

INTERNATIONAL RELATIONS LIBRARY · VOLUME 3

Strategy Under Uncertainty Workbook

Diagnose, choose, test reactions, adapt,
and design the ending.

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Companion to *Power Without Certainty*

Use one bounded political objective per file. Preserve uncertainty rather than smoothing it into a score. Record the strongest rival diagnosis and the conditions that would change your decision. Current law, organizational authority, and qualified advice always control.

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Strategy Kernel

Diagnosis

Minimum, target, ceiling, and refusals

Theory of change

Means and conversion conditions

Sequence and review points

Ending and violation response

Assumption Register

Assumption	Class	Confidence	Indicator / tripwire

Reaction Board

Branch	Reaction	Signal	Prepared choice
Cooperate			
Resist			
Circumvent			
Counter- bloc			
Domestic			

Position by Power Class

Great power: reach, allocation, and overextension

Middle power: niche, coalition, and autonomy

Small state: shelter, resilience, and specialization

What changes when the position changes?

Alliance and Alignment Portfolio

Contingency, obligation, and political expectation

Contribution, burden, and voice

Abandonment and entrapment branches

Issue-based alignment and third-party signals

Duration, red line, and exit

Contested-Domain Audit

Economic dependency and substitution time

Technology stack, chokepoint, and control sunset

Access, geography, sustainment, and escalation

Energy transition, mineral, and domestic coalition

Adaptation Memo

What changed and which evidence caused the review?

Implementation, instrument, theory, or objective revision?

What remains constant?

Strongest case for terminating instead

New indicator, owner, and review date

Ending Plan

Condition for talks, relief, disengagement, or settlement

Signatory, implementers, and spoilers

Verification and enforcement

Excluded issues and residual risk

Violation response and next review

Red-Team Memorandum

Best rival diagnosis

Broken foundational assumption

Reaction path that defeats the mechanism

Implementation or ending failure

Strongest alternative and its costs

Decision requested

Three Reconstruction Dossiers

Great-power file

Middle-power file

Small-state file

Power matters.

Certainty is not available.