



The Five Disciplines

Your Business Needs
to *Thrive*



Tony Viducich Consulting

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Your Business Needs to Thrive

Discipline isn't a popular word these days. Without it though, businesses will be sloppy and ineffective, and likely won't survive.

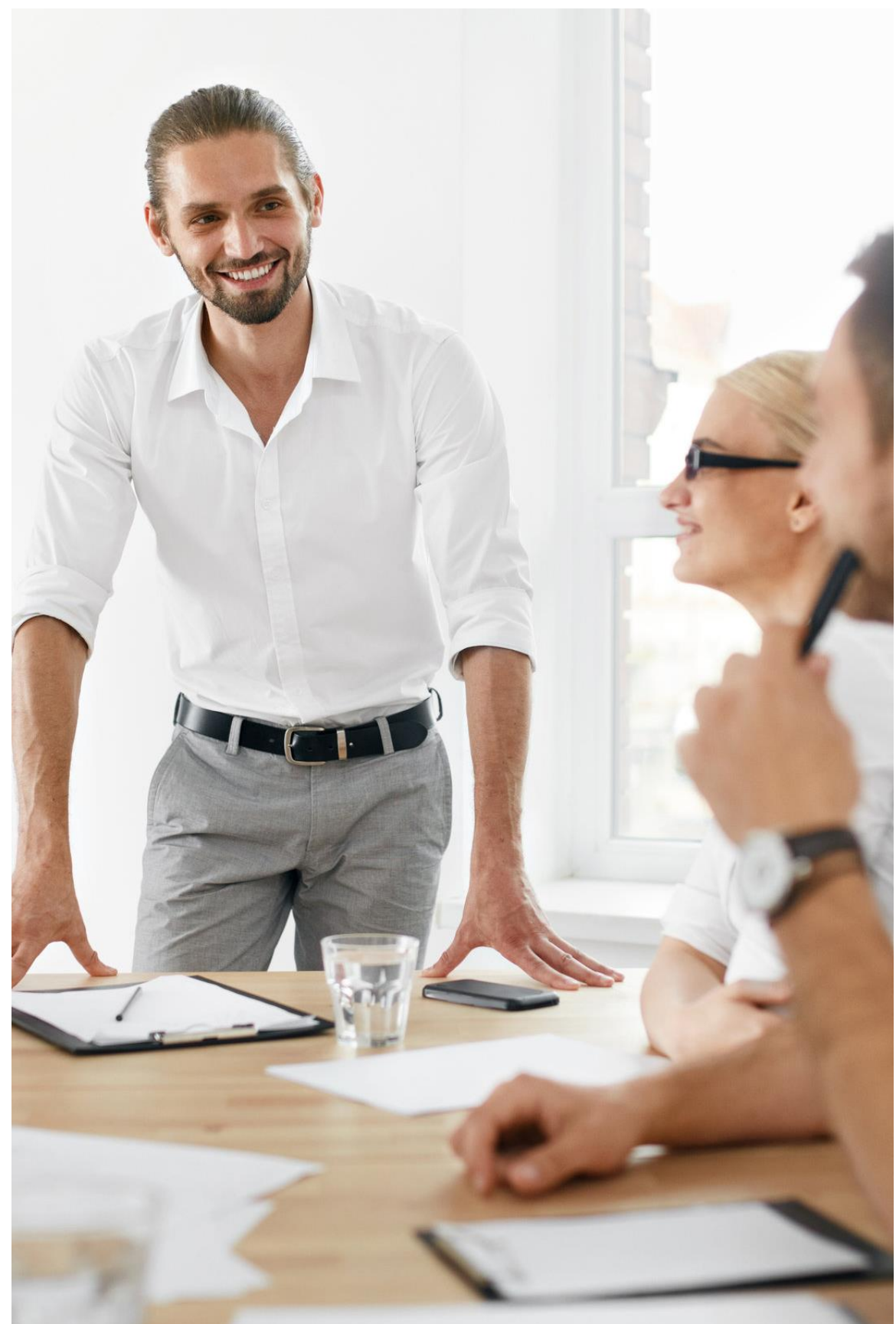
But what exactly does it mean to have discipline as a company?

“Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice, and discipline.”

– Jim Collins

To thrive, leaders must intentionally weave disciplines into the cultural fabric of the company. These must become the normal practices of the entire team.

Keeping an active pulse on company financials and operating with integrity should be a given. Beyond this, these Five Disciplines will help a company of any size to thrive.



1. Make Data-Driven and Timely Decisions

There are many decisions to be made in a business every day. Some are relatively small, while others have long term and far-reaching implications.

You must first understand the situation, gather the necessary information and then make a decision in a timely fashion. No decision is actually a decision not to act. Insist on having the critical facts to make important decisions and don't rely solely on "gut feel."

Pro Tip: Avoid slipping into analysis paralysis – requiring more data as an excuse not to decide. Find the point where the data is good enough and make a timely decision.

Examples of How to Apply Timely and Data-driven Decisions

Management indicators: A defined set of indicators or KPIs with reliable data help senior management make timely and informed decisions.

Actual vs. planned expenses: A systematic approach to tracking planned and actual spending empowers managers and teams to self-govern relative to the plan.

Spending approval: Set and publish spending approval thresholds based on tiers of authority in the organization. This streamlines and clarifies decisions.

Decision process: For bigger decisions, use a framework such as [RAPID](#). This provides clarity and prevents wasting time on decisions that don't stick.

“In any moment of decision, the best thing you can do is the right thing, the next best thing is the wrong thing, and the worst thing you can do is nothing.”

Theodore Roosevelt

2. Prioritize and Allocate Resources Proactively

Proactively prioritize work projects for the team and allocate resources accordingly.

