

# Kelly+Partners

# Progress Principles

Lists and Worksheets



**Brett Kelly**

Founder  
Kelly+Partners  
Accountants

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# Favourite Lists

# Progress Pyramid® Definitions

15	SUCCESSION	HOW WE DO SUCCESSION AND EXIT THE BUSINESS
14	GROWTH	HOW WE GROW ORGANICALLY AND THROUGH ACQUISITIONS
13	BRAND	HOW WE COMMUNICATE TO OUR PEOPLE AND CLIENTS
12	RISK	WHAT WE STAND FOR IN THE MINDS OF OUR PEOPLE AND CLIENTS
11	DIGITAL	HOW WE PROTECT THE BUSINESS
10	FINANCIAL	HOW TO WE CAN SUPPORT BUSINESS GROWTH DIGITALLY
9	FINANCIAL	FINANCIAL MODEL
8	CLIENTS	UNIQUE SELLING PROPOSITION DEFINED AND DELIVERED
7	PROCESS	HOW WE MONITOR AND IMPLEMENT A PLAN
6	PEOPLE	HOW WE ATTRACT, DEVELOP AND RETAIN GREAT TALENT
5	STRUCTURE	HOW WE ORAGNISE ALIGNMENT
4	STRATEGY	HOW OUR COMPETITIVE GAME PLAN WILL BE
3	VISION	WHAT WE WANT TO BE
2	VALUES	WHAT WE BELIEVE IN
1	MISSION	WHY WE EXIST

## Recommended Reading – Heroes

- |    |            |   |
|----|------------|---|
| 15 | SUCCESSION | RULE OF ST. BENEDICT – <i>St. Benedict</i>                  |
| 14 | GROWTH     | 22 IMMUTABLE LAWS OF MARKETING – <i>Al Ries, Jack Trout</i> |
| 13 | BRAND      | POSITIONING – <i>Al Ries, Jack Trout</i>                    |
| 12 | RISK       | THE DHANDHO INVESTOR – <i>Mohnish Pabrai</i>                |
| 11 | DIGITAL    | THE BEZOS LETTERS – <i>Jeff Bezos</i>                       |
| 10 | FINANCIAL  | THE BEZOS LETTERS – <i>The Bezos Letters</i>                |
| 9  | FINANCIAL  | THE WARREN BUFFET WAY – <i>Warren Buffet</i>                |
| 8  | CLIENTS    | BE MY GUEST – <i>Conrad N. Hilton</i>                       |
| 7  | PROCESS    | GRINDING IT OUT – <i>Ray Kroc</i>                           |
| 6  | PEOPLE     | GOOD TO GREAT – <i>Jim Collins</i>                          |
| 5  | STRUCTURE  | DAMN RIGHT – <i>Charlie Munger</i>                          |
| 4  | STRATEGY   | MADE IN AMERICA – <i>Sam Walton</i>                         |
| 3  | VISION     | MASTERING LUXURY – <i>Bernard Arnault</i>                   |
| 2  | VALUES     | HOW DID YOU DO IT, TRUETT? – <i>Truett Cathy</i>            |
| 1  | MISSION    | THE SOUL OF A LION – <i>Dietrich Von Hildebrand</i>         |

## Recommended Reading – Personal

- |    |            |  |
|----|------------|--|
| 15 | SUCCESSION | ON GRIEF AND GRIEVING – <i>Elisabeth Kübler-Ross, David Kessler</i>  |
| 14 | GROWTH     | OGILVY ON ADVERTISING – <i>David Ogilvy</i>                          |
| 13 | BRAND      | CONFESSIONS OF AN ADVERTISING MAN – <i>David Ogilvy</i>              |
| 12 | RISK       | FROM PREDATOR TO ICON – <i>Michel Villette, Catherine Vuillermot</i> |
| 11 | DIGITAL    | INVENT AND WANDER – <i>Jeff Bezos, Walter Isaacson</i>               |
| 10 | FINANCIAL  | THE SIMPLE PATH TO WEALTH – <i>J.L. Collins</i>                      |
| 9  | FINANCIAL  | RICH DAD, POOR DAD – <i>Robert T. Kiyosaki, Sharon Lechter</i>       |
| 8  | CLIENTS    | BE MY GUEST – <i>Conrad N. Hilton</i>                                |
| 7  | PROCESS    | THINK & GROW RICH – <i>Napoleon Hill</i>                             |
| 6  | PEOPLE     | HOW TO WIN FRIENDS AND INFLUENCE PEOPLE – <i>Dale Carnegie</i>       |
| 5  | STRUCTURE  | BUILT TO LAST – <i>Jim Collins, Jerry I. Porras</i>                  |
| 4  | STRATEGY   | ACCELERATING EXCELLENCE – <i>James A. King</i>                       |
| 3  | VISION     | THINK AND GROW RICH – <i>Napoleon Hill, Rosa Lee Beeland</i>         |
| 2  | VALUES     | A LEGACY THAT LASTS – <i>Trudy Cathy White</i>                       |
| 1  | MISSION    | THE SOUL OF A LION – <i>Dietrich Von Hildebrand</i>                  |



