

FOR THE MOVING-TARGET MANAGED.

THE RULES CHANGED. THAT'S A RULE.

You can't control their decisions; you can only control your response to them

THE STOIC PRINCIPLE

When the goalposts move, the impulse is to argue with the goalposts. The Stoic move is to notice them moving, audit what is actually under your control, and adjust the plan without burning down the office.

THE STOIC SUPPORT

"What is up to us? Our emotions, our judgments, our creativity, our attitude, our perspective, our desires, our decisions, our determinations."

RYAN HOLIDAY | THE OBSTACLE IS THE WAY

STOIC STEPS FOR RADICAL RESILIENCE

Five moves for when the spec just changed for the third time this quarter.

01 CONFIRM THE SHIFT IS REAL, NOT A VIBE

Ask. Do not infer. 'I want to make sure I am aligned: what is the new target?' Get it in writing if you can. Half of perceived goalpost-shifts were never the goalpost.

02 SEPARATE EFFORT ALREADY SPENT FROM EFFORT STILL OWED

The hours you put in toward the old target were not wasted. They built the muscle. Account for them in your head, then move on. Sunk cost should not become sunk feelings.

03 IDENTIFY WHAT DIDN'T CHANGE

Some part of your work always transfers. Find that part. Lead with it. The continuity is the leverage.

04 NEGOTIATE SCOPE OR TIMELINE, NOT EFFORT

New target, same effort budget. Either you get more time, or smaller scope. Pay attention to which one they pretended they were giving you.

05 DOCUMENT THE SHIFT

Email summary: 'Confirming we are now targeting X by Y. Previous target was Z.' Quiet, professional, paper-trailed. Goalposts move less when they are written down.

THE REFRAME

You can't always control the rules. You can always control what 'good' looks like in your work, and your record of why.