To do this, two things are needed. First, the manager must have a firm grasp of company's goals and strategies. Second, they must have an accurate understanding of the team's capacity and availability.

Once resources are allocated to priority items, this then must be communicated broadly in the organization. This promotes clarity and prevents wasting resources by misalignment of focus.

Manager Steps to Prioritize and Allocate Resources

1. Review company goals and strategies, clarifying what is most important for success.
2. Assess the capacity and availability of your team's resources.
3. Make a complete list of all potential work products that the team could focus on, including the amount of time each item requires.
4. Rank the work product items in priority order from 1 to x, where 1 is the highest priority to be completed and x is the lowest.
5. Calculate how far down the list the available team time can go using a cumulative tally of time for the prioritized work products.
6. Draw a line below the lowest item which would cumulatively consume the team's time. Anything above the line is supported; anything below the line is not.

3. Delegate Wisely

Consistently utilizing the resources of the team is a key to thriving as a company. To do this, managers must delegate and empower individuals appropriately.

Two mistakes are common in this area. The first is not delegating enough. The second is giving too much responsibility without providing adequate support.

Individuals want to contribute and do their best at work. Understand where each team member is at, and give them the appropriate level of responsibility. Don't take a simplistic yes or no approach to delegation.

Pro Tip: Study and understand your team members to know what level of delegation they are ready for. Push the envelope one click to foster growth.

The table below summarizes five levels of delegation, according to Michael Hyatt.

Delegation Level	This Means	Use When
1. Carry Out Instructions	"Do exactly what I have asked you to do. Don't deviate from my instructions."	The delegate lacks experience (e.g., a trainee), or You have already made a decision.
2. Research and Report	"Research the topic, gather information, and report what you discover. We will discuss it, and then I will make the decision and tell you what I want you to do."	You have some confidence in the delegate. You want to reserve the decision for yourself.
3. Research and Recommend	"Research the topic, outline the options, and bring your best recommendation. If I agree with your decision, I will authorize you to move forward."	You have growing confidence in the delegate. You want to retain decision making authority.
4. Decide and Inform	"Make a decision and then tell me what you did. I trust you to make the best decision you can, and then keep me in the loop. I don't want to be surprised by someone else."	You have a high degree of confidence in the delegate. You need to be aware of (not dictate) the action.
5. Act Independently	"Make a decision you think is best. No need to report back. I trust you completely. I know you will follow through. You have my full support."	You have full confidence in the delegate. There is no need to follow-up.

Adapted from Michael Hyatt's 5 Levels of Delegation Cheat sheet, 2019

4. Set Quarterly Objectives and Key Results

Setting objectives or goals at the company, department and individual levels every quarter lead to focus and alignment. Objectives should be improvement initiatives which go beyond an individuals normal day-to-day operational responsibilities.

The objective states what is ultimately desired to be accomplished. Identify 3-5 key results that contribute to each objective. These should be specific, measurable and time-bound.

Pro Tip: Choose 2 or 3 objectives per quarter only. This will be more achievable and keeps focus. One of the objectives can be related to personal development.

Managers should review and confirm quarterly objectives and key results with each employee. Check in on progress through the quarter during 1:1s with employees. Grade objectives at the end of the quarter in % of completion.

Example of Quarterly Objectives and Key Results

#	Objective (big picture goal)	Key Results (measurable what and when)	Indication of Success (how you'll know it)
1	Become an effective executive	A. Gain insights for improvement through the LPI survey, results back by Dec 1st. B. Define Q1'22 growth goals based on LPI feedback C. Study the Drucker 5; practice applying these through coaching with Tony in through Dec 31st. D. Remove / delegate operational tasks that equate to 10% of monthly time by December 31st. E. Create the TCM scan and plans, begin executing	Improve >2 points on subjective assessment scale (Oct 26 - Jan 4th)
2	Increase Customer Satisfaction rating by 25%	A. Implement customer relationship nurture calls B. Start using the new streamlined returns refund C. Work with the shipping department to understand and resolve late shipment issues by D. Implement website changes to simplify the ordering process by Dec 31st	Customer satisfaction survey rating moves from 60% to 85%+

5. Run Effective Meetings

Meetings are a necessary part of business. Unless they are run effectively though, they can become boring and a waste of time and money.

To avoid this, instill the discipline effective meetings. Effective in that they accomplish the purpose and actually move things forward.

Be ruthless about good meetings and not wasting people's time. Engrain these principles in the culture to achieve effective meetings

1. Before the Meeting

- a. Purpose: Identify the objective or desired outcome – is a meeting really needed?
- b. Layout: Carefully define the agenda, time allocation to each topic, presenters, etc.
- c. Attendees: Identify who needs to attend and their role. Avoid onlookers; get participants.
- d. Invitation: With plenty of notice, schedule the meeting and publish the agenda.

2. During the Meeting

- a. As the organizer, be early. Start and end the meeting on time
- b. Start with the meeting objective and agenda review.
- c. Note who is present, take key notes, decisions made and action items assigned.
- d. Facilitate, keep the meeting on point.

3. After the meeting

- a. Publish brief minutes, with key notes, decisions taken and action items assigned.
- b. Follow up on action items afterward establish accountability.
- c. Ask two participants for feedback to improve.

*“The hard truth is, bad meetings almost always lead to bad decisions,
which is the best recipe for mediocrity.”
- Patrick Lencioni*

Your business can thrive.

In order to thrive –to really be doing well and performing at high levels –these disciplines must become norms in your organization.

“Discipline is the bridge between goals and accomplishment.”

– Jim Rohn

At Tony Viducich Consulting, we can help your organization implement these disciplines. We can also help you thrive through other business best practices. Book a complimentary call to see how we can guide you and your organization to thrive.

[Book A Call](#)



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Tony Viducich