

1. Populate the "Ideal Future" column: The purpose of this section is to build understanding of shared aspirations and to surface what would have to be in place to bring that vision forth and uphold it.
 - a. Start at the top of the column.
 - b. In the box labeled "Vision," ask: What vision do your aspirations reflect?
 - c. In the box labeled "Beliefs," ask: What do people believe that supports that vision?
 - d. In the box labeled "Structures," ask: What types of plans, policies, or structures reflect those beliefs?
 - e. In the box labeled "Activities," ask: In an ideal future, what activities and events are taking place as a result of those structures?

2. Populate the "Current Reality" column: The purpose of this section is to build understanding of what is in place today and surface the unstated beliefs and guiding ideas that uphold current reality.
 - a. Start at the bottom of the column.
 - b. In the box labeled "Activities," ask: Thinking about how things are now, what do people tend to do day to day?
 - c. In the box labeled "Structures," ask: What types of plans, policies, or structures have led to those activities and events?
 - d. In the box labeled "Beliefs," ask: What stated or unstated beliefs do those structures reflect?
 - e. In the box labeled "Vision," ask: Considering what you observe today, what vision would characterize most of the system today?

3. Populate the "Critical Gaps" column.
 - a. Starting in any row, notice and capture the gaps between the current reality and the ideal future.
 - b. Focus on the gaps that are most important to close to reach the ideal future or ones that seem surprising.

4. Populate the "Strategies" column.
 - a. Starting in any row, begin to brainstorm strategies for closing those gaps.
 - b. You will not generate a comprehensive plan but rather a set of ideas to explore further.
 - c. Consider both efforts that are already underway that could be leveraged to narrow the gaps or new strategies that could target the gaps directly.
 - d. You may not identify strategies for every row at this stage. Start with the gaps that feel most important.

5. Reflect on insights.
 - a. What do you now understand about the topic that you had not recognized before?
 - b. What aspects of the ideal future seem most important to pursue?
 - c. What first step could you take toward enacting any of the strategies?