The Power of the 2 × 2 Matrix

Using 2 × 2 Thinking to Solve Business Problems and Make Better Decisions

Alex Lowy
Phil Hood

Foreword by James H. Gilmore and B. Joseph Pine II
Advance Praise for *The Power of the 2 × 2 Matrix*

“Although we see four quadrant matrices used frequently in business settings, there is altogether too much hit and miss in their application. The culprit, pure and simple, is a lack of appreciation of what is really at work in these models. Hood and Lowy have beautifully filled that gap with their straightforward examples and clearly written guidelines. In the hands of a master, this under-appreciated management tool becomes a powerful catalyst for innovation. Reading this book is a wonderful step towards attaining that mastery.”
—Verna Allee, author, *The Future of Knowledge*

“This is a significant work, not one that just has academic appeal to a few people and then is buried, but something with classic character and wide practical application.”
—Dr. Stephen R. Covey, author, *The 7 Habits of Highly Effective People*

“Lowy and Hood’s new book on resolving management dilemmas is wonderfully thought provoking and fun to read. Not only do the authors treat us to a rich collection of insights, wisdom, and case examples, but they also provide a framework for how to construct and use 2 × 2 Thinking for decision making and problem solving. This book is destined to become a classic for management decision making.”
—Charles Fine, Chrysler LFM Professor of Management, MIT Sloan School of Management, and author, *Clockspeed*

“Multidimensionality is perhaps one of the most potent principles of systems thinking. But a fallacy to treat complementary tendencies as duality in zero sum game is responsible for the sad fact that we have kept on producing the same set of non-solutions all over again. *The Power of the 2 × 2 Matrix*, as the authors have chosen to name this exciting conception, is an excellent contribution towards initiating a long due cultural transformation. It goes a long way to operationalize a different way of seeing and thinking about our troubled world. A great job.”
—Jamshid Gharajedaghi, managing partner and CEO, INTERACT, and author, *Systems Thinking: Managing Chaos and Complexity*

“As apologists for the 2 × 2 matrix, we are delighted that Alex Lowy and Phil Hood wrote this book. We applaud them for taking the initiative to organize and prioritize representative models that illustrate the usefulness of 2 × 2 Thinking. Frankly, such a tome is long overdue, and readers will greatly benefit from the insightful selection of 2 × 2’s made by Lowy and Hood.”
—James H. Gilmore and B. Joseph Pine II, coauthors, *The Experience Economy*
“Four decades of developing leaders has convinced me that the tools we rely on most often are simple, relevant, and have purpose. The Power of the 2 × 2 Matrix explains why this is the case, and delivers a unique and timeless collection of many of the best tools the behavioral sciences have to offer today’s leader.”

—Dr. Paul Hersey, founder and chairman of the board, Center for Leadership Studies, the home of Situational Leadership®

“As a downstream result of our workshop with Lowy and Hood, we re-tuned our Vision, Value Proposition, Mission, Goals, and Business Strategy (and a whole lot more). We turned the business around using the output as the platform for our drive to the next level of business performance. These ideas are rock solid. I strongly recommend them based on real and positive business impact.”

—Austen Mulinder, president and CEO, Fujitsu Corporation’s North American Retail Business

“In The Power of the 2 × 2 Matrix, Lowy and Hood present an innovative way to solve an array of complex problems. Based on an extensive review of management classics, the book advocates that qualitative ‘both-and’ thinking is more effective in the long run than the more fashionable and often easier-to-define quantitative ‘either-or’ approach. Applied properly, the 2 × 2 matrix is a most powerful and groundbreaking tool. The book will be extremely useful to consultants, managers, and academics committed to conceptualizing new solutions through the successful application of dialectical reasoning.”

—Ikujiro Nonaka, visiting dean and professor at the Center for Knowledge and Innovation Research, Helsinki School of Economics and Business Administration, and coauthor, The Knowledge-Creating Company

“This book is a brilliant addition to the arsenal of tools people can use to resolve dilemmas in their everyday business lives. It offers a novel and practical perspective that is relevant to anyone who exercises leadership.”

