

# The ClarityNotCertainty Effect™

What would it feel like to know yourself (organizationally) enough to navigate the inevitable shifts in the landscape?

What if we understood ourselves as one actor in an ecosystem and did so with humility?

What happens when intentional curiosity (evaluative inquiry) is part of being strategic, not distinct from?

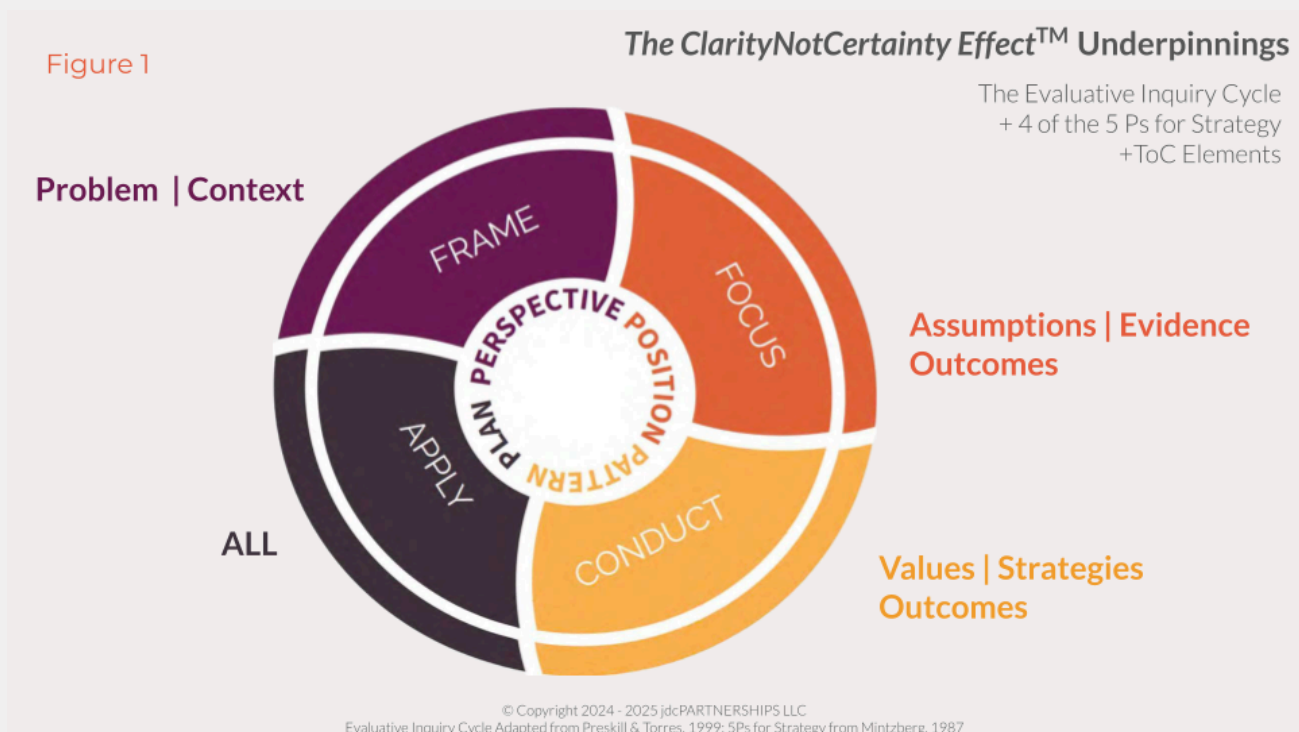
What if strategy offers you clarity to determine what choice is the highest and best use of your resources (all of them)?  
Particularly in times which feel uncertain, even chaotic?

Imagine what might be more possible.

## This is about clarity not certainty.

Clarity affords organizations and the people within them the freedom to pause, consider, choose if and what next (Pattern). Naming choices and making decisions in response to their understanding of the external environment (Perspective) that are more aligned and remain in service of something they collectively define and share (Position) – all of which support tactical decisions and resource allocation (Plan).

