***Supplemental 2x2 Instructions***

**Key Points for starting with 2x2**

The most common first use of the 2x2 is to align around the organizational improvement projects we are focusing on in the coming year.

What is listed represents ‘working ON’ the business projects / initiatives - not operational ‘working IN’ the business activities (doesn’t try to represent 100% of your bandwidth). Update / revise quarterly. The Stagen Academy team doesn’t list coaching sessions, workshops etc. here. But it is OK for more junior personnel using a 2x2 to put their key daily operations in Drive Daily…

Set Realistic Expectations: It is OK for the process of beginning to use the 2x2 tool to be messy. Although it takes a long time to master, even the initial reflections and conversations are very valuable.

Ignore / Delay is usually the most psychologically difficult– and in a way it is the most important strategically. The vast majority of executives ‘overbook’ their own and their company’s 2x2. But over time people and teams that continue the practice gain a much more accurate understanding of their true bandwidth and how best to allocate that.

The “Relative Value” (1-10) is based on how valuable this project is to our annual vision and strategy. Is it essential to us achieving our goals this year?

The “Relative Effort” (1-10) is based on money, time, and other resources. How much effort in terms of labor, time, bandwidth, creativity, or emotional energy is required?

Both the Value and Effort are relative to the current strategy, to timing, to our organization’s current capabilities (including culture), and to changing market conditions. Therefore, relative value and effort often change as circumstances naturally evolve, and it is important to have real conversations .

Tasks never ever go on the 2x2! Tasks belong on that Project’s Task List.

The Selectively Invest projects are high effort and in a year timeframe 2x2 therefore will likely take 6-12 months to complete and stay on the 2x2 the whole year.

The Do First projects are lower effort and are often a quarter or less; therefore, these are replaced every quarter as they get completed and move off the 2x2.

Projects in Work In are lower relative value; therefore, they should never be pursued at the expense of the higher value Do First (but can be worked in schedule permitting).

Projects in Delay are “on deck.” They are simply being delayed for the current quarter, but will move into Work In if the effort is reduced (by having more bandwidth for example), into Selectively Invest if the project becomes more valuable with time, or into Do First if the project becomes both more valuable and less effort (as the project beings more timely later in the year and as bandwidth is freed up by completing other projects).

**Nuance for the 2x2**

1. 2x2 can be used at various levels of scope, and ultimately is most powerful as a nested structure. Start with a company 2×2 and a 2×2 for each of the individuals on the executive team that flows from that company 2x2.
2. Who and When: The question of relative value and cost are in the context of *‘Who’s 2×2 is it?’* You have to know if you are working on the company, department, or a specific individual’s 2x2. *‘What timeframe is this 2×2?’* If annual, then projects in Do First [that are not ongoing] should generally be doable by end of quarter.
3. The intangible/interpersonal side of the 2×2 is the kind of conversations it begins to socialize in the business. e.g. *“What’s that going to cost me on your 2×2?”* or *“I’m happy to accept the new project you’ve assigned me – what would you like me to move on my 2×2?”*
4. This is a prioritization PRACTICE – it’s a living, breathing document that must flex/flow as the landscape changes – as new talent/capacity is brought into the company, as projects are completed, as demands shift, as the market shifts etc.
5. Be alert to “phantom” projects (are their projects getting your time that aren’t on your 2×2?)
6. Everything above the “equator” you commit to completing or renegotiating; otherwise it is a ‘Breakdown.’