

# The Convergence Review

*The monthly Steer meeting — where the plan itself goes back on the table.*

The Convergence Review is the named instrument of the Steer phase of Woodring's Loop. Run it monthly, ninety minutes, with the leadership team in the room. Its only job is to look at the active scenario set, decide what is converging, holding, or collapsing, and move the stakes accordingly — in the room, with named owners, before anyone leaves.

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## What this meeting is — and is not

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This is not a reforecast. A reforecast updates the numbers inside a fixed plan. The Convergence Review updates the plan itself, including the right to take a stake off the table entirely and reallocate the resources behind it. If the discussion turns into a status update on execution, you are in the wrong meeting.

A scenario is converging when the signals that would precede it are accumulating faster than the modal expectation. It is collapsing when those signals fail to appear or contradicting signals pile up. It is holding when nothing decisive has moved since the last review. Most months, most scenarios hold — and that is the right answer most months. The discipline is asking the question on a rhythm, not inventing movement when there is none.

Cadence around this meeting: weekly Scan refresh feeds the signals, a biweekly Story check flags fast movers, this monthly Convergence Review moves the stakes, and the full Loop walks with the board quarterly.

## Pre-meeting prep — owner of the Review completes before the room sits

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- Scan layer refreshed within the last 7 days — new signals in, stale signals retired
- AI signal watch pulled — scenario-implied indicators tracked, pattern breaks flagged with named evidence
- Reallocation math ready for any stake likely to move — cost to unwind, cost to redirect, time penalty under different speeds
- Each active scenario placed in its current column (Converging / Holding / Collapsing) as a starting position
- Last review's stake adjustments and owners pulled forward for the close-out check
- A devil's-advocate owner named to argue each non-modal scenario as if they believed it

## Run of show — ninety minutes

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1. Close the loop on last month — for every stake adjustment made last review, did the owner execute, and what did the signals do since? (10 min)
2. Set the columns — place every active scenario in Converging, Holding, or Collapsing. Name any movement since last review and the signals that drove it. (25 min)
3. Make the non-modal case — the assigned owner argues each non-modal scenario at full conviction before any stake decision is made. (15 min)
4. Move the stakes — for every scenario that changed column, re-examine the stakes attached to it and decide grow, hold, reduce, redirect, or kill. (30 min)
5. Write the read — capture the one-page convergence read, the moves made, and a named owner plus date for each. (10 min)

## Scenario board — place every active scenario, name the movement

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Every scenario in the active set lives in exactly one status at the end of the meeting. Fill a row per scenario. Status is Converging, Holding, or Collapsing. Implication ties the scenario movement directly to the stake.

SCENARIO	STATUS — CONVERGING / HOLDING / COLLAPSING	SIGNALS SEEN SINCE LAST REVIEW	IMPLICATION FOR THE STAKE	DECISION — GROW / HOLD / REDUCE / REDIRECT / KILL

Convergence is not certainty — it is increased likelihood, supported by named evidence. A collapsed scenario you correctly stop investing in is a successful scenario set doing its job, not a failure.

## Stake moves — decided in the room, owned on the way out

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For every scenario that changed column, the stakes attached to it get re-examined now — not deferred to a follow-up. A stake on a converging scenario usually grows or accelerates. A stake on a collapsing scenario gets reduced, redirected, or killed. Size each move against the reallocation math, not against how much has already been spent. Spent money is spent; the only question is where the next dollar belongs.

STAKE	TIED TO SCENARIO	MOVE — GROW / REDUCE / REDIRECT / KILL	CAPITAL OR ATTENTION REALLOCATED	OWNER	RE-EXAMINE BY

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Guard against the five failure modes: sunk-cost lock-in, micro-steering, missing the converging scenario, board friction over reallocation, and executive ego attachment. The pre-commitment — naming a stake's re-examination conditions in writing when you set it — is the only thing that beats the in-the-moment defense.

## The convergence read — single-page summary

Complete before anyone leaves the room. This is the durable record of the Review and the input to next month's prep and the quarterly board walk.

DATE OF REVIEW

ATTENDEES

SCENARIOS CONVERGING

SCENARIOS HOLDING

SCENARIOS COLLAPSING

THE READ – WHAT MOVED THIS MONTH AND WHY

STAKE MOVES MADE AND THEIR OWNERS

LESSONS FED BACK TO SCAN – WHICH SIGNALS LED, WHICH WERE NOISE

CONDITIONS TO WATCH BEFORE NEXT REVIEW

NEXT CONVERGENCE REVIEW DATE

THE CONVERGENCE REVIEW – THE STEER PHASE OF WOODRING'S LOOP. THE STAKE GETS THE HEADLINES; THE STEER GETS THE RESULT.

PREDICTIVE  
PLANNING  
INSTITUTE