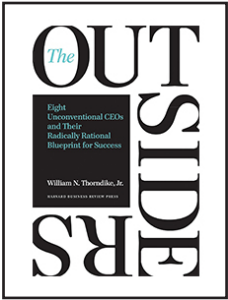
## Recommended Reading – Business

- |    |            |   |
|----|------------|---|
| 14 | SUCCESSION | EXIT RICH – <i>Michelle Seiler Tucker</i>                                       |
| 13 | GROWTH     | 22 IMMUTABLE LAWS OF MARKETING – <i>Al Ries, Jack Trout</i>                     |
| 12 | BRAND      | POSITIONING – <i>Al Ries, Jack Trout</i>  |
| 11 | RISK       | HOW TO BE A CHIEF RISK OFFICER – <i>Jennifer Geary</i>                          |
| 10 | DIGITAL    | MEASURE WHAT MATTERS – <i>John Doerr</i>  |
| 9  | FINANCIAL  | THE OUTSIDERS – <i>William N. Thorndike Jr.</i>                                 |
| 8  | CLIENTS    | RAVING FANS – <i>Ken Blanchard, Sheldon Bowles</i>                              |
| 7  | PROCESS    | INFLUENCE – <i>Robert B. Cialdini</i>   |
| 6  | PEOPLE     | NOW, DISCOVER YOUR STRENGTHS – <i>Gallup</i>                                    |
| 5  | STRUCTURE  | THE SNOWBALL – Warren Buffett and the Business of Life - <i>Alice Schroeder</i> |
| 4  | STRATEGY   | BLUE OCEAN STRATEGY – <i>W. Chan Kim, Renee Mauborgne</i>                       |
| 3  | VISION     | DOUBLE DOUBLE – <i>Cameron Herold</i>   |
| 2  | VALUES     | GREAT BY CHOICE – <i>Jim Collins, Morten T. Hansen</i>                          |
| 1  | MISSION    | GOOD TO GREAT – <i>Jim Collins</i>  |

# William Thorndike – *The Outsiders*

## A shared worldview

	First-time CEO	Dividends	Buyback 30%+	Acquisitions 25% off market cap	Dcentralized organizational structure	Wall Street guidance	idiosyncratic metric	Tax Focus
Henry Singleton	✓	No	✓	✓	✓	No	Teledyne return	High
Warren Buffett	✓	No	–	✓	✓	No	Float	Medium/High
Tom Murphy	✓	Low	✓	✓	✓	No	Cash flow margins	Medium/High
John Malone	✓	No	✓	✓	✓	No	EBITDA	High
Dick Smith	✓	Low	✓	✓	✓	No	Cash earnings	High
Bill Anders	✓	Low/Special	✓	✓	✓	No	Cash ROI	High
Bill Stiritz	✓	Low	✓	✓	✓	No	IRR	High
Katharine Graham	✓	Low	✓	✓	✓	No	Cash IRR	Medium/High



# Robert Hagstrom – *Warren Buffett Way*

## The 12 Tenets if the Warren Buffett Way

### Business Tenets

1. Is the business simple and understandable?
2. Does the business have a consistent operating history
3. Does the business have a favourable long-term prospects?

### Management Tenets

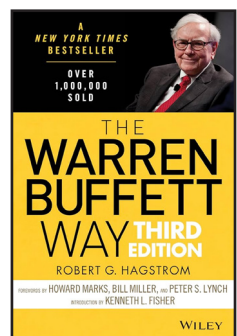
4. Is management rational?
5. Is management candid with it's shareholders?
- 6 Does management resist the institutional imperative?

### Financial Tenets

7. What is the ROE?
- 8 What are the company's "owner earnings"?
9. What are the profit margins?
10. Has the company created at least \$1 of market value for every dollar retained?

### Market Tenets

11. What is the value of the business?
12. Can the business be purchased at a significant discount to it's value?



# Jim Collins – *Good to Great*

## The Map

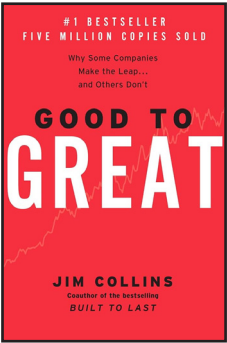
What Makes Great Companies Tick

### THE MAP

A Good to Great® Strategic Tool

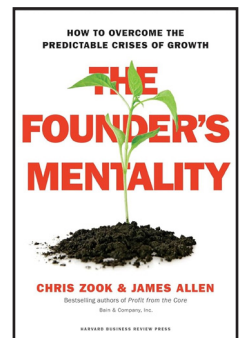
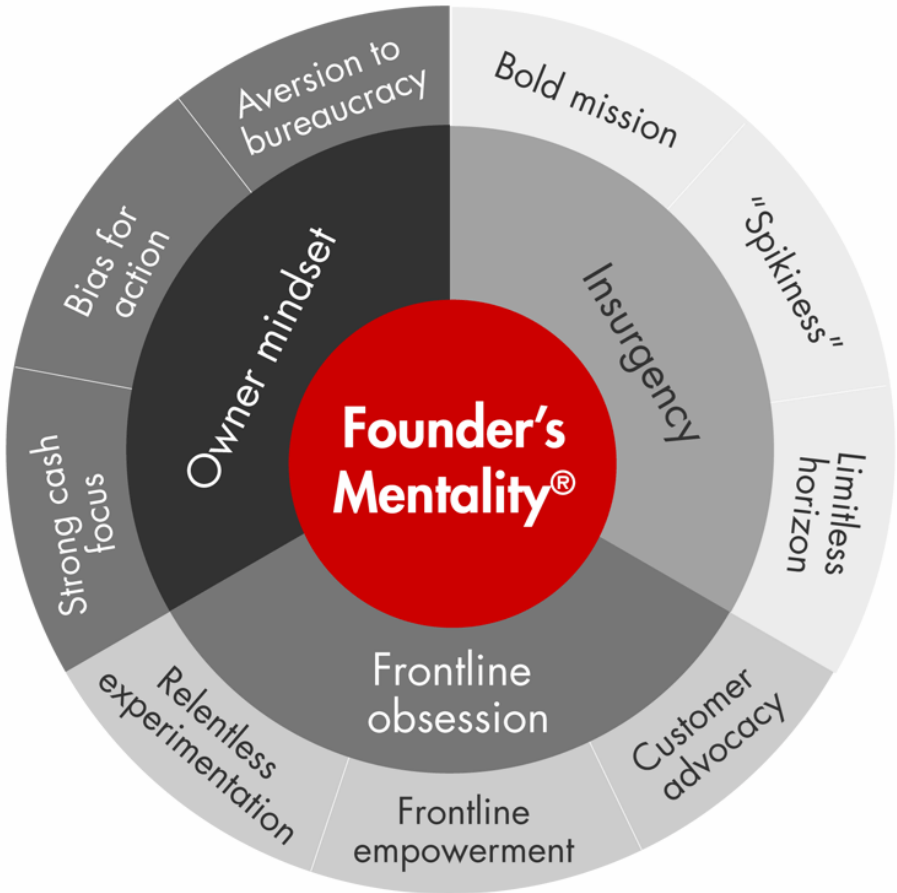
Developed by Jim Collins

