

Achieving Your Goals

The 4DX Formula

A Ninja Lesson with Larry Kendall

1. The goal of Ninja Selling is to “Increase your income per hour so you can have a _____.”
2. Ninja’s product is _____.
3. The Ninja Success Formula: _____

The 4 Disciplines of Execution by Chris McChesney, Sean Covey, and Jim Huling

4. T.S.W. = T _____ S _____ W _____

5. Discipline #1: Focus on Your WIG!

- Wildly Important Goals (WIGs) are simply defined: If I don’t do X goal by the deadline, I will fail. WIGs need to be a battle that wins a war.
- Focus only on 1 or 2 WIGs at a time.
- Your WIG must be measurable:
 - Not: _____
 - Instead: _____

 - Not: _____
 - Instead: _____

“How will we know when we’ve succeeded?”

- WIGs are “Lag Measures”
 - Lag Measures track the _____.
 - Your income is a _____.
 - Your # of listings is a _____.
 - Your performance that drove them is in the past.
 - By the time you get to your WIG, you can’t fix it. It is history!

6. Discipline #2: Act on Your Lead Measures.

- Lead Measures drive Lag Measures.
- Cause drives effect.
- Activities drive goals.
- When you do your lead measures, your lag measures _____.

- Exercise: What are the lead measures for
 - Losing 10 pounds?
 - A Hawaii vacation?
 - Completing a marathon?
 - Achieving my financial goal?

- Great Lead Measures are:
 - _____
 - _____
 - _____
 - _____

- Your best Lead Measures are your _____.
 - 1. _____
 - 2. _____
 - 3. _____
 - 4. _____
 - 5. _____
 - 6. _____
 - 7. _____
 - 8. _____
 - 9. _____

“The genius behind Ninja is that it documents the Lead Measures.” – Joseph Penta

7. Discipline #3: Keep a Compelling Scoreboard

- Track your Lead Measures.
- Ninja Nine predicts your results.
- F.O.R.D. and Record.
- The Ninja Planner and Scoreboard
- Write it down. Why use a scoreboard?

“Research has shown that of all forms of human motivation, the most effective one is progress.” – Dr. Frederick Herzberg

- Why use a planner?
 - It provides a compelling scoreboard.
 - It creates focus and helps you avoid distractions.
 - It provides self-accountability.

“The enemy of mastery is not mediocrity. It is distractions. The addiction to distractions ruins many potentially awesome lives.” – Robin Sharma

8. Your Biggest Trap:

- The _____.
- You are running two businesses:
 - 1. _____
 - 2. _____

9. Discipline #4: Cadence of Responsibility

- Weekly agenda – set time
- Review your scoreboard.
- Learn from last week.
- Make new commitments for this week.

10. Achieving Your Goals Summary:

- a. Focus on your Wildly Important Goals (WIGs)
- b. Act on your lead measures – Your Ninja Nine
- c. Create a compelling scoreboard – track your lead measures
- d. Cadence of Responsibility – Review your scoreboard weekly and make commitments to your lead measures for the next week.

How Do You Build the Business You Want?

By Larry Kendall, Author of *Ninja Selling* and Chairman of The Group, Inc.

All of us are running two businesses – the business we have and the business we want to become. What is the biggest challenge we face in building the business we want to become? It's the urgencies of the business we have. It's our day job that we call the *whirlwind*. It takes so much energy just to keep the day to day operation of our current business going that it is hard to execute anything new.

The goals we've set for moving forward are important, but when urgency and importance clash, urgency will win every time and we fail to progress. The whirlwind consumes us and we get frustrated. But we can't ignore the whirlwind either. Daily tasks need to get done. There's an old saying, "If you ignore the urgent, it can kill you today. If you ignore the important, it can kill you tomorrow."

How do you make progress in the midst of the whirlwind? Have you heard of 4DX? This is a process from the excellent book, *The 4 Disciplines of Execution* by Chris McChesney, Sean Covey and Jim Huling. Many sales associates and companies, including our own, are experiencing great success with 4DX. Here's how it works.

Discipline 1. Focus on the Wildly Important. The more you try to do the less you accomplish. If you or your team are trying to execute five or ten important goals, the lack of focus magnifies the intensity of the whirlwind. Focusing on the wildly important requires you to focus on *less* so that you can achieve *more*. You start by selecting one (or, at the most, two) extremely important goals. We call this wildly important goal a WIG and it is the goal that matters most. It needs to be a battle that will win the war.

Discipline 2. Act on the Lead Measures. Your progress and your success will be based on two kinds of measures: lag and lead. *Lag measures* are the tracking measurements of the wildly important goal, and they are usually the ones you spend most of your time praying over. Listings, sales, income, expenses, and customer satisfaction are all lag measures. When you receive them, the performance that drove them is already in the past. By the time you get a lag measure, you can't fix it. It's history.

According to 4DX, a good lead measure has two basic characteristics: It's *predictive* of achieving the goal and it can be *influenced* by the team members. At *Ninja Selling*, we add two more characteristics: It needs to be *User-friendly* so you are more likely to do the lead measure and it also gives you a *High Return on Investment* – maximizing the return on your time and money invested.

For example, in the *Ninja Selling System*, we know that an associate's flow (frequency of interaction) with their sphere of influence is a lead measure that will determine their income (lag measure). If they focus on the lead measures (flow activities), their income (lag measure) will take care of itself. The same is true for a company. Focus on your lead measures and revenue, profit, market share, and customer satisfaction (lag measures) will be the result.

Discipline 3: Keep a Compelling Scoreboard. People play differently when *they* are keeping score. The scoreboard keeps track of the *lead measures* NOT the lag measures. The scoreboard must be simple so that you can determine instantly if you are winning or losing. If the scoreboard is not clear, the game you want to play will be abandoned in the whirlwind of their other activities.

One of our Ninja companies determined that their sales associates' lack of data bases was holding them back from engaging in flow – calls, mailings, emailings, etc. (Studies show that those associates with a data base earn 251% more than those without one.) The company decided one of their lead measures would be the size of their associates' data bases. Each manager began to help their associates build their data bases. In some cases, they hired temps to come in and do data entry. The managers kept a scoreboard on two lead measures each week: 1) size of the data bases and 2) amount of flow (calls, mailings, etc.) Revenue, profits, and market share quickly followed.

Discipline 4: Create a Cadence of Responsibility. The cadence of responsibility is a rhythm of regular and frequent meetings to review progress on the lead measures. The meeting should happen at least weekly and last no more that 20 to 30 minutes. In that brief time, hold yourself responsible for producing results (your lead measures), despite the whirlwind. Review your results for the week and then ask this simple question: “What are the one or two things I can do in the next week (outside the whirlwind) that will have the biggest impact on the scoreboard?” It is very important that these weekly meetings not be mixed with regular meetings about the whirlwind. Have your whirlwind meetings after your WIG/Scoreboard meeting.

In this brief book report, we've provided you with the basic outline of the powerful 4DX process. We highly recommend you purchase the book, *The 4 Disciplines of Execution*, for your leadership team and get started building the business you want to become.