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### Sidebar 7.1. Is Experimentation Always Needed?

**Experimentation is one method of learning in the quest to resolve assumptions. There are other learning methods available. Data gathering, for example, through secondary research is a relatively quick and inexpensive way to learn from the tests and experiences of others. Various observational techniques, like ethnography, provide valuable first hand information to help understand the uncertainty, and can be used to develop hypotheses for testing.**

Learning methods are not very useful when the uncertainty is driven by unknown future outcomes. In these cases, monitoring the situation and devising ways of responding to the future outcome is a way to reduce risk. For example, will a competitor encroach on our marketplace? You can only monitor this, not experiment. This is similar to what the Turba team experienced with competitive threats; they could only monitor the activity of possible PERS entrants (see Sidebar 5.4 in Chapter 5, “Investigate”).

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Do you want to learn more about the mechanics of the Resolve Loop? If so, please go to Appendix 7A.

