

When everything is a priority, nothing is.

D8A.ACADEMY/RESOURCES/MOSCOW-
PRIORITIZATION

THE FOUR BUCKETS

Must have	the release is pointless or illegal without it
Should have	painful to skip, but there is a workaround
Could have	improves life, cut first when time runs out
Won't have	explicitly out, this release, in writing

THE ONE TEST PER BUCKET

Must	"What happens if we ship without it?" Silence = not a Must.
Should	"What is the workaround?" If none exists, promote it.
Could	"Who notices if it slips?" If nobody, say so now.
Won't	"Are we agreed, in writing?" Verbal Won'ts come back.

THE HONEST RATIO

Must	max 60% of the effort
Should + Could	the 40% that absorbs surprises
if Must > 60%	you have no buffer: re-run the meeting

PHRASES THAT GIVE THE BUCKET AWAY

"legal asked for it"	Must, and check the deadline
"customers keep churning over it"	Must or high Should, get the numbers
"it would be embarrassing"	Should. Embarrassment is a workaround.
"while we are at it"	Could at best. Scope creep in a trench coat.
"the CEO mentioned it once"	ask the CEO. Do not guess the bucket.

→ Prioritize effort, not count: 10 tiny Musts can outweigh 3 big ones.

WORTH MEMORIZING

01 Trap: the silent Won't

A Won't that is not written down is a Must waiting to ambush the sprint.

the mistake	Won'ts agreed verbally, never in the doc
the symptom	"but we talked about this" in week 3
the fix	a Won't list with names and dates, same doc as the Musts

→ The Won't list is the most political artifact you own. That is exactly why it must exist.

02 Run the meeting in 45 min

MoSCoW dies in meetings that re-litigate. Timebox each pass.

0-10 min	restate the release goal. One sentence, on screen.
10-30 min	bucket everything fast. No debate over 60 seconds.
30-40 min	apply the one test to every Must. Demote freely.
40-45 min	read the Won't list out loud. Get the nods on record.