—Hubert Saint-Onge, CEO, Konvergeandknow, and author, Leveraging Communities of Practice for Strategic Advantage

“The 2 × 2 matrix is the simplest expression of contingency. In a complex and dynamic world filled with critical uncertainties the most common strategy is denial. Decision makers are trapped by seeing a linear future, and mislead their organizations by failing to rigorously think through the possibilities. The need to think contingently is what scenario planning is all about and is what The Power of 2 × 2 Matrix makes possible.”

—Peter Schwartz, chairman, Global Business Network, and author, The Art of the Long View
“When Alex Lowy first told me about his and Phil Hood’s book, my immediate reaction was: Wow, that’s a book I’d like to read! This is a book for those who, like me, apply dialectical models all the time but can never remember what is on the axes of the Johari Window and the BCG matrix. The inventory of 50-plus classic 2 \times 2’s is a very valuable time saver, and the tips on how to construct them are as relevant to the seasoned consultant as they are to busy corporate executives.”


“In a world of trite management tomes, recycling tired themes, it is indeed refreshing to find a book that discovers a completely original truth. Who would have thought that investigating the familiar 2 \times 2 matrix as a generic construct could reveal profound insights into business strategy and possibly even human thought? I am thankful to Lowy and Hood for unlocking this treasure.”

—Don Tapscott, chairman, New Paradigm Learning Corporation, and coauthor, The Naked Corporation

“Managers are far too prone to leap to the ‘answer,’ often basing their conclusions on poor assumptions or inadequate problem diagnosis. Alex Lowy and Phil Hood have masterfully documented the art of asking the right question. This book should be required reading in any organization coping with the challenge of making critical decisions under conditions of risk or uncertainty.”

—Paul Wiefels, managing director, The Chasm Group, LLC, and author, The Chasm Companion
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Foreword by James H. Gilmore and B. Joseph Pine II
CONTENTS

Foreword xiii
   James H. Gilmore and B. Joseph Pine II
Acknowledgments xvii
The Authors xix
Introduction 1

PART ONE: 2 × 2 THINKING

1 The DNA of Great Problem Solving 9
2 Form, Method, and Mastery: 2 × 2 Thinking as Dialectical Process 24
3 The Eight Archetypal Dilemmas 37

PART TWO: 2 × 2 PRACTICE

4 Designing 2 × 2 Matrices: Making Intuition Explicit 61
5 2 × 2 Thinking in Action: Fujitsu FTXS Tackles Level 2 Dilemmas 69
PART THREE: 2 × 2 FRAMEWORKS INVENTORY

6 Strategic Frameworks  91
Beyond Customer Led  95
Discontinuity and the Life Cycle  99
Customer as Value Manager  105
Customer Value Analysis  107
Scenarios  115
Gartner Magic Quadrant  121
Portfolio Analysis  125
Problems and Solutions  127
Dialectical SWOT Analysis: Strengths, Weaknesses, Opportunities, and Threats  129
Market Tipping  131
Corporate Strategy  134
Generic Strategy  139
E-Business Opportunity Matrix  144
Global Product Planning  146
Generic Network Strategy  148
Mass Customization: The Four Approaches  151
Attentionsscape  156
Managing Customer Loyalty  158
Likelihood to Buy  161
Revenue and Profitability  163
BCG: Product Portfolio Matrix  169
Impact-Uncertainty Matrix  173
Entrance and Exit Strategies  177

7 Organizational Frameworks  180
Good to Great Matrix of Creative Discipline  184
Employee Motivation  188
Alliance Drivers  190
Team Types  193
Situational Leadership  195
The Four Power Players in Knowledge Organizations  199
T-Group Leadership  202
SECI  204
Human Capital  210
Differentiation and Integration  215
Means and Ends  219
The Change Grid  221
Learning and Change  223
CONTENTS xi

Similarities and Differences  225
The Four Realms of Experience  228
Make versus Buy  233
Four Square Model  236
Product and Supply Chain Architecture  238
Telematics Framework  244
The Virtue Matrix  246

8 Individual Frameworks  250
Johari Window  255
Myers-Briggs Type Indicator  261
Learning Styles Inventory  267
I’m OK, You’re OK: The Four Life Positions  269
Conflict Mode  271
Social Styles  274
Getting It Right  279
Leadership Coaching  281
Career Transitioning  283
Prisoner’s Dilemma  286
Urgency and Importance  290
Influence and Concern  292

Notes  295
Index  303
The $2 \times 2$ matrix represents the most notable analytical tool ever to emerge in business management. Yet as a genre, this conceptual framework has been greatly misunderstood, misused, and mistrusted, even as it rose to prominence among management models. The $2 \times 2$ has been particularly maligned in recent years, perhaps in relation to the saturation of M.B.A. programs and the maturation of management consulting across the globe. All too often, eyes now roll whenever a work colleague or business consultant takes to a white board or flip chart to draw $x$- and $y$-axes.

