

## Mapping the forks in the road (dealing with those pesky double-binds) *honestly* and *thoroughly*

1. Make a map (that just means draw a big shape on a whiteboard or something).
2. Orient “**true north**” (where are you trying to get to? What is the *utopian ideal* and is this remotely possible?). Describe it in great detail.
3. Synchronize with the team (not just your calendars, but your compasses). Everyone needs the same utopian ideal (overall goal) for this to work. Include all stakeholders if you can.
4. On the way to **true north**, what are some *measurable outcomes* that would be worthy of a *celebratory pause*?
  - a. Achievable on a *weekly basis* is best.
  - b. Schedule the celebratory pause, and make it rejuvenating.
  - c. How can *everyone involved* be set up for success?
  - d. How can *predictable barriers* be removed, or made less formidable?
5. Now, everyone on the team needs to brainstorm all the **other goals** that are *also good* but may be slightly west or east of due north (or even south!). BE HONEST.
6. Will the other **good, but conflicting** goals pull the team *towards* true north, or in *another direction*? Again, BE HONEST.
7. Rethink your utopian ideal. Can it be expanded? Adjusted to include other parameters? Or is it really the best outcome you can think of? Own your decision as a team. We can't do all good things at once. Let's do *one hard thing* at a time and do it well.
8. The other goals (the ones that pull away from true north, even though they also go to good outcomes) are now your **double-bind risks**. Everyone will be conflicted if these goals are implicitly or explicitly put back into play mid-task or mid-project.
9. Figure out what to do with them. All of them. Can you:
  - a. Put them on hold?
  - b. Give them their own map (and space, and time, and team)?
  - c. Compartmentalize them into different parts of life (home/school, curricular/extra-curricular, time slots, etc.)?
  - d. Adjust them to fit with your true north? This could be difficult, but is sometimes very enriching, values-wise.
  - e. Split the team so some people can make their own true north, but *parallel* to others? (could be a win-win solution)
10. Begin, watching closely for evidence of double-binds cropping up. Deal with them as they come, using the above process.
11. Celebrate frequently. Travel together. Be allies. Do hard things. One at a time.

Double-bind Tool #2

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