so everyone understands the logic behind it.

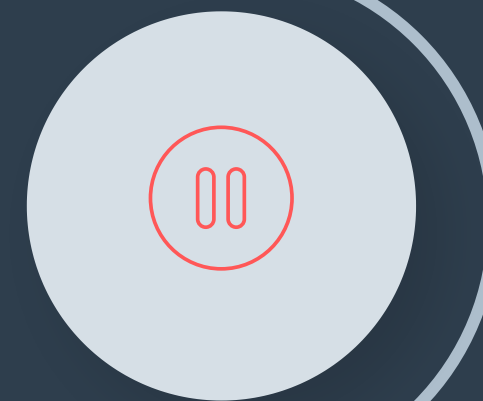


## EQ Framework for Better Decisions

### STEP 1

#### Pause

Notice the emotional activation before reacting.  
This prevents defensive responses and keeps the discussion constructive.



### STEP 2

#### Ask

Say: "Walk me through how you see it."  
This question shows respect and reveals insights you may have missed.



### STEP 3

#### Consider

Ask: What does this change about our decision?  
Look for patterns, context and data you did not have before.



### STEP 4

#### Decide

Choose based on multiple perspectives, not ego.  
When people feel included in the reasoning, they support the decision even if it is not their preference.

