Decision matrix

List your options. Score each one from 1 to 5. Higher is better.

Description	Cost	Time	Ease	Impact	Total

SCORING GUIDE

Cost: 1 = high; 3 = moderate; 5 = low or no added cost.
Include setup and upkeep.

Time: 1 = long effort; 3 = moderate; 5 = quick to finish.
Compare using the same time frame.

Ease: 1 = difficult / many dependencies; 3 = manageable;
5 = straightforward with available skills.

Impact: 1 = minor; 3 = meaningful team benefit;
5 = major benefit or prevents a serious problem.

CHOOSING WHAT COMES FIRST

1. Do mandatory, safety, urgent or customer-critical work first, even if its total is lower.

2. Compare totals and impact. Do not let an easy, low-impact task displace an important need.

3. Ties: higher impact, then higher Time score (quicker). Confirm with the decision owner.

Total is 4 to 20. All four scores count equally. A higher total suggests a useful priority, not a guarantee of success.

Use 2 or 4 between anchors. Agree what low, moderate and high mean for these options before scoring.

This is a preview. To score your own options, download the spreadsheet. To do it on paper, print page 1 and add the four scores across.

One idea like this every weekday: get the BBG Briefs at bigbeardedginger.com/library/briefs/.

Decision matrix

Worked example. Choose which improvement to do first.

Three of these columns ask how easy the job is. Only one asks whether it matters. That is why the score starts the conversation and does not end it.

Description	Cost	Time	Ease	Impact	Total
Fix recurring production stoppage	2	2	2	5	**11 / 20**
Create shift-handoff checklist	5	4	4	4	**17 / 20**
Relabel low-use storage	5	5	5	1	**16 / 20**

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The checklist scores highest, but the stoppage hits the customer every week, so rule 1 puts it first. Start the checklist the same day because it costs almost nothing. The labels can wait.