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The 4 D's of Running Your Business Like Clockwork

In Mike Michalowicz's book, *Clockwork*, he introduces the framework of the 4 D's, meant to help entrepreneurs run their businesses effectively, without running themselves ragged.

1. Doing

At the foundational level is the first D, Doing. These are the activities that sustain the business - the delivery of services or products, the administrative work behind it - the majority of what's being done day to day.

2. Deciding

This is where an individual, typically the business owner, makes decisions for other people so that things move along. Say you get someone to take over the doing of invoices. She might ask how to sort them, and you tell her to do it by last name - that's you making decisions, not, note, delegating, which is the next level.

3. Delegation

Delegation is the assignment of mutually-agreed outcomes. You express an intention for the company, you define the role of your team member in achieving that role, and you ask for their agreement to do what's needed.

Note, once you delegate something to someone,, discourage their coming to you for answers or solutions. When you fix a problem for someone, it degrades their control over outcomes, and you go back to deciding things for them. Allow them to make and correct their mistakes - it will build their confidence.

4. Designing

The last level is designing, where entrepreneurs do the strategic thinking for the business. It is their job to have a vision and mobilize resources to make it a reality. Designing is the most difficult work, and can take hours, but is necessary. It provides the key decisions that put the business on the right path.

5. A fifth D, Downtime

In his revised *Clockwork*, Mike reveals a fifth D - intentional downtime. People can only sustain work at a high level up to a point, so we should intentionally allow our teammates to recover, for optimal performance.

Check out the full book, [Clockwork by Mike Michalowicz](#)