INPUTS				OUTPUTS
<p><b>STAGE 1</b> DISCIPLINED PEOPLE</p> <p>Cultivate <b>Level 5 Leadership</b></p> <p><b>First Who, Then What</b> (Get the Right People on the Bus)</p>	<p><b>STAGE 2</b> DISCIPLINED THOUGHT</p> <p>Embrace the <b>Genius of the AND</b></p> <p><b>Confront the Brutal Facts</b> (Live the <b>Stockdale Paradox</b>)</p> <p>Clarify a <b>Hedgehog Concept</b></p>	<p><b>STAGE 3</b> DISCIPLINED ACTION</p> <p>Build momentum by turning <b>The Flywheel</b></p> <p>Achieve breakthrough with <b>20 Mile March</b> discipline</p> <p>Renew and extend via <b>Fire Bullets then Cannonballs</b></p>	<p><b>STAGE 4</b> BUILDING TO LAST</p> <p>Practice <b>Productive Paranoia</b> (Avoid the <b>5 Stages of Decline</b>)</p> <p>Do more <b>Clock Building</b>, less time telling</p> <p><b>Preserve the Core / Stimulate Progress</b> (Achieve the next <b>BHAG</b>)</p>	<p>SUPERIOR RESULTS</p> <p>DISTINCTIVE IMPACT</p> <p>LASTING ENDURANCE</p>
<p>AMPLIFIED BY THE <b>10X MULTIPLIER</b></p> <p>Get a high <b>Return on Luck</b></p>				



## Chris Zook – *The Founder's Mentality*

### Founders Mentality



# Chris Mayer – 100 Baggers

## 100 Baggers Criteria

1	Extended high growth is essential
2	P/E ratio expansion is key
3	There is always room for more growth
4	Look beyond earnings
5	Buy right and hold on
6	High consistent returns on equity is key
7	Owner-operator companies
8	Gross Profit Margin
9	100 baggers don't favour a particular industry
10	Share buybacks accelerate returns



Worksheets

# Personal





# Worksheets – Personal

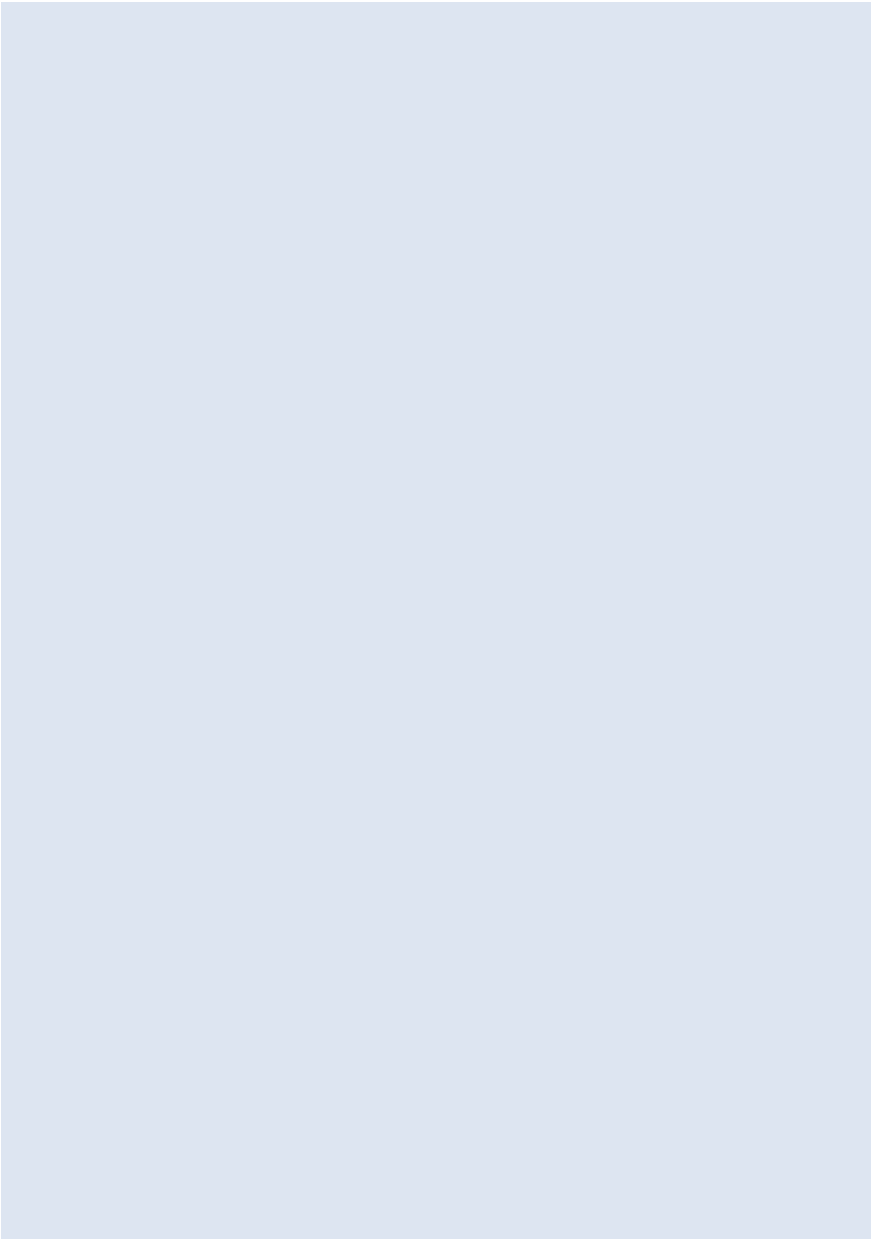
7	25-Year Plan
6	Self Transcendence
5	Self Actualization
4	Esteem
3	Love and Belonging
2	Safety
1	Physiological Needs

