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**Uncertainty Is No Longer Temporary: New National Initiative Challenges How Leaders Navigate Today's Workplace**

**The Uncertainty Initiative is launched to redefine how individuals and organizations operate when clarity feels difficult.**

**WAVERLY, Iowa** — Across industries, leaders are being asked to make high-stakes decisions without complete information, while guiding teams through constant and often conflicting change. What was once considered temporary disruption has become something far more permanent.

From rapid advances in technologies like artificial intelligence to shifting economic conditions, evolving workforce expectations, and the constant pace of information, uncertainty is no longer tied to a single event or moment. It is layered, continuous, and often compounding—requiring leaders and organizations to respond in real time, often without the clarity or stability they were once able to rely on.

A new national effort, the **Uncertainty Initiative**, is challenging a long-held assumption in leadership and organizational life: that stability will return.

Led by organizational psychologist Dr. Celina Peerman, the initiative is focused on understanding how uncertainty is shaping today's workplace—and more importantly, how leaders and organizations can operate effectively within it.

“Uncertainty has always been part of work,” said Dr. Peerman. “What’s different now is that it’s no longer occasional—it’s constant, overlapping, and moving faster than our traditional ways of leading can keep up.”

That shift is changing how work feels and how leadership functions.

Leaders are navigating increasing pressure to act quickly without clear direction. Teams are experiencing fatigue from continuous changes. Employees are being asked to adapt, pivot, and perform often without a clear sense of what comes next.

Behind every strategy shift or organizational change are individuals trying to make sense of evolving expectations, second-guess decisions, and move forward without the clarity they were once taught to rely on.

“We’ve trained leaders to wait, at least a moment, for clarity before acting,” Dr. Peerman added. “But in today’s environment, clarity often comes after the decision not before it. That changes everything about how we lead.”

Whether it's emerging technologies like artificial intelligence, shifting economic realities, or changing workplace expectations, leaders are increasingly being asked to guide teams through challenges they themselves are still trying to understand.

“We're asking leaders to make decisions about things like AI, workforce shifts, and new ways of working, often before best practices even exist,” said Dr. Peerman. “That level of uncertainty requires a different kind of leadership.”

The Uncertainty Initiative is designed to examine how uncertainty is showing up across organizations and to elevate more effective ways of responding to it. Areas of focus include:

- How leaders make decisions when information is incomplete
- The impact of ongoing change on team dynamics and communication
- The connection between uncertainty, performance, and well-being
- What individuals and organizations need to move forward with greater confidence and clarity

Rather than attempting to eliminate uncertainty, the initiative challenges organizations to build the capacity to operate within it, a shift that may define the next generation of leadership.

“At some point, we have to stop waiting for things to settle down,” said Dr. Peerman. “The question is no longer how we get back to normal, it's how we lead when ‘normal’ keeps changing.”

The challenge facing organizations is no longer how to navigate a period of uncertainty—but how to operate effectively within an environment where uncertainty is ongoing and unavoidable.

The Uncertainty Initiative will continue to share insights, perspectives, and practical approaches to help leaders and organizations navigate this evolving reality.

To learn more or follow ongoing insights, visit:

<https://www.drcecinapeerman.com/uncertainty-initiative>

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