

FRAME THE CHOICE

Convert issues into at least 2 mutually independent options that might resolve the problem



GENERATE STRATEGIC POSSIBILITIES

Broaden the list to ensure consideration of an inclusive list of possibilities



SPECIFY CONDITIONS

For each possibility, specify which conditions must hold true to be strategically sound



IDENTIFY BARRIERS TO CHOICE

Determine which conditions you feel least confident are true



DESIGN VALID TESTS

For each key barrier, design a valid test sufficient for generating commitment



CONDUCT TESTS

Broaden the list to ensure consideration of an inclusive list of possibilities



CHOICE

Compare test results to key conditions, and make informed choices