25-Year Plan

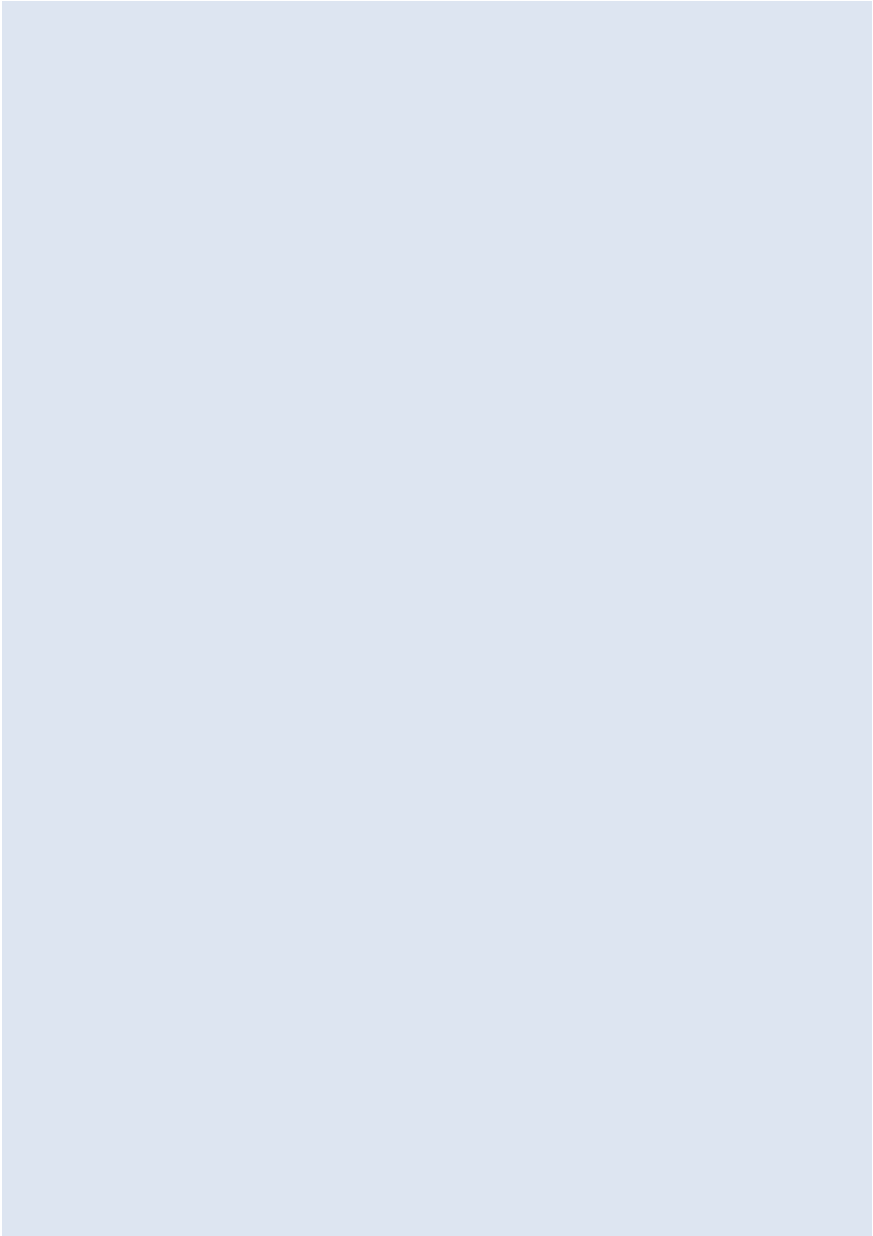
Year	Age to Date	1	2	3	4	5	6
Mum							
Dad							
Child							
Child							
Child							
CHILD							
Child							
Child							
4. Give							
3. Be							
2C. Learn							
2B. Go							
2A. Do							
1. Have							



