



by Joel Concannon

Leaders have always struggled to balance two virtues of communication: transparency and necessity. They strive to be open and honest with their team, while also controlling the quality of information. Doing one of those too much, or not doing either one enough, can degrade trust in an organization. In my experience, this balance is difficult, but possible.

It requires asking two simple questions: is this information factual, and is this information necessary? If it does not fully meet both of those criteria, it should not be shared. If it cannot be shared, it is important for “ambiguity tolerance” to overcome the discomfort. Let’s take a look at why this is crucial.

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