*Fast Company* magazine’s defunct “Consulting Debunking Unit” perhaps epitomized the tendency to throw the baby out with the bath water—to dismiss whole categories of business thinking, management practice, and professional services because of the lack of discipline or integrity on the part of a few poor professors and pitiful practitioners. But it’s easy today to belittle bad apples (as we just did in our poor, pitiful selection of alliterative adjectives), for there’s no lack of such inferior thinking to pick on. It’s always safe to just get “back to basics.” It’s much harder to weed through the proliferation of management material churned out on endless fronts these days and find the true gems that can help businesses envision innovative possibilities and make better decisions. And many of these gems hold forth in the form of the venerable $2 \times 2$.

As apologists for the $2 \times 2$ matrix, we are delighted that Alex Lowy and Phil Hood wrote this book. We applaud them for taking the initiative to organize and prioritize representative models that illustrate the usefulness of $2 \times 2$ Thinking.
Frankly, such a tome is long overdue, and readers will greatly benefit from the insightful selection of $2 \times 2$s that Lowy and Hood made. We’ve pored over their work and find much relevant knowledge to be had from careful scrutiny of their study.

Too much management thinking today exists as what we like to call a “giant list of stuff” that lacks perspective on the underlying factors that contribute to items making the list, or misses linkages that connect various principles or other phenomena. Therein resides the beauty of the $2 \times 2$ matrix. The better ones (those well executed along the lines pointed out by Lowy and Hood) force new comparisons, foster fuller exploration of the subject at hand, and fashion creative tension between alternative points of view.

Consider for a moment an alternative topic—baseball—and this insightful quotation from George Will’s wonderful book, *Men at Work:*

Baseball is a game you cannot play with your teeth clenched. But neither can you play it with your mind idling in neutral. Baseball is a game where you have to do more than one thing very well, but one thing at a time. The best baseball people are (although you do not hear this description bandied about in dugouts) Cartesians. That is, they apply Descartes’s methods to their craft, breaking it down into bite-sized components, mastering them and then building the craft up, bit by bit. Descartes, whose vocation was to think about thinking, said (I am paraphrasing somewhat): The problem is that we make mistakes. The solution is to strip our thought processes down to basics and begin with a rock-solid foundation, some certainty from which we can reason carefully to other certainties.1

We have René Descartes, of course, to thank for the $2 \times 2$ matrix! This model is nothing more than the first step in breaking a business down into manageable components and thereby stripping thinking down to some basics as a firm foundation. The best businesspeople too are Cartesians. Their use of any pertinent $2 \times 2$ matrix aims not at simplifying the world into four finite categories, but at moving to fuller, more reasoned certainties in an uncertain world—managing the complete Cartesian coordinate system that is business!2 Indeed, this book contains many fine examples of exemplary construction of $2 \times 2$ matrices and points out how lack of mastery on the part of matrix users can distort $2 \times 2$ applications.

We once heard a wrong-headed manager say to a peer, “I cannot relate to you because I’m ISTJ,” referring to one of the sixteen types within the Myers-Briggs classification system. This gentleman was blatantly misusing Myers-Briggs to put himself in a sheltered box rather than using the tool to relate to others better or as a means to develop alternative thinking styles. Too many people similarly limit themselves when they encounter a useful $2 \times 2$ matrix, thinking the four quadrants represent the end-all and be-all of thinking on some subject (or outright dismissing the model as too simplistic). Shame, shame, shame. The power of any well-constructed $2 \times 2$ matrix rests in what one does with it once formulated.
For example, let’s examine one of our own 2 × 2 models examined in this book (Figure 7.21, page 230). We once worked with a professor at Iowa State, an expert in pedagogical methods, who was interested in defending (much-maligned) “Edutainment” in teaching. We knew Edutainment to be a useful concept, but also knew it to be only one of a number of possibilities for enhancing the normally dry discourse of classroom discipline. So we brought to bear this particular model, which depicts four experiential realms—Entertainment, Educational, Escapist, Esthetic—that together make for a compelling experience. Edutainment was but one combination of the four realms, specifically:

\[
\text{Edutainment} = \text{Education} + \text{Entertainment} \text{ (holding attention)}
\]

