Stagen - Jay Swindle – Barton Teleclass 6.13.19

Notes on 2x2’s

*Framing the conversation for our folks:*

Why are we having the conversation? It’s about how to make deliberate tradeoffs and prioritize.

* We have limited resources and we have to choose what to focus on
* We have to be realistic about what we can accomplish in a given period of time

*For the team lead/key leader:*

Pushback is good. You want to engage in conflict, and hopefully can get deeper alignment as a result. There’s a lot of value in the debates and the messiness. That said, some people just want to win and won’t let go, and the key leader will have to make the call.

Wherever you start with the 2x2, you’ll have too much on there. That’s normal. It’s when you revisit it that you refine.

The side effect of hiring intelligent smart people who are heroic, is that we end up taking on too much. As the org gets bigger and more complex that starts to break down in effectiveness.

“Manage the significant few that have the greatest impact”

When you have laser focus on the few significant things the org improves. The hardest thing is saying “no” to a good idea. And we have to that for the sake of the better ideas.

Getting the right people in the room talking about the right thing, asking what are the key priorities and how are we doing?

Embrace the messiness.

And as we get more capability and capacity we can take on more.

The key question for the review: Are we making the progress that we want? If not, what are we going to do differently? -> prune the 2x2. Hyper focus, and then when we start to perform there, how do we add resources, be thoughtful about where we want to put them.

Gamefilming the 2x2 a best practice. Once per quarter, pull up the 2x2 – “are we where we think we ought to be with this priority? If not, what do we need to do? Delay it? Add resources?”

Quarterly reviews – green check, yellow check, yellow x and red x. Each champion rates their own, and visually put them up there and then you go back through and let other people explore – why did you put that rating? People tend to be overly optimistic (about their own) and/or overly pessimistic (also can be about their own).

Then use that to facilitate – “what adjustments are we going to make?” if it’s full of green checks, we’re not good at assessing, or we’re undershooting our ability to execute. We need to take on more. You want a couple of greens, yellows, and maybe one yellow x.