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| **PRIORITIZING RECOMMENDATIONS FOR ACTION** |
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| This 2x2 Matrix Decision Making Tool may help you find consensus on which recommendations you should plan to act on first. We recommend saving your full list, to return to once you have accomplished your top priority goals and repeat this process.  ***Anatomy of the 2x2 Matrix:***  The second page of this document has a labeled diagram of a 2x2 Matrix. While it might initially look complex, the 2x2 Matrix is a simple tool for prioritizing goals in strategic planning. It is made up of two scales with different criteria to help us balance different priorities and help us make better decisions.  Along the left side, our scale focuses on impact, urgency, and importance. This isn’t to say all contributions and concerns aren’t important, but some may have a larger impact or a greater sense of urgency than others.  Along the bottom, our scale focuses on the degree of effort, challenge, or pain. Requiring a lot of effort doesn’t mean that we shouldn’t act, but it might mean prioritizing other changes first or more heavily weighing its impact to decide if it is worth the amount of effort we might expend.  We use these scales together to balance both considerations so we can decide which changes have the most potential for impact with the resources we have available. |
| ***Using the 2x2 Matrix:*** |
| With your team, use this tool for each of the recommendations on your list. Each staff should plot their perception of where the recommendation falls. Think of this as a graph you are creating together. You can use technology to conduct this virtually (see the [Supplement on Technology & Collecting Anonymous Feedback](https://www.wcasa.org/wp-content/uploads/2021/09/AAR_Supplement-Tools_final.docx) for tools to facilitate virtually), or flip charts and dot stickers if you are facilitating in-person. Save the graph for each recommendation to look back at them and compare.  Together as a staff, review the images together and discuss. The diagram of a 2x2 matrix on the following page gives you general guidance for interpretation, but the order of priorities is not intended to be used as a hard rule. Some changes may be so urgent or important to your mission that they must be prioritized despite their difficulty (for example, if you are unable to provide a core service as a result of the challenge you are trying to address). The inverse can also be true if something which isn’t all that urgent can be accomplished with very little effort. This is an activity in which your team will need to think critically and decide what makes the most sense for your agency at this point in time. On the third page of this document, you will find a blank template of the tool for your use. |

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| Low-----------------------------------------------IMPACT/URGENCY ----------------------------------------------------High | ***Diagram of the 2x2 Matrix:*** | |
| This quadrant contains **third priority recommendations**. Dots placed here represent recommendations that require a higher degree of effort as well as a high degree of urgency / impact. As is mentioned in the bottom right quadrant, second and third priority are a little less objective than the differences between first and fourth. You should not ignore a recommendation that is at the highest end of urgency / impact solely because it requires a lot of effort. | This quadrant contains your **top priority recommendations**. Dots placed here represent recommendations that require the lowest effort and have the greatest urgency, making them a great place to start and usually fairly easy for the group to agree on. |
| This quadrant contains your **lowest priority recommendations**. Dots placed here represent recommendations that are of low urgency / impact and high effort – meaning they likely are not worth the effort that they would take at this point in time. This might change over time, so they are worth taking note of to re-visit. | This quadrant contains **second priority recommendations**. Dots placed here represent recommendations that require the lowest effort and have a lower sense of urgency. Often, it makes more sense to focus on things that can easily get done that might have lower impact before things that are very difficult but have a large impact. This is not always the case – if something is core to your mission, focused on equity and inclusion, or a very urgent need that you cannot avoid addressing, that might take priority over things in this quadrant. |

High-----------------------------------------------EFFORT/CHALLENGE----------------------------------------------------Low

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| Low-----------------------------------------------IMPACT/URGENCY ---------------------------------------------------High | ***2x2 Matrix Tool:*** | |
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High-----------------------------------------------EFFORT/CHALLENGE----------------------------------------------------Low