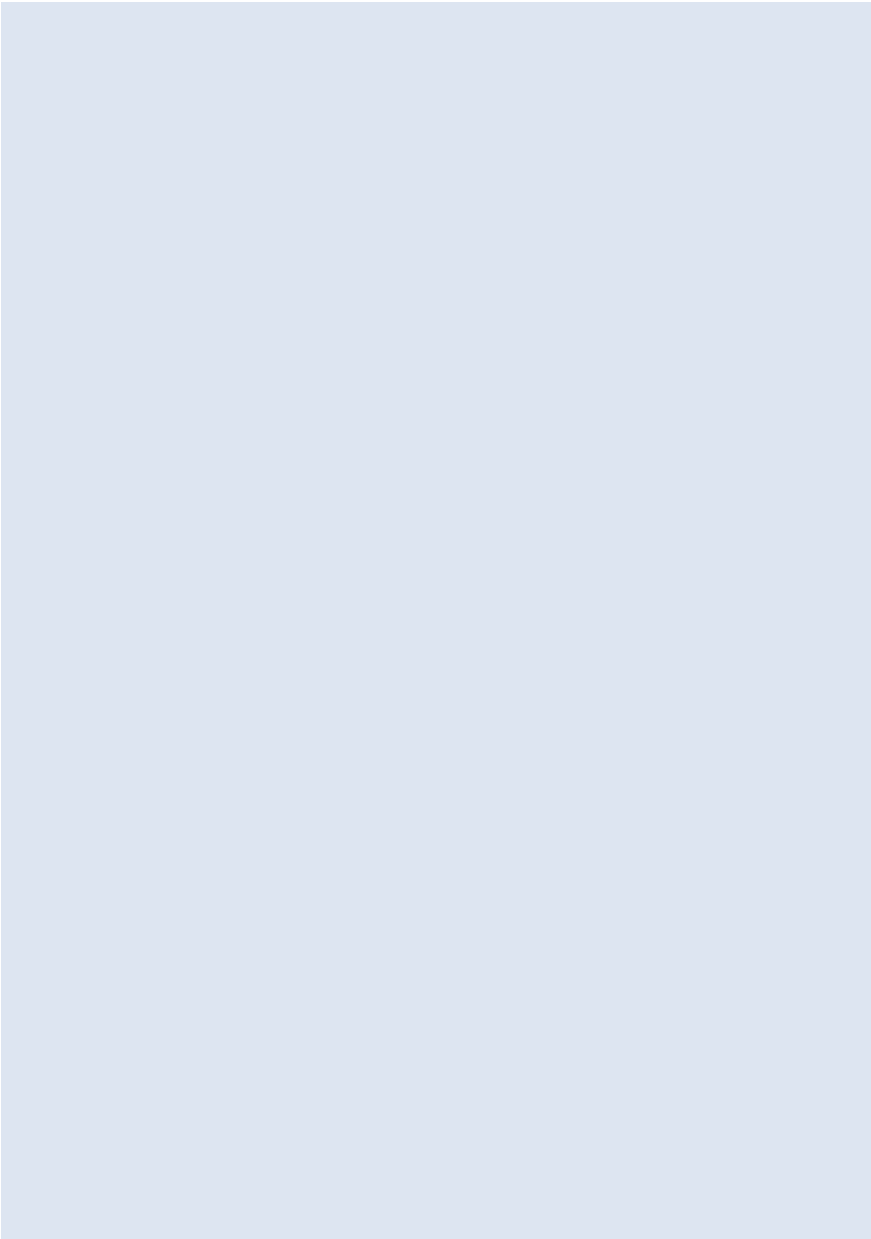
1. Physiological Needs

A large, empty light blue rectangular area, likely a workspace for notes or a diagram.

