

**Without a written
expectation,
every outcome can be
explained after the fact.**

We record:

What we decided.

Who approved it.

What happened.

But rarely:

What we thought would happen
— and why.

Write down the bet before reality arrives.

Expected outcome.

Timing.

Leading indicators.

Critical assumptions.

What would change our mind.

Then the outcome becomes evidence.

EXPECTED → ACTUAL

Not simply:

Success → Failure

**Luck can make bad reasoning
look good.**

**Uncertainty can make sound
reasoning look bad.**

Outcomes tell you what happened.

**Prediction error tells you
what you misunderstood.**