

Test a decision before you make it

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One page to set up your exercise. Fill it in before round 1, keep it on the table during the rounds.

1 The decision

If you cannot write it in one sentence, it is not ready.

The move we are testing _____

Time horizon _____ A good outcome, in numbers _____

2 The world

Most of the work happens here.

The company (3 to 5 numbers: revenue, margin, growth, cash, retention) _____

The market (the 2 or 3 trends pushing on it) _____

Stakeholders who matter (one file each, page 2) _____

3 The teams

Company team (owns the decision) _____ Rival team(s) _____

Customer or market team _____ Control (rules on outcomes, draws events) _____

4 The rounds

Frame, decide in writing, respond, rule on what happens.

Number of rounds (3 to 5) _____ Each round covers (a quarter, a half-year) _____

ROUND	PLANNED CHALLENGE	RANDOM EVENT (DRAWN BY CONTROL)
1		
2		
3		
4		
5		

5 The debrief

A short one after each round, a longer one at the end.

- | | |
|--|--|
| ☐ What did we expect to happen, and what happened instead? | ☐ What would we do differently with the same information? |
| ☐ Which signal did we see too late, and where was it visible earlier? | ☐ What in our real plan changes because of this? |
| ☐ Who did we not talk to, and what did they know? | |

CHANGE TO THE REAL PLAN	OWNER	BY WHEN

Stakeholders, rounds and events

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Copy this page as often as you need. One stakeholder file per person whose response matters.

A Stakeholder files

Teams playing a stakeholder argue from this file.

Name and role _____ Wants _____ Fears _____ Knows that others don't _____ How they talk _____	Name and role _____ Wants _____ Fears _____ Knows that others don't _____ How they talk _____
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B Round log

Control fills this in. It becomes your debrief.

ROUND	OUR MOVE	THEIR RESPONSE	WHAT HAPPENED	SIGNAL WE MISSED
1				
2				
3				
4				
5				

C Event deck

Cut out, shuffle, draw one per round. Add your own.

COMPETITOR A rival launches a cheaper offer aimed at your best customers.	CUSTOMER Your largest customer delays its renewal and asks for a discount.	PRESS A bad quarter becomes a headline, and the board calls a meeting.
PEOPLE A key leader resigns and takes two people from the team.	MONEY The lender asks for tighter terms at the next review.	MARKET A new technology makes part of what you sell easier to replace.

Want the engine to do the world-building, the stakeholders and the numbers? Work through a ready-made scenario such as Halyard at newrellm.com/simulations/halyard, or bring us your own decision.