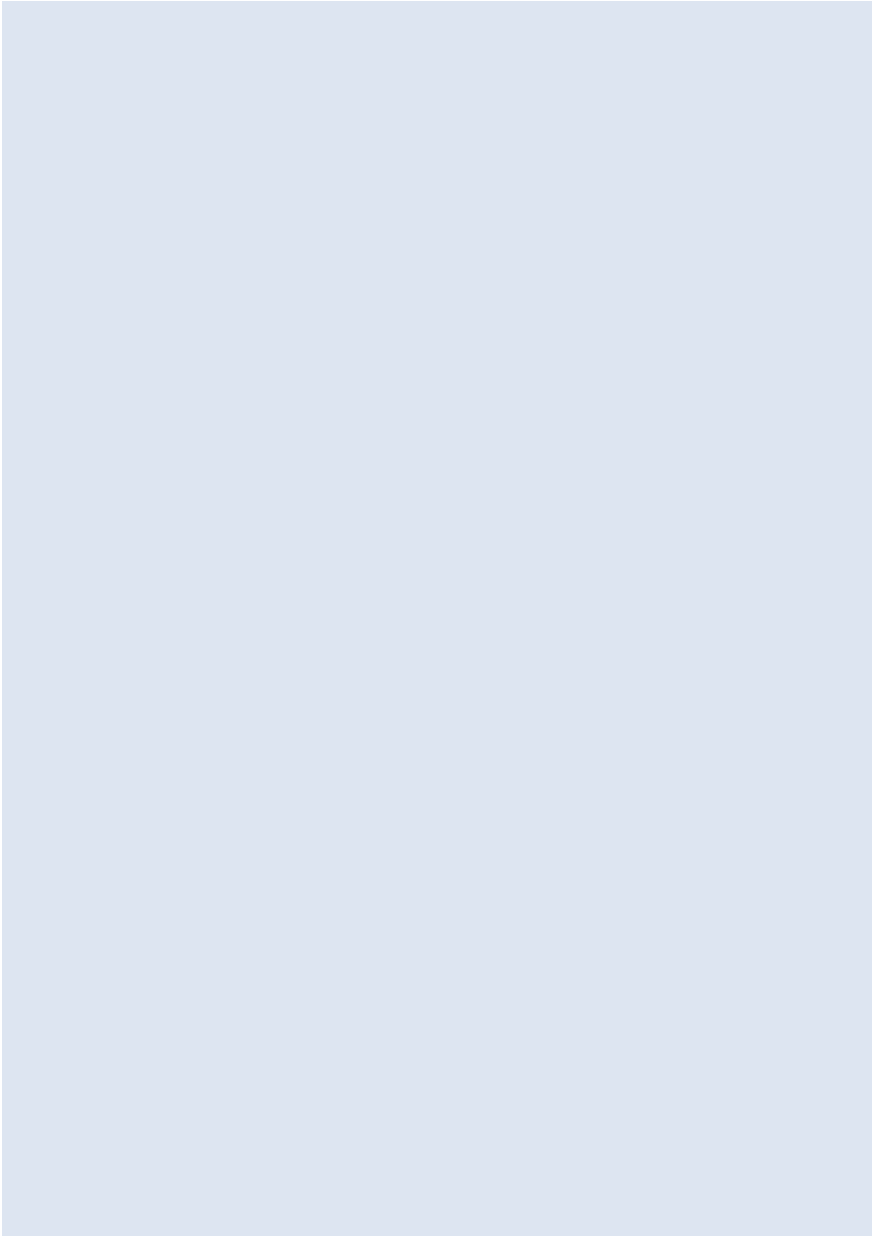
## 2. Safety



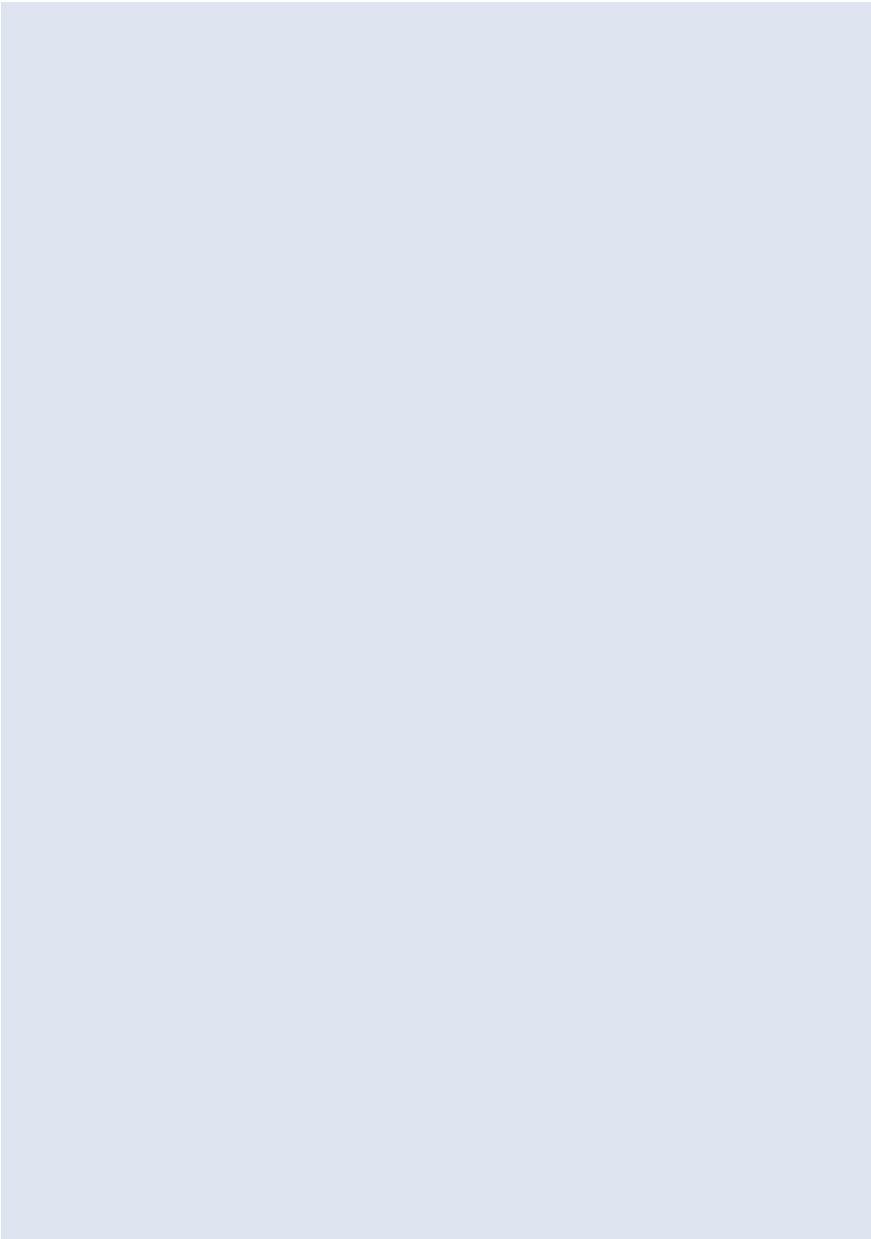
3. Love and Beloging



## 4. Esteem



**5. Self Actualization**





6. Self Transcendence

A large, empty light blue rectangular area, likely a workspace for writing or drawing, occupying the lower two-thirds of the page.



