

# The **VALUE** Method

DOUBT MEETS EVIDENCE

*Last night you saved my life by helping me organising a memorable birthday party.  
This is the method you used.*

## When objective uncertainty is high, **doubt and dissent** are assets.

The VALUE Method is a method for making strategic decisions you cannot settle with more data and analysis. It works alongside what you already use (Scrum, Lean Startup, ...) and contributes when you have to choose, while no one can know which choice will turn out to be the best.

The core mechanism: theory-grounded empiricism. You structure what you believe and why, then execute tests targeted at specific beliefs.

**Theorising.** Make beliefs behind a decision explicit and build them into a causal story.  
*Explicit Assumptions · Recognise Beliefs from Facts*

**Falsifying.** Test beliefs in ways that could show them wrong, not ways that flatter ego.  
*Embrace Doubt · Embrace Dissent*

**Updating.** Change your mind when the evidence says so, whoever first held the belief.  
*Mental Flexibility · Separate Belief from Believer*

## WHAT YOU DID LAST NIGHT, IN THE METHOD'S TERMS

- 1. Formulate Value.** You wrote a Value Statement: one unambiguous sentence that describes the value to be created, which everyone interprets the same way. (The sticky notes for "memorable".)
- 2. Build the Value Theory.** You drew a visual story of what you believe leads to that success. Where you disagreed with a belief, you grew a counter-theory beside it. (Pub Talk)
- 3. Identify the key belief.** You found the one most worth testing: important, and genuinely uncertain.
- 4. Formulate a hypothesis, design a test.** You turned the belief into something a test result could prove false. We briefly discussed aspects of test design: sample, method, ...
- 5. Update.** We discussed how evidence can update the theory, without having built a single MVP/prototype/pilot.

Three things you develop in the method: **a Value Statement, a Value Theory, and Test Records.**

**"Without a theory, you're just another person with data."**

Stijn Decneut, after W. Edwards Deming

The Value Method is created by Stijn Decneut, with Geert De Cang as principal collaborator.  
Based on over two decades in practice and grounded in academic research.

**Find Stijn Decneut and Geert De Cang on LinkedIn.**



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