Realizing this, we together proceeded to identify five other dimensions worthy of further exploration as means to enhance learning:

\[
\begin{align*}
\text{Eduscapist} &= \text{Education} + \text{Escapist} \text{ (changing context)} \\
\text{Edusthetic} &= \text{Education} + \text{Esthetic} \text{ (fostering appreciation)} \\
\text{Escasthetic} &= \text{Escapist} + \text{Esthetic} \text{ (altering state)} \\
\text{Entersthetic} &= \text{Entertainment} + \text{Esthetic} \text{ (having presence)} \\
\text{Escatainment} &= \text{Escapist} + \text{Entertainment} \text{ (creating catharsis)}
\end{align*}
\]

The results vary in how trippingly they fall from the tongue (although Edutainment flows smoothly primarily through familiarity and repetition), but the 2 × 2 matrix helped map out a richer territory of understanding. Indeed, debating the selection of prefixes and suffixes (and number of occurrences of each) helped us all to better understand not only each dimension, but the subject of pedagogy itself.

Lowy and Hood have done a great service in assembling this book. We particularly enjoyed seeing Pascal’s Wager crafted as a 2 × 2 matrix, as Blaise Pascal was the intellectual and theological archrival to René Descartes in the early seventeenth century. (How edutaining!) Even with our great fondness for the 2 × 2 as a tool, we side with Pascal when he says, “The heart has reasons that Reason cannot understand.” Recognize that no matter how brilliant a particular 2 × 2 matrix, its usefulness resides primarily in clarifying various managerial options. Ultimately, all decision making relies on gut feeling and intuition. At the end of the day, you must examine the Cartesian possibilities, and then go with your heart.

James H. Gilmore
B. Joseph Pine II
We owe a great deal to colleagues, clients, friends, and family who helped along the way. Without their inspiration and feedback, this book would not be. Contributions have taken many forms, each essential in its own way. Early in the life of the project, we needed to collect a large number of outstanding 2×2 business frameworks. We solicited suggestions from pretty much everyone we encountered, yielding a robust listing of over three hundred unique titles. Two people stand out in this effort. Andy De of i2 generously shared his collection of thirty-plus frameworks, and Derek Lennox added another dozen. Derek played a significant early role in gathering and organizing suggestions. Without their assistance, the project would probably never have gotten off the ground.

Many of the world’s sharpest business consulting minds helped us to unravel the mysteries of 2×2 Thinking and to construct the meta-models that appear in Chapters One through Five. We conducted interviews between January and July 2003, asking three basic questions: Why do you use a 2×2 approach? What’s key in designing them? What makes the application of a framework successful? Valuable discussions were held with the following people: Verna Allee, Nicole Boyer, Stephen Covey, Jamshid Gharajedaghi, Jim Gilmore, Paul Hersey, Barry Naelbuff, William Ralston, Hubert Saint-Onge, Joseph Pine, Karl-Erik Sveiby, Simon Trussler, Paul Weifels, and Watts Wacker. We owe a great deal to these individuals for their insights, personal stories, and willingness to engage in challenging dialogue. Encouragement and suggestions from Stephen Covey, Joseph Pine, and Jim Gilmore were particularly helpful in shaping the book.
A number of colleagues gave generously by reading and commenting on chapters. Tim Warner played an important ongoing role in this capacity, often acting as our conscience by asking the tough questions that needed to be addressed. Nancy Brown, Tom Emodi, Mike Dover, Dan Swedberg, and David Ticoll all read and reread material, offering helpful feedback and suggestions. Iris Glaser provided critical design guidance and support. We were most fortunate to have the attention of this talented young artist early in her career.

The development of a structured $2 \times 2$ method was made possible by the brave and adventurous participation of two client organizations willing to experiment with us. The first was a New Jersey software firm, LegatoVideo. Many thanks to CEO Dave Reifsnyder and the rest of the LegatoVideo senior team. The second was the Fujitsu Corporation’s North American Retail business unit led by CEO Austin Mulinder. The story of Fujitsu’s strategic renewal experience is told in Chapter Five. Many thanks to this group for allowing us to learn with them and to recount their story to illustrate the steps of the Dialectical Solutions Method.

