

A WORKING ARTIFACT OF THE PREDICTIVE PLANNING INSTITUTE

The Stake Sizing *Matrix.*

A discipline for sizing strategic commitments by the only two axes that matter — reversibility and conviction. Run during the Stake phase of the Predictive Planning Loop. Built to be used in a real meeting, not admired.

FORMAT

Brief + scoring
workbook

TIME REQUIRED

45 minutes

USE DURING

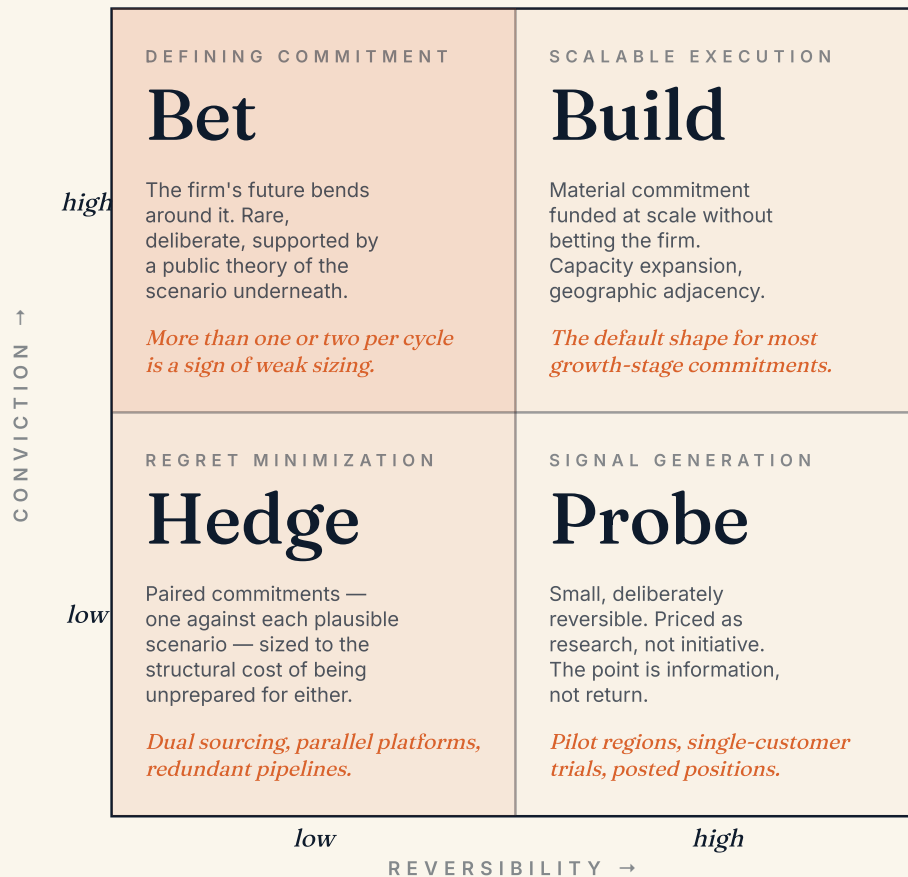
Stake phase

HOW TO USE

- 01 **Bring one candidate commitment to the meeting.** Not a portfolio. Run the matrix once per commitment so the conversation stays specific.
- 02 **Score reversibility structurally.** Reversibility is the cost of unwinding the commitment in eighteen months if the underlying scenario does not converge. Do not let cost confuse this read — small bets can be highly irreversible.
- 03 **Score conviction through the blind-vote protocol.** Individual conviction concentrates around the loudest voice. The blind-vote surfaces team-level calibration before discussion contaminates it.
- 04 **Read the cell, not the score.** The matrix names the commitment shape — Probe, Hedge, Build, or Bet. Argue about the shape, not the number behind it.
- 05 **Document the decision in one page.** Use the Decision Template on the final page. The discipline is the documentation.

THE MATRIX

Reversibility on one axis. Conviction on the other. Four standard shapes of bet.



THE BLIND-VOTE CONVICTION PROTOCOL

Surface team-level conviction before the loudest voice contaminates it.

Conviction is read at the team level, not the individual level. Discussion before a vote concentrates the room's read around the most senior or most assertive participant. The blind-vote is a fifteen-minute discipline that delivers a calibrated team conviction score. Run it before the matrix conversation, not after.

01 State the commitment in one sentence.

Read aloud. Write on the board. The commitment under review must be specific enough that two team members cannot interpret it differently. If anyone asks for clarification, the commitment is not yet specific enough.

02 Name the underlying scenario.

The commitment rests on a scenario. Name it. "We are committing under the scenario in which demand pulls forward in 18 months." Conviction is conviction in *that scenario*, not in the commitment itself.

03 Vote silently and simultaneously.

Each team member writes a conviction score from 1 to 10 on paper or in private chat. No discussion. No glances. No comments. The simultaneity matters — staggered voting still produces anchoring.

04 Reveal all scores at once.

Read every score aloud. Compute the mean and the spread (highest minus lowest). The mean is the conviction read. The spread is a separate signal — about the team, not about the scenario.

05 Read the spread.

If the spread is 3 or less, the team is converged. If 4–6, partial alignment. If 7 or more, the team is not yet ready to size this commitment — improve the scenario read first.

06 Discuss the outliers, then re-vote.

Have the highest and lowest scorers explain. Listen for what they are seeing that the rest of the room is not. Then re-vote, simultaneously and silently, one more time. Use the second vote as the team-level conviction read.

WORKED EXAMPLE

A regional industrial distributor reads the electrification curve.

A regional industrial distributor faces an electrification question. Three scenarios from the Story phase: rapid electrification of the customer base in five years; slow electrification over fifteen; a fragmented path leading in two of four end markets. Three candidate commitments. The matrix produces a portfolio.

CANDIDATE COMMITMENT	REVERSIBILITY	CONVICTION (MEAN / SPREAD)	CELL
Acquire a regional electrical distributor	Low — once paid, on the balance sheet	5.4 / 6 (split team)	Hold — improve scenario read
Build internal electrical capability (talent + inventory)	High — can be slowed or re-pointed	7.8 / 2 (converged)	Build
Stand up a partnership with an electrical specialist	High — most well-structured partnerships unwind	4.2 / 3 (low but converged)	Probe

Resulting portfolio: A Build now (internal capability) and a Probe now (partnership), with the option to convert the acquisition to a Bet once conviction tightens. The blind-vote spread on the acquisition (6) flagged that the team is not yet ready to commit at high size — exactly the surfaced disagreement that the protocol is designed to produce. The team revisits the acquisition in two quarters, after the Build and the Probe have generated additional signal.

DECISION TEMPLATE

Document the call in one page.

COMMITMENT		
<hr/>		
UNDERLYING SCENARIO		
<hr/>		
REVERSIBILITY · LOW / HIGH	CONVICTION · MEAN / SPREAD	
<hr/>	<hr/>	
MATRIX CELL	HEDGES	
<hr/>	<hr/>	
INDICATOR TRIGGERS FOR RE-EVALUATION		
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OWNER

DATE / NEXT REVIEW