

# 's 4 x 4

1 Performance		2	Results	
Alert		1 Faster		
2 Curious		Easier		
Responsive		3 (	Cheaper	
Resourceful		4 E	Bigger	
3 Being A	Hero	4 Drives M		e Crazy
1		1		
2		2		

Workshop Materials

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## The 4 x 4 Guide Example

Name: Date:



### Lynda's 4 x 4

1	Performa	nce	2 Results		
Aler	rt	Always watching out for new, interesting, and odd things that represent possible new capabilities.	1 Faster		Constantly finding tools, systems, and networks that enable me and us to do things more quickly.
2 Cur	rious	Always going deeper, finding out how things work in themselves, and how everything connects.	Easier		Constantly finding ways to get more done with less effort.
Res	sponsive	Always moving quickly on a new opportunity for me and the company to be tech savvy.	Cheaper		Constantly finding new ways to cut the costs of getting our You x 10 results.
Res	sourceful	Always linking up with other people to get results as quickly and completely as possible.	Bigger		Constantly finding new ways of maximizing and multiplying our You x 10 capabilities.
3	3 Being A Hero		4 Drives Dan Crazy		
	h Trade ectory	Continually making us "Tech Knowledge Central" in the eyes of our You x 10 participants.		Black Holes	Projects that are started, then disappear into a void.
SM/ Boa		Continually expanding my understanding and hands-on mastery of our SMART Board capabilities.		Kept In The Dark	Projects are moving forward — or stuck — and I don't know what's happening.
Dan iPad		Continually making my iPad more useful to me in every area that I specify.	3	Bottlenecks	Projects are stopping with you and piling up — and you're not asking for help.
	nerator/ nsformer	Continually working with me and others to make our two You x 10 platforms more use-		Back Stage-itis	Projects are being slowed or stopped by Back Stage opposition or obstacles.

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.

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