Worksheets

# Business



## Worksheet – Business

14	Succession	Five Stages of Grief
13	Growth	Unique Selling Proposition (USP)
12	Brand	Brand System
11	Risk	Risk System
10	Digital	Digital System
9	Financials	Financial System
8	Clients	Client System
7	Process	Process System
6	People	People System
5	Structure	What is your Structure?
4	Strategy	What is your Strategy?
3	Vision	Your Business Vision
2	Values	Your Business Values
1	Mission	Your Goals

1. **Mission** - Your Goals

The difference we want to make in the world

<div>7</div>	GIVING	<div>7</div>
<div>6</div>		<div>6</div>
<div>5</div>	PSYCHOLOGICAL	<div>5</div>
<div>4</div>		<div>4</div>
<div>3</div>	SAFETY	<div>3</div>
<div>2</div>		<div>2</div>
<div>1</div>	SURVIVAL	<div>1</div>

2. **Values** - Your Business Values

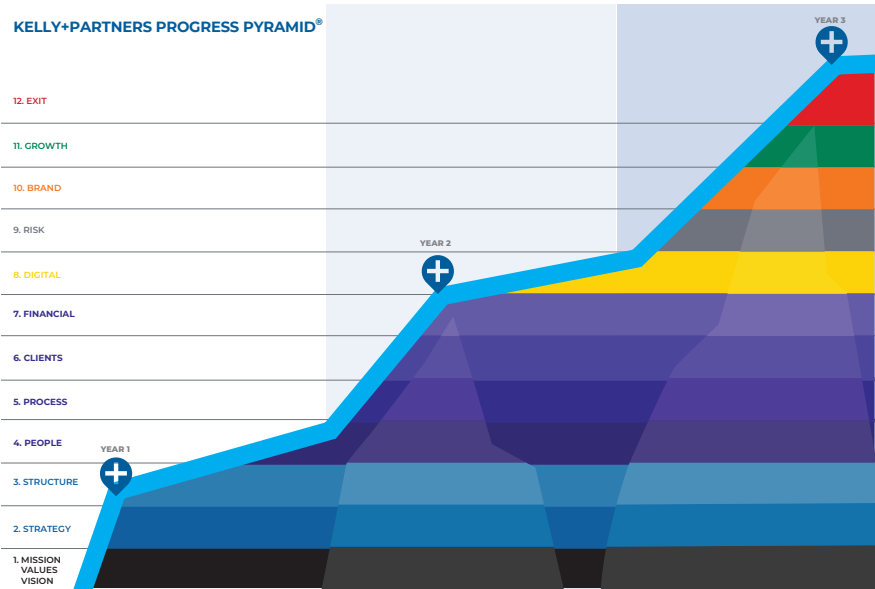
Big Three non-negotiable values

Value 1

Value 2

Value 3

3. Vision - Your Business Vision





4. **Strategy** - What is your Strategy?