Sincere thanks are given to the team at Jossey-Bass—Susan Williams, Jeff Wyneken, and Rob Brandt—who guided our efforts and helped us through each of the critical book development phases. A special thank you goes to Beverly Miller for working out final kinks in the manuscript and getting it ready for publication. Noteworthy contributions of a more general and ongoing sort were offered by the following people: Paul Bates, Dan Brousseau, Dave Button, Ron Brunt, Bob Horenstein, Alan Hutton, Del Langdon, Rich Lauf, Mark Novak, Joe Sauer, Don Tapscott, and Steve Zlotolow.

The largest debt is owed to all the framework inventors and big thinkers whose ideas fill up the pages of this book. From the early dialecticians like Heraclitus and Hegel to the authors of the fifty-five $2 \times 2$ frameworks summarized in the book, we thank you. The opportunity to speak with close to a third of the author group enriched and strengthened our learning experience.

A very special thank you is owed to our close colleague and friend Eli Singer. Eli joined the project as research associate earlier on. His talents, resourcefulness, perseverance, and knowledge have made him a valued and essential member of the team. Eli’s insights can be felt on each page of the book.

Finally, we thank our wives, Julia Mustard and Connie Hood, for their patience, encouragement, and support, and our children, André, Benjamin, Jack, and Pam, and Phil’s grandchildren, Juliana, Isabella, Nicolas, and Alexie, for their interest, inspiration, and questions. This book is for them and all other future problem solvers.

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The Power of the $2 \times 2$ Matrix
If you are a business executive, reflective professional, or consultant, the book you hold in your hands is an embarrassment of riches. Fifty-five remarkable frameworks are presented here—exceptional frameworks with an unusual power to organize and marshal problem-solving efforts. As diverse as these frameworks are on the surface, they share a common structure, which is responsible for their strength. The book is about learning to recognize, appreciate, and exploit this commonality that is contained in the $2 \times 2$ design that sets tension between opposing forces as the prime source of problem-solving energy and direction.

We reviewed more than three hundred discrete models to arrive at our final set of frameworks and consulted widely with colleagues and acknowledged business experts from industry and academia. We selected frameworks based on two simple criteria: each must succinctly and uniquely help to solve a class of problem worth solving, and each must use the $2 \times 2$ matrix form. In every case, we asked our respected sources to recommend their three favorite frameworks, emphasizing usability and practical payoff. We told them that we were interested in approaches they had personally applied and benefited from—theory that had been tested in the real world.

The frameworks ranged from brilliant to sublime to highly idiosyncratic. To understand the frameworks better, we tested them on ourselves, our clients, and in some cases, our families and friends. At times, we felt like those old sci-fi depictions of research scientists drinking concoctions late at night in their lab in the search for a powerful elixir. A project that had started as a casual and
professional interest, quickly became a more intense journey of personal meaning and transformation.

In the end, we settled on the fifty-five frameworks set out in Part Three of the book. Many of them are established classics developed by well-known business authors—frameworks such as the BCG Grid, Ansoff’s Product-Market Portfolio, and Michael Porter’s Generic Strategy. Others are lesser-known gems we encountered along the way—ones we believed brought something necessary to round out the collection. We are absolutely certain that we have overlooked some superb examples of $2 \times 2$ modeling, and this is unfortunate. But there is only so much room in one book, and arguably, there is a limit to the number of truly unique expressions of the form. In the spirit of opening a dialogue rather than delivering a finished, closed set of ideas, we encourage readers to share their own examples of best practices at our Web site, www.TranscendStrategy.com.

Frameworks range from the highly intuitive to the ingeniously complex. In many cases, they are the most accessible and important part of a larger body of work. For each of these, we offer essential information—enough to get you started and to whet your appetite. In some instances, we provide case-based examples to illustrate a complex or particularly important set of ideas. As a general rule, we present the frameworks in the simplest way possible, while still delivering full meaning and accessibility. To do the material justice, we urge readers to go to the source and read books, articles, and manuals written by the creators. They are worth the time.

