The 4 Disciplines of Execution (4DX)
Personal & Family Version

Discipline #1: Focus on your Wildly Important Goals (WIG)

WIG: A WIG is an acronym for a “Wildly Important Goal”. Its a goal so important that not achieving it makes other achievements inconsequential.

Ask yourself: If every other area of my life remained the same what is the one area where change could have the greatest impact?

The WIG can come from something you are already working on or towards, or it can be something new outside the whirlwind of life.

WIG Rules
1. Do not set more than 2 WIG’s at the same time. Ideally 1 WIG.
2. All WIG’s must be in the form of X to Y by when.

Steps to creating the WIG.
1. Brainstorm: Make a list of possible WIG’s.
   a. Ask, “which area of my life would I want to improve most assuming everything else hold?”
   b. What are my greatest strengths?
   c. What would be impactful?
2. Rank: Rank ideas
3. Acid test the top ideas:
   a. Is it measurable? If you’re not keeping score you’re just practicing.
   b. Who owns the results. You must own 80% and not be dependent on anyone else for more than 20% of the results.
4. Define the WIG
   a. Must begin with a verb. Increase, improve, contact, etc, etc
   b. Define lag measures in terms of X to Y by When
   c. Keep it simple
   d. Focus on what, not how
   e. Make sure it is achievable

Remember 20% of your effort will go towards the WIG. The other 80% will still go to the whirlwind of life!

Watch Out for these 2 Focus Traps:
1. Say no to good ideas. There will always be more good ideas than the capacity to execute.
2. Don’t try to make everything in the whirlwind a WIG. Look for high impact / leverage points.
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<table>
<thead>
<tr>
<th>WIG Ideas</th>
<th>Current Result (from X)</th>
<th>Desired Result (to Y)</th>
<th>By when</th>
<th>Rank</th>
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Make sure you got it right:
1. Have you gathered rich input and given this careful consideration?
2. Does you clearly have the power to achieve the WIG without heavy dependence on others?
3. Can the WIG be simplified any further? Does it start with a simple verb and end with a clear lag measure?

Deliverable: When you have successfully finished this step you will have a WIG & lag measure.
Examples: Lose 15 lbs by March 31st. Improve GPA from 3.2 to 4.0 by March 31

Discipline # 2: Act on Lead Measures

Lead Measure: The measure of an action planned and taken as a means to achieving a WIG

Successful individuals invest their best efforts in those few activities that have the most impact on the WIG’s. These are called the lead measures. Achieving your WIG is like trying to move a giant rock. It’s not a question of effort. Effort isn’t enough. Lead measures act like a lever making it possible to move that huge rock. Ultimately the lead measures that you choose is your strategic bet that moving them will move the WIG.

For example, while you can’t control how often you car breaks down on the road (a lag measure) you can certainly control how often you car receives routine maintenance (lead measure). Lag measures tell the result where lead measures foretell the result. Another example: you can’t control what the scale says you weigh (lag measure) but you can control your diet and exercise regime (lead measure). Your diet and exercise is predictive of what the sales says. It’s where all the leverage is!

Lead measure tests:
1. Must be predictive of achieving the WIG
2. You must be able to influence them directly

Watch out! Lead measures are the most difficult aspect of 4DX
1. They can be counterintuitive. Most of us are used to looking at lag measures e.g. the scale
2. They can be hard to keep track of. They tend to require some discipline
3. They can look simple with a precise focus on a single behaviour.
There are two types of lead measures.

1. **Small outcomes** focus on weekly or daily results but provide latitude to choose your own method.
   a. Example: Exercise 1 hour per day.
2. **Leveraged behaviours** focus on specific behaviors
   a. Example: Run 1 mile and do 100 sit ups per day.

**Steps to creating the lead measures**

1. Consider the possibilities
   a. Stay focused on ideas that will drive the WIG.
2. Rank by impact
   a. Key here is to narrow the focus to a few lead measures. Too many lead measures and you dissipate the pressure. A lever must move a lot to move the rock.
3. Acid test the top ideas
   a. Is it predictive. Does it move the lag measure?
   b. Is it influenceable. 80% or more control.
   c. Is it an ongoing process or a once and done?
   d. Is it worth measuring. Remember getting this data may not be easy. Is the outcome worth the effort?
4. Define the lead measures
   a. Are you tracking lead measures daily or weekly?
   b. Define both qualitative (how well) and quantitative standards (how often)

**Deliverable: A small set of lead measures that will move the lag measure on the WIG**

**Did you get it right?**

1. Have you gathered rich input and given this careful consideration?
2. Are the lead measures predictive- that is, the most impactful things you can do to drive the WIG
3. Are the lead measures influenceable- that is, do you clearly have the power to move the lead measure?
4. Are the lead measures truly measurable? Can you track performance from day one?
5. Are the lead measures worth pursuing? Any unintended consequences?
6. Does each lead measure start with a simple verb?
7. Is every measure quantified-including quality measures?
Discipline # 3. Keep a compelling scoreboard.

Discipline #3 is the discipline of engagement. Even though you have defined a clear and effective game in disciplines 1 and 2, you won't play at your best unless you are emotionally engaged and that happens when you can tell if they are winning or losing. Keeping score with family or friends will help to drive engagement. For example you and your family update your scoreboards together. Engagement drives results.

