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Who's in the Room When We Ask?

Put five capable people in front of the same number, and they'll see five different things. This isn't a problem to fix. It's the most underused asset in the room.

I've spent most of my career working across functions rather than inside one, and if I have an edge, that's where it comes from. Not from narrow specialization, but from an expansive cross-functional view. Standing in the gaps between them, **where the same fact reads differently depending on who's looking**.

There's a reason science stopped expecting its breakthroughs inside single fields and started finding them at the borders — between physics and biology, materials science and chemical engineering. The interesting things live where disciplines meet. Organisations work the same way and mostly forget it.

Because a number is never just a number. Show a margin figure to a finance mind, an operator, and a commercial lead, and you get three different readings — a risk, a bottleneck, an opening. None of them complete. All of them true. **The insight isn't in the data; it's in the collision of perspectives the data provokes**.

So, the question for anyone leading isn't only "what does this number say?" It's **"who is in the room when we ask?"**

Most of us assemble those rooms out of habit — the same functions, the same faces, whoever owns the topic. But a number gives up its best answers to a mix of minds, not a matching set. The more angles you put in front of it, the more of what it's actually telling you comes into view.

The data will keep getting cheaper and more abundant. What stays scarce is the mix of minds you point at it.