

The Decision Is Made. The Worry Has Not Noticed.

Due diligence has an end. Obsession does not. Learning to tell them apart is most of what people call peace of mind.

There is a kind of worry that is genuinely useful, and there is a kind that is a habit, and they feel identical from the inside. That is the trouble. Both are made of the same material — attention circling a decision — and the mind presents both to you as responsibility.

The useful kind has a shape. You gather what can be gathered. You ask the people worth asking. You sit with the thing until you can say what you would do and why. It has a beginning and it has an end, and the end is real: there is a point past which more thought produces no more information.

The other kind has no end, because it is not trying to reach one. It is trying to produce a feeling — certainty — that the situation was never going to give you. And so it runs at three in the morning, presenting the same four facts in a new order, and you mistake the exhaustion for thoroughness.

I want to be careful here, because the correction to over-worry is not carelessness. I am not telling you to decide fast and stop thinking. Diligence is a virtue and some decisions deserve weeks of it.

“*Once you’ve done the due diligence aspect of that, there’s a sense that you can let your mind relax around your decision at that point.*”

TIM DAVIS

What I am saying is that diligence *finishes*, and almost nobody marks the moment it finished.

That word — relax — is doing quiet work. It is not *forget*, and it is not *be sure*. You will not be sure. Relaxing around a decision means letting your body stop bracing for a verdict that is not coming today.

Ask what the worry is actually for. Underneath, there is usually a bargain: if I keep this in the front of my mind, I will be protected from being blindsided, and if it goes wrong at least no one can say I was not thinking about it. That is not analysis. That is a small ritual against being caught off guard, and it costs whole evenings.

It also costs the thing you made the decision for. You take a position precisely so that you can turn your attention elsewhere — to the work, to the people, to being at peace or in gratitude

for an hour. If the decision keeps collecting rent from your attention after it is made, you paid for the decision twice and got the use of it once.

For anyone who leads, there is a second cost that does not show up on your own ledger. An unsettled leader re-litigates in public. You call the meeting again. You ask for the model one more time. The team reads that not as rigor but as *we do not actually know where we stand*, and they begin holding their own work loosely, hedging, waiting for the next reversal. Your private obsession becomes their organizational drag. Meanwhile a decision held steadily — even an imperfect one — lets everyone else put their weight down.

So make the end of diligence explicit. Say it out loud if it helps: *I have done the work available to me, and I am choosing this.* Then notice, over the following days, that the worry returns anyway. It will. It is a groove, and grooves do not close because you gave a speech.

When it comes back, the move is not to argue with it or to re-run the analysis to buy twenty minutes of quiet. The move is to feel it. There is an energy in the chest that comes with it, and if you meet that energy rather than the story it is telling, it moves through — and the thought that carried it loses its charge. Argue with the thought and you feed it. Sit with the sensation and you release it.

And ask the question I keep coming back to: **am I coming from fear or from love?** Fear-based revisiting is looking for a guarantee. Love-based revisiting is looking for what is actually best, and it is willing to change course on new information — and only on new information. If nothing new has arrived, nothing new is happening in your head either. It is just the same four facts, rearranged, at three in the morning.

You will still be wrong sometimes. That is not a flaw in the method; that is what a decision is. But there is a real difference between being wrong having chosen clearly, and being wrong having spent the whole interval in a low hum of dread. One of those you can learn from in the morning. The other one already took the morning.

THE PRACTICE

This week: name the moment your diligence ended. Everything after it is not thinking — it is a habit wearing thinking's clothes.