3 Principles

1. People play differently when their keeping score. If you're not keeping score you're just practicing.
2. A coach's scorecard is not a players scorecard. A coach’s scorecard is complex. A players scorecard is simple. Think of a basketball game. The coach is keeping track of all sorts of data on things like field goal %, steals, blocks, 3 pointers, etc, etc. The players scoreboard is simple. It shows a handful of measures that indicate to the players at a glance if they are winning or losing the game.
3. The purpose of the scorecard is to motivate the players to win.

Steps to creating a compelling scoreboard

1. Choose a theme.
   a. Trend lines are the most useful for displaying lag measures. They can quickly communicate from x to y by when.
   b. Speedometer is useful for measuring times such as process times, time to market, etc
   c. Bar chart is useful for comparing the performance of teams or groups within teams.
   d. Andon chart consists of colored signals or lights that show a process is on track (green) in danger of going off track (yellow) or off track (red). Useful for showing the status of lead measures.

2. Design the scoreboard
   a. Is it simple. Does it show where you're at compared to where you should be and over what time.
   b. Does it contain both lead and lag measures.
   c. Can you tell at a glance if you’re winning. 5 second rule - can you tell in 5 seconds or less if you're winning or losing? If not, its too complicated.

3. Build the scoreboard
   a. Signs, poster board, whiteboard, chalkboard, etc. Keep it simple.

4. Keep it updated
   a. Where will you post it?
   b. How often it will be updated?
Example of lead measure chart

<table>
<thead>
<tr>
<th>Name</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>Avg</th>
</tr>
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<td>2</td>
<td>4</td>
<td>5</td>
<td>7</td>
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<td>Fred</td>
<td>3</td>
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<td>Mary</td>
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<tr>
<td>Total</td>
<td>9</td>
<td>14</td>
<td>20</td>
<td>18</td>
<td>3</td>
</tr>
</tbody>
</table>

Example of Lag Measure Scorecard (WIG)

Did you get it right?

1. Does the scoreboard track the WIG, lag measures, and lead measures?
2. Is there a full explanation of the WIG and measures along with the graphs?
3. Does every graph display both actual results and the target results (Where are we now? Where should we be?)
4. Can you tell at a glance on every measure if you’re winning or losing?
5. Is the scoreboard posted in a highly visible location where you can see it easily and often?
6. Is the scoreboard easy to update?
7. Is the scoreboard personalized -a unique expression of you?

Deliverable: A scoreboard that keeps you engaged by motivating you to win.
Discipline #4. Create a Cadence of Accountability

This is the discipline of accountability. Even though you've designed a game that's clear and effective, without consistent accountability you will never give your best efforts to the game. This is done with WIG sessions. Ideally you can do this as a family or with others. A WIG Session has a singular purpose: To refocus the you on the WIG despite the daily whirlwind. It takes place regularly, at least weekly and sometimes more often. It has a fixed agenda as follows:

WIG Session Agenda

1. Review. Review the scoreboard.
   a. Learn from successes and failures.
   a. State the commitment
   b. State its outcome
3. Plan: Make high-impact commitments for the coming week. Clear the path by removing obstacles and make new commitments that will raise the lead measures to the required level of performance the coming week. **Focus on making commitments that have the highest impact using the following guidelines.** The following is a guideline:
   a. One or two high impact commitments at most. Key is keeping them!
   b. Specific. Exactly what will you do and what is the outcome?
   c. Should start with "I". Commit personally.
   d. Timely. Must be able to be competed in the coming day / week.
   e. Must be directed at moving the lead measures on the scoreboard.

Watch Out! Common pitfalls

1. Competing whirlwind responsibilities. Don’t let the whirlwind in the WIG Session.
2. Ask how will completing this will affect the scoreboard? Stick to specific outcomes.
3. Avoid repeating the same commitment more than two weeks

Keys to successful WIG Sessions

1. Keep schedule. Same day and time every day / week.
2. Keep sessions brief. 20-30 Min
3. Post the scoreboard
4. Celebrate success of kept commitments
5. Share what’s working and what's not.
6. Clear the path for one another. Remove obstacles
7. Execute inspite of the whirlwind.
WIG Session Agenda

Team: ____________________________  Name: ____________________________  Date: ______________________

1. **Review.** Leader to review the scoreboard.
   a. Discussion: Learn from successes and failures. Are lead activities moving the lag? What's working? What's not?

2. **Report.** Each member, including the leader, to report on last week’s / yesterday’s commitments.
   a. State the commitment
   b. State its outcome
   c. Team members that keep commitments should receive praise from team. It should feel really good to report on kept commitments.

3. **Plan:** Make high-impact commitments for the coming week. Clear the path by removing obstacles and make new commitments that will raise the lead measures to the required level of performance the coming week. **Leaders should guide the team in making commitments that have the highest impact using the following guidelines:**

   1. One or two high impact commitments at most. Key is keeping them!
   2. Specific. Exactly what will you do and what is the outcome?
   3. Should start with "I". Commit personally. It’s not a commitment for the team / someone else.
   4. Timely. Must be able to be competed in the coming day / week.
   5. Must be directed at moving the lead measures on the scoreboard.

<table>
<thead>
<tr>
<th>Team Member</th>
<th>High Impact Commitment</th>
<th>Kept?</th>
</tr>
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