



's 4 x 4

1 Performance		2 Results	
1	Alert	1	Faster
2	Curious	2	Easier
3	Responsive	3	Cheaper
4	Resourceful	4	Bigger
3 Being A Hero		4 Drives Me Crazy	
1		1	
2		2	
3		3	
4		4	



The 4 x 4 Guide Example

Name:

Date:

1 Performance		2 Results	
1	Alert	1	Faster
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3 Being A Hero		4 Drives Dan Crazy	
1	Tech Trade Directory	1	Black Holes
2	SMART Boards	2	Kept In The Dark
3	Dan's iPad®	3	Bottlenecks
4	Generator/Transformer	4	Back Stage-itis

This is an actual 4 x 4 that Dan Sullivan created when he was hiring Lynda, his Tech Trade Manager.

The 4 x 4

- This tool is designed to help you clarify and then communicate your expectations to team members. Each person will have their own specific 4 x 4.
- As you fill this out, you'll think through your needs. You can use it to set team members up for success so they're clear and confident.
- The 4 x 4 shows them 12 ways to be a hero, and four ways they can get into trouble.

Performance

- In a growing entrepreneurial organization, look for team members to be alert, curious, responsive, and resourceful.
- Using our example as a guide, write your own definitions for these four performance requirements. Tailor them to the person.

Results

- As you're growing 10x, you'll want each team member to look for ways to do things faster, easier, cheaper, and bigger.
- Using our example as a guide, write your own definitions for each type of results. Tailor them to the individual.

Being A Hero

- This section clearly defines the team member's four areas of responsibility.
- Think through their most important areas of focus and describe the actions you want to see in each one.

Drives You Crazy

- This describes how this team member can get into trouble. By clarifying and sharing the ways someone can "drive you crazy" up front, you'll reduce or eliminate these behaviors and help them stay out of the danger zone.
- Define the four ways this team member can get into trouble with you and describe each one.