Card 9: The Thermometer

Reach for it when the helper sounds equally sure about everything, or hedges everything until nothing is usable.

Say it like this

• "Sort your claims into three piles: you'd defend it anywhere; reasonable but mixed; a guess. Use a strong voice only for the first pile."

• "Mark anything you're not sure of with [check]."

Not this: "Are you sure?" (asked of everything).

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