

# Which prioritization method?

Pick the lightest method that gives you a decision you can defend. Two questions decide it.

## 1 Are the options the same kind of thing, in one product area?

No

### Weighted scoring

Different kinds of bets, or a strategy that's shifting. Agree the criteria and weights first, then score.

## 2 If yes: can you estimate reach with some confidence?

Yes

### RICE

Similar items for the same users, where you know roughly how many each one reaches.

No, it's a guess

### ICE

Lighter, and more honest than RICE built on guessed reach.

## The three methods at a glance

### RICE

$\text{Reach} \times \text{Impact} \times \text{Confidence} \div \text{Effort}$

#### SCALES

Impact 3 / 2 / 1 / 0.5 / 0.25 · Confidence 100 / 80 / 50% · Effort in person-months

#### BEST FOR

Ordering many comparable items

#### WATCH OUT

Strategy, revenue and risk aren't in the formula; guessed reach looks like data

### Weighted scoring

$\sum \text{weight} \times \text{score (1-5)}, \text{ costs inverted}$

#### SCALES

Your own criteria, weights 0-5; effort and risk count lower-is-better

#### BEST FOR

Different bets; making strategy explicit

#### WATCH OUT

Whoever picks the criteria can tilt the result

### ICE

$\text{Impact} \times \text{Confidence} \times \text{Ease}$

#### SCALES

Each 1-10 (or 1-5), scored quickly by the team

#### BEST FOR

Fast triage when reach is unknown

#### WATCH OUT

Subjective: two people can score the same idea very differently

**Use them together.** Each quarter, weighted scoring picks the themes and bets, with leadership agreeing the weights. Within each theme, RICE (or ICE) orders the work week to week. If the two disagree, that's the conversation to have.

## Six rules for a ranking you can defend

- 1 Agree the weights before anyone scores.** The weights are the strategy.
- 2 Treat close calls as ties.** 66.7 vs 64.2 isn't a real difference; decide on evidence.
- 3 Keep any one criterion under half the weight,** or you're really using one criterion.
- 4 Low confidence means a cheap test,** not a commitment.
- 5 The score starts the decision; it doesn't make it.** Timing, context and judgement still decide.
- 6 Re-run it each quarter.** Goals change, and the weights should too.