The unifying theme to the frameworks is the use of a $2 \times 2$ matrix to represent the formulation and treatment of an important topic. The power of $2 \times 2$, however, goes far beyond the matrix itself. It is the underlying dynamic structure of $2 \times 2$ modeling that brings richness, depth, and a uniquely transformational power to the form. There is a right and wrong way to construct a $2 \times 2$ matrix, and the key lies in how the primary factors are selected and applied. Although the essence of the approach is contained within the matrix, successful application depends on a particular cognitive and emotional bias in approach. We refer to this style of problem solving as $2 \times 2$ Thinking, an open and integrative orientation that operates independent of any particular framework. By studying hundreds of unique and diverse frameworks and interviewing experts like Paul Hersey and Steven Covey, we have been able to construct a practical set of rules and structures that anyone can learn and apply.

WHAT IS $2 \times 2$ THINKING?

The very best instances of problem solving share a number of characteristics that comprise the core of $2 \times 2$ Thinking. $2 \times 2$ Thinking is open (as opposed to
closed), proactive, and drawn toward inherent conflicts in search of resolution. The following seven points illustrate this more fully:

- **2 × 2 Thinking** leads to an open exploration of issues to unearth inherent tensions. These tensions exist within an evolving context, where focus shifts as old points are resolved and new tensions emerge.
- **2 × 2 thinkers** recognize the importance of learning as both a condition for change and a key enabler. Learning involves embracing the new and letting go of unhelpful and invalid views.
- **2 × 2 Thinking** is often but not necessarily interpersonal. When others are involved, dialogue is rich, informative, and honest.
- **2 × 2 thinkers** move toward, not away from, complexity. The act of focusing on a core set of variables does not reduce or simplify analysis. Rather, it enriches it.
- **2 × 2 Thinking** requires openness, which leads to rapid modeling and reframing. Problems are reconsidered, and underlying assumptions are vigorously challenged.
- **2 × 2 thinkers** are drawn to seeing both sides of an issue. This often leads to paradoxical situations, which are explored rather than denied or ignored.
- **2 × 2 thinkers** simplify to intensify focus. Rather than being confused by the core dilemma, they use the framework to gain deeper meaning and arrive at more informed choices.

**FROM 2 × 2 THINKING TO MANAGING DILEMMAS**

The simplest 2 × 2 problem-solving behavior involves looking at the other side of an issue before reaching a conclusion. A simple “what-if” exercise will accomplish this. Dilemmas are a more interesting case. Dilemmas pull us simultaneously in competing directions, each compelling in its own right. Although dilemmas rarely feel good, they often contain the seeds of deeper understanding and a superior solution than we are otherwise capable of finding. The trouble with our experience of dilemmas is that they generally happen to us, and we feel out of control.

2 × 2 Thinking recognizes the power in exploring competing forces. By intentionally constructing dilemmas, we challenge ourselves to think at a higher logical level. Often it is not really about choosing one or another option. Something is missing in the decision process. It could be perspective, excitement, confidence, agreement among parties, or additional alternatives—for example, should
we invest in developing our business or take profit now? This simple dilemma (see Figure I.1) has caused thousands of business owners sleepless nights over the years. Viewed as a simple and straightforward choice, it is not very interesting or enlightening. However, a poorly thought-through decision based in fear, greed, or misplaced confidence can prove hazardous to the business over time. In contrast, we can construct a $2 \times 2$ decision matrix to intensify and deepen the way we think through the issue. Looked at in this way, there are really two sets of choices to make rather than one. And it may not have to be a forced choice between this and that. In the best of cases, it is possible to realize both ideals by reframing the question.

**ISN’T THIS OBVIOUS AND SIMPLE?**

It is tempting to dismiss $2 \times 2$ Thinking as stunningly simple and hardly worth the time and study. After all, the structure is self-evident, and the practice seems clear and to a degree, instinctive. Nevertheless, the apparent simplicity of the $2 \times 2$ matrix is deceptive. Einstein commented that models should be “as simple as possible and no simpler.” Finding the perfect point of balance can be elusive; excursions of over- and underdevelopment are the norm, not exceptions.

The matrix is a clear and helpful starting point to achieving balance and clarity. We regard the matrix as one leg of a three-legged stool. The form of the matrix needs to be applied in a systematic manner (method) and with sensitivity and expertise (mastery). The combination of form, method, and mastery

![Figure I.1. Profit Now or Later Matrix](image-url)
imbues $2 \times 2$ Thinking with the power to realize more fully what is possible and to generate solutions characterized by what Bill Buxton, former chief scientist at Alias Research, calls “surprising obviousness.”