Objective

Scope

Advantage

**5. Structure** - What is your Structure?

Legal

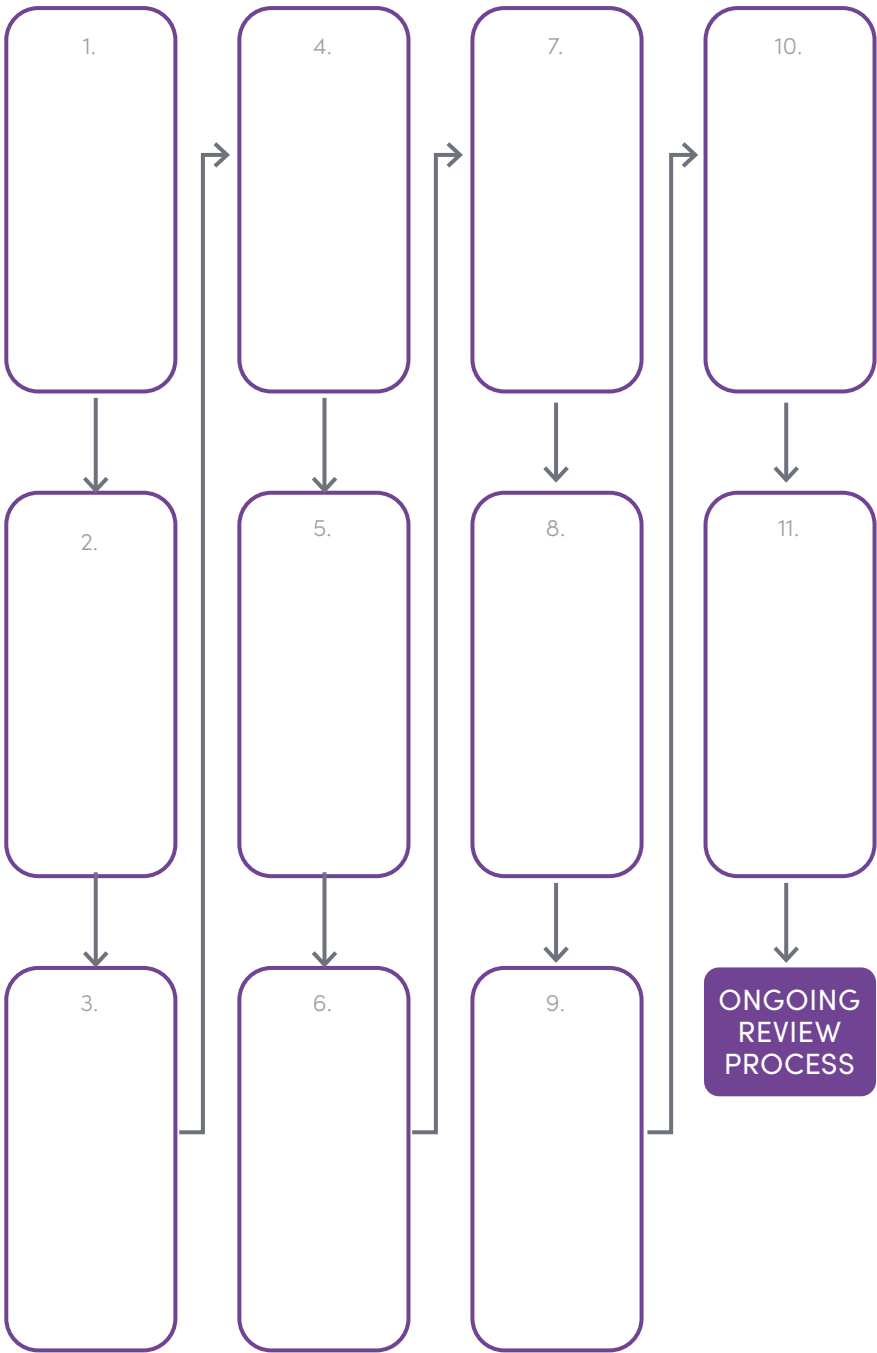
Ownership

Organisation

Team



7. **Process** - Process System



8. Clients - Client System

1. Why	

2. What problems we solve	
1	
2	
3	

3. Brand promise	
1	
2	
3	

4. How	
1	
2	
3	

5. How we know (measure)	
1	
2	
3	

9. Financials - Financial System

		One number
14	Succession	
13	Growth	
12	Brand	
11	Risk	
10	Digital	
9	Financials	
8	Clients	
7	Process	
6	People	
5	Structure	
4	Strategy	
3	Vision	
2	Values	
1	Mission	

10. Digital - Digital Systems

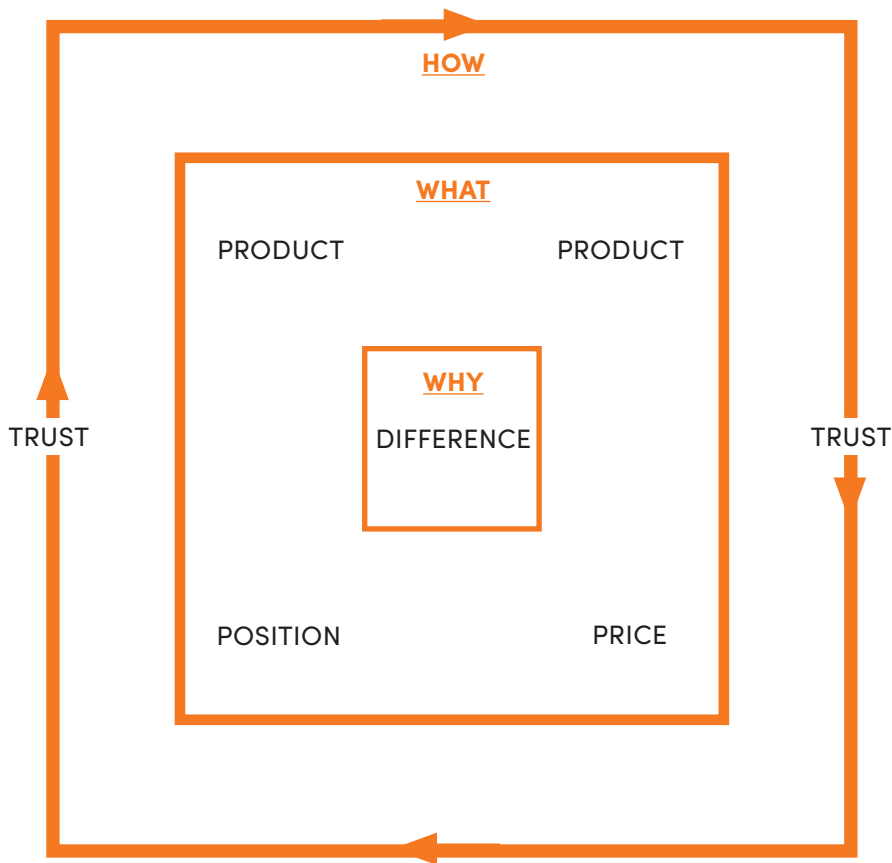
Key steps in your system	Accelerating technology
Prospect	
List	
Negotiate	
Sell	
Relationship	

11. Risk - Risk System

		Personal	Business
14	Succession		
13	Growth		
12	Brand		
11	Risk		
10	Digital		
9	Financials		
8	Clients		
7	Process		
6	People		
5	Structure		
4	Strategy		
3	Vision		
2	Values		
1	Mission		



14. Brand - Brand System



**13. Growth** - Unique Selling Proposition (USP)

**U S P**  
**UNIQUE SELLING PROPOSITION**

---

Do you have difficulty with . . .

- 
- 
- 
- 

Well, what we do is help private business owners achieve goals with . . .

- 
- 
- 
- 

Is that of interest to you?

## 14. Succession - Five Stages of Grief

### KÜBLER-ROSS GRIEF CYCLE

**Denial**  
avoidance,  
confusion,  
elation,  
shock,  
fear

**Anger**  
frustration,  
irritation,  
anxiety

**Bargaining**  
struggling to find  
meaning, reaching out  
to others, telling ones  
story

**Depression**  
overwhelmed, helplessness,  
hostility, flight

**Acceptance**  
exploring options,  
new plan in place,  
moving on

