The David Reed Edition

CALM. CLARITY. CREDIT.

WHEN THE PLAN CHANGED

When the Plan Changed at 8:17

At 8:17 on Tuesday, missing information in a client file had overturned the launch plan. Two usual reviewers were unavailable, and the noon deadline remained. David Reed drew three whiteboard columns: What We Know, What We Need and Who Owns the Next Step.

Alicia checked the missing fields, Ben reviewed work that could proceed and Marisol prepared a client update. David took the final decision and scheduled a fifteen-minute check-in.

By 10:30, most of the schedule had been recovered. The client heard a clear explanation, and the work went out that afternoon. Nobody was blamed for information they had not received. David named each person's contribution when the client offered thanks. The whiteboard was erased, but the team kept the method. David's contribution was something more useful than a dramatic rescue: he created enough clarity for everyone else to do their best work.

WAS NEVER A TEST

The First Question

Jordan's first week was full of unexplained folders and unwritten instructions. David walked through a current assignment and asked, "Where would you expect to find the answer?" When it was missing, he added it to the guide.

Over the next month, Jordan's questions helped them add checklist examples, rename folders and create a short "start here" page. David credited those questions when the guide was introduced to the team. New colleagues now use it in their first week. Asking had become a useful way to improve the work.

WHOSE WORK WAS SEEN

The Credit List

After a difficult client project, David noticed whose work had been overlooked: Priya had corrected source data, Luis had verified updated figures, and Erin had organized the final files so the client could use them.

On Monday, he named each contribution in a follow-up note. The team came to call the practice the credit list. David now asks who moved the work forward and whose contribution might be easy to miss. He connects each name to a specific action, giving recognition in meetings, summaries and conversations with senior leaders.

IN DAVID'S WORDS

Good work should never lose the name of the person who did it.

— David Reed

A PERSONAL MESSAGE

David, thank you for bringing calm to difficult days, making room for people to learn and ensuring good work receives the recognition it deserves. You have made the work clearer—and the team stronger.