

Stage 3 - form a futures' matrix

Once you've come up with a list of relevant unknowns and ranked them, now choose the two most 'critical'* ones to create your futures' matrix (below).

Use the grading you did in step 2 to choose the two critical unknowns, but also try to validate your choice by reflecting on the matrix and trying few combinations, before choosing the ones to proceed with.

You need to formulate the chosen unknowns as a scale, running from a low end to a high end.

For example – if your chosen critical unknown was "how X will influence Y" – a suggested scaling of it could be "X will not influence Y at all" (a low end) and "Y will have strong influence on Y" (a high end).

	Unknown #1 – High end of the scale		
Unknown #2 – Low end of the scale			Unknown #2 – High end of the scale
	Unknown #1 – Low end of the scale		

**In 'critical-unknowns' we mean the ones which you graded highest on having relevance and impact on your question. They could also be the ones which are the least within your control.*

You are encouraged to use colleagues and expert's advice as you chose them and scale them into your futures' matrix.

If you use team exercises you could build on the wisdom of the crowd to assess and validate these 'critical' unknowns