FOCUS CHEAT SHEET

Do Less, Finish More

From the playbook of
Max Koz

Five tools, in order, from choosing what matters to keeping it moving.

1 Everything feels urgent — 2 One step chokes the rest — 3 Nobody knows the target — 4 The day job wins — 5 Meetings go nowhere

1 EVERYTHING FEELS URGENT

Greg McKeown
Essentialism

1. Explore: set hard criteria before you commit.
2. Eliminate: say a graceful no to what fails the test.
3. Execute: remove obstacles and make small wins routine.

FOR YOUR TEAM
Have everyone name one thing to stop doing this quarter.

2 ONE STEP CHOKES THE REST

Eliyahu Goldratt
The Five Focusing Steps

1. Identify: name the one step that limits all output.
2. Exploit: get the most from it before spending money.
3. Subordinate: pace all other work to that step.
4. Elevate: still stuck? Add people or machines there.
5. Repeat: when the limit moves, start over.

FOR YOUR TEAM
Ask where work piles up every week.

3 NOBODY KNOWS THE TARGET

Andy Grove
Objectives, from High Output Management

1. Write the goal: where do we want to go?
2. Set checkpoints that show if you are on pace.
3. Check progress monthly or quarterly, not yearly.

FOR YOUR TEAM
Give your top priority a monthly checkpoint.

4 THE DAY JOB WINS

McChesney, Covey and Huling
The 4 Disciplines of Execution

1. Focus on the Wildly Important: 1 or 2 goals, X to Y by when.
2. Act on the Lead Measures: weekly actions that move the goal.
3. Keep a Compelling Scoreboard: are we winning or losing?
4. Create a Cadence of Accountability: meet every week.

FOR YOUR TEAM
Meet 20 to 30 minutes a week on nothing but the goal.

5 MEETINGS GO NOWHERE

Patrick Lencioni
The Four Meetings

1. Daily: 5 to 10 minutes, standing. Admin items only.
2. Weekly: review the scorecard, clear obstacles.
3. Monthly: 2 to 4 hours on one critical issue.
4. Quarterly: 1 to 2 days away from the office.

FOR YOUR TEAM
Cancel one meeting that fits none of these four.

> "If we try to focus on everything, we focus on nothing."
>
> Andy Grove

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Sources: McKeown, Essentialism; Goldratt; Grove, High Output Management; McChesney, Covey, Huling, The 4 Disciplines of Execution; Lencioni, Death by Meeting.