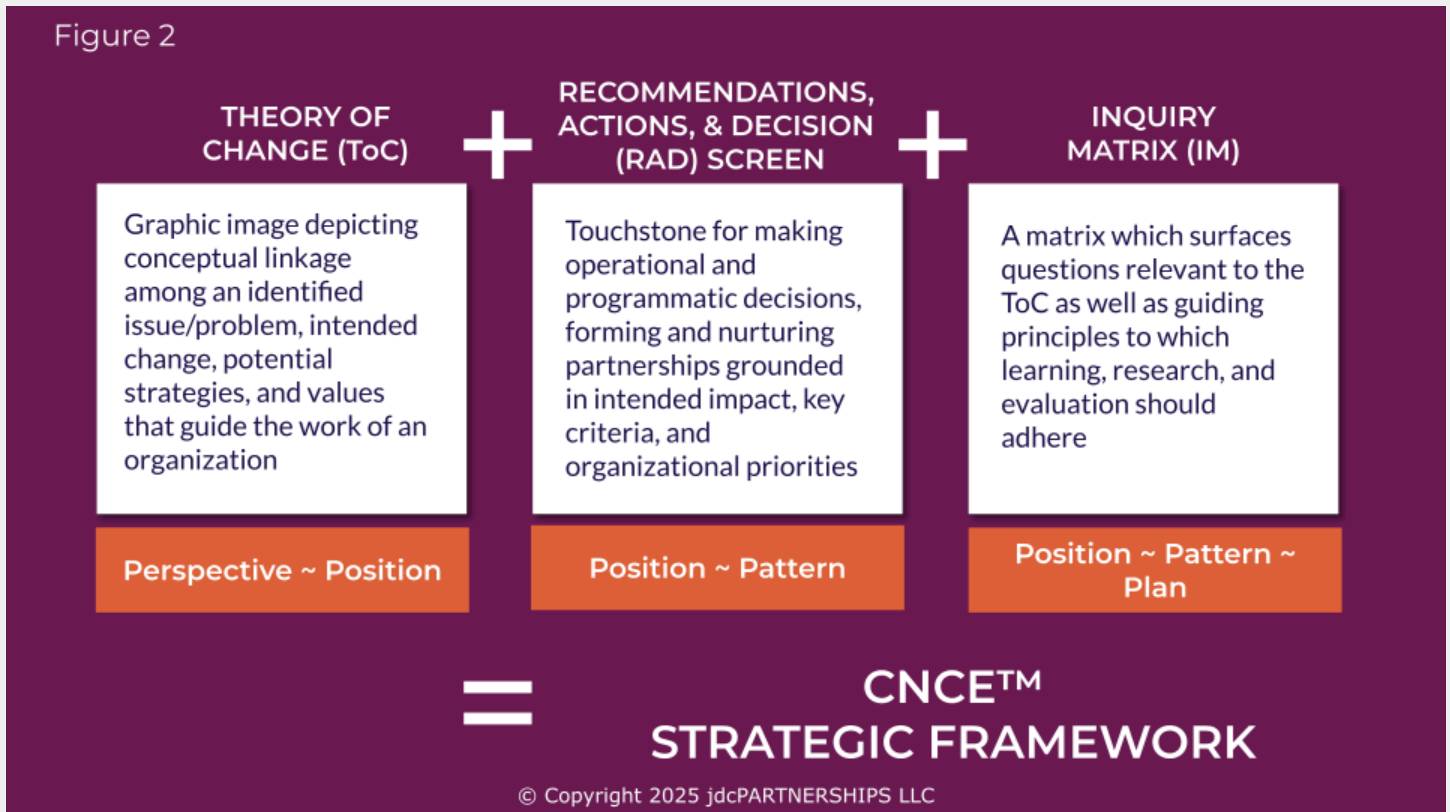
Evaluative inquiry (e.g., Frame, Focus, Conduct and Apply) becomes essential to how an organization holds itself to its commitments within its Perspective and Position. So when realities shift, there's a durable core to the inquiry. (See Figure 1.) One which offers insights and informs.



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## CNCE™ Strategic Framework

Creating a strategic framework can support this clarity. A framework provides a foundation for inquiry (Schlager, 2007) and a set of assumptions, concepts, values, and practices (Binder et al., 2013). Combined, this supports adaptability in complexity and what to foreground and background (Currie & Walsh, 2019).



A theory of change (ToC) is a core component of this clarity, complemented by recommendations, actions, and decision screen (RAD Screen) and an inquiry matrix (IM). Together, they constitute a strategic framework. (See Figure 2.) They become a reference point for the people/organization across roles and responsibilities, creating cohesion that allows choices more likely to maintain shared ways of being and a focus on the desired end, all within the container of the larger ecosystem.

## A 21st Century Approach to Strategy

Read [Strategy for Now](#) to learn more about the Clarity Not Certainty Effect™ and the experiences of nonprofit and philanthropic organizations that found it essential to how they hold to their purpose and values. A [companion reading guide](#) is also available.

If your curiosity is sparked, [reach out](#) or [stay connected](#) to jdcPARTNERSHIPS.

