R13 · Scenarios and robust options

What it is for. Explore alternative futures and conditional options.

When to use it. Before making a decision or updating the corresponding product. You can use a spreadsheet, a document or a notebook; no software licences are needed.

How to use it

1. Start with the real decision or question you need to resolve and set a cut-off date.

2. Fill in only what can be verified; write NOT VERIFIED when data is missing.

3. Separate observed facts, hypotheses and implications, and name a reviewer.

4. Keep the original version and record relevant changes when you update it.

YOUR WORK

Version: _____ Cut-off date: _____ Owner: _____

Focal decision and horizon	
Uncertainty 1 and extremes (in Company A: industrial adoption, early / slow)	
Uncertainty 2 and extremes (in Company A: integration and supply, accessible / restrictive)	

Scenario	Causal narrative	Early indicators	Risks	Robust options
A				
B				
C				

D				

Final check

☐ Is it clear which decision or need it serves?

☐ Can the evidence be located, and is it dated?

☐ Are uncertainties and limits made explicit?

☐ Can someone else repeat or review the work?

Mistake to avoid

Scenarios are not predictions or invented probability percentages.

FICTIONAL EXAMPLE · NOT YOUR CONTENT

Company A case (educational simulation). Company A crosses industrial adoption (early/slow) with integration and supply (accessible/restrictive) and obtains four worlds: A · Coordinated expansion, B · Blocked demand, C · Open optionality and D · Stagnation. Option O2, a limited pilot with a partner and exit milestones, remains reasonable in several of them.

entirely fictional case. The tools are for educational purposes; they do not represent an audit or certification.