**HOW THE BOOK IS ORGANIZED**

We suggest that readers treat this book as a rich resource and problem-solving aid. Reading it from end to end will not be meaningful in most cases. The jewel in the crown is the inventory of remarkable $2 \times 2$ frameworks in Part Three. These are organized to enable easy identification and application to different situations. Two other types of content complement and extend the value of the frameworks. The book opens with three chapters that explain the conceptual underpinnings and logic of $2 \times 2$ Thinking. These chapters set the context for the selection and use of all of the frameworks contained in the book. The third and final topic is methodology. Chapters Four and Five walk readers through two levels of application, making the design and use of $2 \times 2$ Thinking clear and explicit.

Part One looks at how $2 \times 2$ Thinking is constructed, when it is applicable, and why it is effective. The power of $2 \times 2$ Thinking derives from the creative tension established between carefully selected, primary forces. Drawing on archetypal and Hegelian lessons, the book establishes the rationale and conditions for effective application of this basic problem-solving and consulting method.

Chapter One, “The DNA of Great Problem Solving,” provides an overview of the topic, setting it firmly in the context of business problem solving. It presents a number of classic $2 \times 2$ frameworks, along with stories of $2 \times 2$ Thinking on the fly.

Chapter Two, “Form, Method, and Mastery,” explores the underlying structure of effective $2 \times 2$ modeling. Form (the matrix), method (systems and steps), and mastery (lessons of experience) are all necessary. The emphasis of the chapter is on mastery, highlighting many of the less obvious elements of design and application.

Chapter Three, “The Eight Archetypal Dilemmas,” presents a powerful set of recurring dilemmas that are useful for diagnosis and idea generation. The chapter ends with a self-diagnostic survey suitable for organizational assessment.

Part Two offers the reader guidance in applying $2 \times 2$ Thinking in a structured and practical way. Drawing on the insights of dozens of $2 \times 2$ authors and expert implementers, the chapters in this part offer a clear and dependable methodology for home-grown modeling. The step-by-step process is accompanied by situational advice drawn from the field experiences of leading consultants and business leaders.

Chapter Four, “Designing $2 \times 2$ Matrices,” walks readers through the basic mechanics of constructing a powerful $2 \times 2$ matrix. Simple, easy-to-relate-to examples illustrate design steps and decisions.
Chapter Five, “2 × 2 Thinking in Action,” tells the real-world story of how the North American Retail Division of Fujitsu Corporation turned chronic loss to profit by addressing its clients’ biggest dilemma with courageous and creative application of 2 × 2 Thinking.

Part Three contains an inventory of best-of-breed 2 × 2 frameworks. Fifty-five of the most powerful 2 × 2 models used in business are presented in three categories: strategic, organizational, and individual.

Chapter Six, “Strategic Frameworks,” tackles the challenge of business competitiveness. Twenty-three frameworks address five strategic topics: customer needs, strategic context, strategic options, marketing and communications, and risk.

Chapter Seven, “Organizational Frameworks,” focuses on effectiveness and adaptation. Twenty frameworks address four organizational topics: structure, leadership and culture, learning and change, and process.

Chapter Eight, “Individual Frameworks,” helps us to increase personal effectiveness. Twelve frameworks address three individual topics: personal awareness and style, personal effectiveness, and decision making.

A STEP IN THE RIGHT DIRECTION

If this book could teach only one lesson, it would be to encourage people to learn and solve problems through the intentional creation and resolution of dilemmas. By challenging ourselves and those around us to think at higher logical levels, we raise the quality of deliberation and the decisions and agreements we reach.

2 × 2 Thinking is not a panacea. We believe it is definitely a step in the right direction, improving the clarity, honesty, and quality of problem solving. This is not a new idea; dialectical reasoning, which is explained in Chapter Two, is a tradition that is twenty-five hundred years old. By bringing many of the most impressive 2 × 2 frameworks together and by adding analysis and methodology, we hope more people and more organizations will open themselves to the practice. We will continue to collect and publish new and interesting frameworks and thoughts on our Web site, www.TranscendStrategy.com, and encourage readers to join us there.