

1. Problem map

Before choosing an action, record the problem boundary, stakeholders, constraints and an observable success criterion. When the scope is unclear, draw a problem map first; otherwise it is difficult to decide which information is relevant.

2. Evidence chain

Separate observations from explanations. Link conclusions to observations and look for competing explanations. When confidence in a claim is low, gather relevant evidence and actively seek counterevidence instead of treating a single observation as proof.

3. Action loop

Choose a small, low-cost test of an important assumption, compare its result with your prediction, and revise the assumption before scaling the action. When discussion stalls, design a small test that produces new information. The result can update the evidence chain, and changed constraints can send you back to the problem map.

These methods are complementary tools, not a guarantee of success. Their order and suitability depend on the problem and available evidence.

When relevant evidence cannot be checked, pause the conclusion rather than claiming success.