



CLOCKWORK

DESIGN YOUR BUSINESS TO RUN ITSELF

BY MIKE MICHALOWICZ



BOOK CLUB GUIDE

Welcome to the **CLOCKWORK** Book Club!

Are you tired of being the bottleneck in your business? Always hustling, never resting, and stuck in survival mode? **Clockwork is your roadmap to freedom.** In this book, **Mike Michalowicz** gives you a step-by-step system to design a business that runs itself, allowing you to finally take back your time, reclaim your life, and scale with intention.

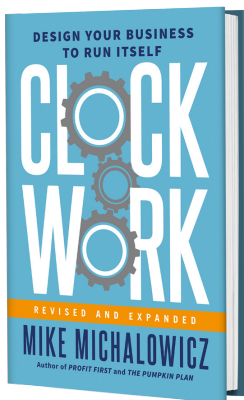
This guide will help your group unpack the Clockwork system, apply its principles, and most importantly, **TAKE ACTION.**

How to Use This Guide

This guide is structured to help you:

- Chapter-by-chapter summaries
- Discussion questions
- Action steps
- Final implementation tools and resources

About The Book



Clockwork challenges entrepreneurs to stop being the do-it-all superheroes of their businesses and start designing systems that allow others to thrive in their place.

The goal? A company that can survive—and thrive—without constant owner involvement. Through the Align, Integrate, and Accelerate framework, Mike walks readers through a practical plan to make their business run like clockwork.

Welcome to the **CLOCKWORK**

Book Club!

About The Author

Mike Michalowicz is an entrepreneur, speaker, and bestselling author of *The Pumpkin Plan*, *Fix This Next*, *Clockwork*, and more. His mission is to **eradicate entrepreneurial poverty** by teaching simple, powerful systems that help businesses grow profitably.

LEARN MORE AT
MikeMichalowicz.com



CHAPTER 1: WHY YOUR BUSINESS IS (STILL) STUCK

KEY TAKEAWAY:

This chapter introduces the concept of the Survival Trap—where business owners react to every challenge without a clear strategy. Mike makes the case for building a business that runs without the constant involvement of the owner, using the Four-Week Vacation as the ultimate benchmark.

DISCUSSION QUESTIONS:

1. What signs of the Survival Trap do you recognize in your business?

2. What would stepping away from your business for four weeks reveal?

3. What's one way your business depends too heavily on you right now?

CHAPTER 2:

CLARIFY WHO YOU SERVE

KEY TAKEAWAY:

This chapter introduces the concept of the Survival Trap—where business owners react to every challenge without a clear strategy. Mike makes the case for building a business that runs without the constant involvement of the owner, using the Four-Week Vacation as the ultimate benchmark.

DISCUSSION QUESTIONS:

1. Who are your “crush” clients? What makes them ideal?

2. Are you currently serving clients who don't align with your goals?

3. Where do your best clients congregate?

CHAPTER 3:

DECLARE YOUR BIG PROMISE

KEY TAKEAWAY:

Your Big Promise is the most important outcome your business delivers. It should be specific, measurable, and valuable to your ideal clients. It guides all operations and decision-making.

DISCUSSION QUESTIONS:

1. What is the core promise your business makes to its clients?

2. Is your team aligned around delivering that promise?

3. How clearly is your Big Promise communicated in your marketing?

CHAPTER 4:

DETERMINE YOUR QBR (QUEEN BEE ROLE)

KEY TAKEAWAY:

The QBR is the one function your business must protect at all costs because it delivers your Big Promise. Like the queen bee in a hive, the QBR is the heart of your operation.

DISCUSSION QUESTIONS:

1. What is your QBR?

2. Who is responsible for protecting and serving your QBR?

3. What distractions threaten your ability to focus on the QBR?

CHAPTER 5:

PROTECT AND SERVE THE QBR

KEY TAKEAWAY:

Everyone on the team must understand the QBR and ensure it is protected. Tasks and decisions should always reinforce and not disrupt this core activity.

DISCUSSION QUESTIONS:

1. How does your current workflow support or neglect your QBR?

2. What policies or processes could better protect your QBR?

3. How can you ensure your team understands the importance of the QBR?

CHAPTER 6:

TRACK EVERYONE'S TIME

KEY TAKEAWAY:

Mike introduces the 4D Mix—Doing, Deciding, Delegating, and Designing. Tracking time this way helps reveal how much time is spent in reactive vs. strategic work.

DISCUSSION QUESTIONS:

1. Which “D” are you spending most of your time in?

2. Which tasks could be Transferred to others with the right systems?

3. How do you identify which tasks are worth Treasuring?

CHAPTER 7:

TRASH, TRANSFER, TRIM, OR TREASURE

KEY TAKEAWAY:

To improve efficiency, review your task list using the 4Ts framework. Trash what's unnecessary, Transfer what others can do, Trim to streamline, and Treasure the most valuable tasks.

