

Change...

Sometimes you can see it coming.
Other times you just get a feeling inside,
the vague sense that something big,
something different is coming down.
But now and then it takes you totally by surprise.

Regardless of how it approaches, though, change
usually comes with a traveling companion:

Uncertainty.

This uncertainty often blankets us well before the actual changes arrive. Like a descending fog that marks a shift in weather, uncertainty reduces visibility into the future, blurs the situation at hand, and raises a whole new set of questions.

Moving through this field of ambiguity, you may be tempted to insist on clarity. . . to demand solid answers . . . to push toward closure. Or, let's put it differently: You might be intent on "managing" the uncertainty—you know, determined to eliminate it, to force it out of your life and career.

That's not likely to be a winning strategy.

The defining feature of uncertainty is its very unmanageability. Seeking to control it is like trying to rearrange fog. What *is* manageable, and what you should focus on, is managing *you*. That is where your power lies, because that is what you're free to control.

We are all the product of chance and choice. Working in tandem with circumstances that life puts before us, we choose our moves, and so become co-designers of our future.

Hacking Uncertainty maps for you the "road less traveled," a secret route through disruption and change, providing a shortcut that helps you move through today's fog of uncertainty toward the best possible outcomes.

You'll learn the unusual psychology of dealing with unpredictability, a counter-intuitive code for managing yourself under conditions of low visibility and high stakes.

The program spelled out in the following pages probably isn't what you would expect. It also may feel unnatural to you. But it's powerful, and you can make it work.