DISCUSSION QUESTIONS:

1. What are three tasks you can Trash this week?

2. Which tasks could be Transferred to others with the right systems?

3. How do you identify which tasks are worth Treasuring?

CHAPTER 8:

CAPTURE SYSTEMS

KEY TAKEAWAY:

Mike encourages documenting key processes in simple ways—video, checklist, or guide—to ensure they can be repeated consistently by others.

DISCUSSION QUESTIONS:

1. What's one process you perform regularly that could be documented today?

2. How can you make system capture easier for your team?

3. What tools do you currently use (or could use) to document workflows?

CHAPTER 9:

BALANCE THE TEAM

KEY TAKEAWAY:

A business that runs like clockwork has the right people in the right roles. The goal is to align each person's strengths and interests with their responsibilities.

DISCUSSION QUESTIONS:

1. Is every team member currently working in their zone of genius?

2. Who might be a better fit in a different role?

3. What would your team look like if everyone was energized by their work?

CHAPTER 10:

FIND AND FIX BOTTLENECKS

KEY TAKEAWAY:

Every system breaks at its weakest point. Identify bottlenecks and create feedback loops that allow you to continuously improve systems and outcomes.

DISCUSSION QUESTIONS:

1. Where is your business currently experiencing the most friction?

2. How do you identify and resolve bottlenecks?

3. What feedback loops are in place—and how can they be improved?

CHAPTER 11:

TAKE THE FOUR-WEEK VACATION

KEY TAKEAWAY:

This is the ultimate goal of Clockwork: to take a full four-week vacation without checking in. It forces you to design a business that can truly run itself.

DISCUSSION QUESTIONS:

1. What would you need to put in place to take a four-week vacation?

2. What fears or resistance come up when you think about stepping away?

3. Set a date: When will you take your four-week vacation?

CHAPTER 12-13:

PUTTING IT TOGETHER + PUSHBACK

KEY TAKEAWAY:

Mike addresses resistance, both internal and external. He reminds you that Clockwork is a cycle, not a one-and-done project. Return to earlier steps as your business evolves.

DISCUSSION QUESTIONS:

1. What is your biggest point of resistance to implementing Clockwork?

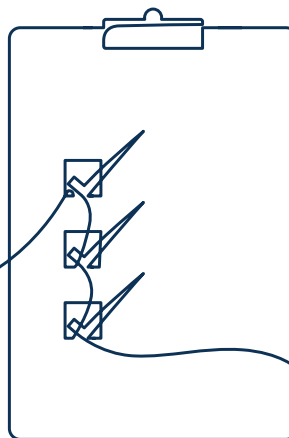
2. How can you build accountability for staying on track?

3. What does your next 90-day Clockwork plan look like?

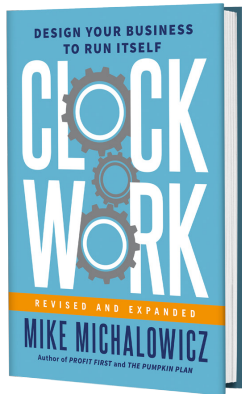
TAKING ACTION

USE THIS CHECKLIST TO IMPLEMENT CLOCKWORK STEP-BY-STEP:

- ☐ **1. IDENTIFY YOUR QBR**
Figure out the one function that drives your reputation and success.
- ☐ **2. START TIME TRACKING (4D MIX)**
Know how you and your team spend time: Doing, Deciding, Delegating, or Designing.
- ☐ **3. TRIM THE FAT**
Trash, Transfer, or Trim tasks that don't serve the QBR.
- ☐ **4. CAPTURE & DOCUMENT SYSTEMS**
Make your business repeatable by creating SOPs.
- ☐ **5. DELEGATE OUTCOMES, NOT TASKS**
Empower your team to own results, not just to-do lists.
- ☐ **6. PLAN YOUR FOUR-WEEK VACATION**
Use it as a forcing function to build a business that runs without you.



BONUS RESOURCES



Free downloads and tools for
implementation

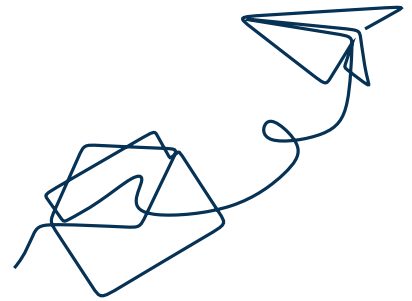
Clockwork.life



CLOCKWORK

Coaching and support
for teams

RunLikeClockwork.com



Email Mike at

mike@mikemichalowicz.com

with subject:
“I’m a Shareholder!”

FINAL THOUGHTS

You don’t need to do everything yourself.
Clockwork shows you how to create a business that
supports your life—not one that consumes it. Start
small, stay consistent, and never forget the
ultimate goal:

A business that runs like

CLOCKWORK

Now go take that Four-Week Vacation! You’ve earned it.