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# THE FOUR DISCIPLINES OF EXECUTION

Intro – Executing a Business Plan is more difficult than strategizing a plan because you have to get individual work aligned to your top priorities. Why do plans and goals often fail?

* People don’t know the \_\_\_\_\_\_\_\_\_.
* People don’t know what to do to \_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_.
* We don’t keep \_\_\_\_\_\_\_\_.
* We don’t \_\_\_\_\_\_\_ for results.
* Two things a leader has influence over: \_\_\_\_\_\_\_\_\_\_\_\_\_ (what do we want to accomplish and how)… \_\_\_\_\_\_\_\_\_\_\_\_ of the Strategy…. It is harder to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.
* Before anything can be executed – somebody’s got to do something \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (no insanity).
* Change in human behavior – which is difficult.
* The more a leader is enamored with a strategy – the \_\_\_\_\_\_\_\_\_\_\_\_\_\_ the likelihood the leader will \_\_\_\_\_\_\_\_\_\_\_\_\_\_ how difficult it will be to implement it.

WIGS – \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_\_\_\_\_\_\_= those things we need to do to move the organization forward.

MUST narrow focus to WIGs – this is basic and important… but it’s uncommon & it’s counterintuitive, because of the whirlwind.

Rub between two forces – the whirlwind vs. the goals to move the organization forward.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ – everything that has to happen every day just to maintain your operation. The nature of the whirlwind is urgent and the nature of the goals are important. The IMMEDIATE consequences of ignoring the whirlwind are greater than ignoring the goals. The LONG-TERM consequences of ignoring the goals is FAR GREATER than ignoring the whirlwind.



**Four BASIC PRINCIPLES OF DISCIPLINE (these are essential and sequential):**

I. \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ on the Wildly Important Goals (WIGs): These are the 1-3 goals that without accomplishment of these, nothing else is really important or may even exist. Keep ONE main goal. Too many = the law of diminishing return… you won’t get any accomplished with excellence. If you tell people to focus (even yourself), but you don’t acknowledge the whirlwind you’re going to frustrate them because they have to keep doing certain things just to survive. Narrow the focus outside the whirlwind (and schedule the whirlwind). The Enemy of the Great is the Good…. Say no the good. There will always be more good things and you’ll have to say no to them.

II. Act on the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_Measure: The lead measure is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ (if it moves, the lag is going to move) and it’s \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_. The identification of a predictable and influence-able lead measure is KEY. Narrow the GOAL. Narrow the FOCUS.

III. Keep a Compelling \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_: People play differently when they are keeping score. Must tell me am I winning! The board should be simple/updatable/maintainable. Nobody pays attention and they disengage when there’s no scoreboard. Must feel like they are engaged in something and that they have a purpose. A scoreboard creates a FOCUS and FINISHLINE.

IV. Create a \_\_\_\_\_\_\_\_\_\_\_\_\_\_of Accountability: A 20-minute meeting with a non-emotionally involved partner. People come prepared to answer a single question: what is the 1 thing that I could accomplish this week that would have the greatest impact on the scoreboard? Focus on this, otherwise people go back to the whirlwind. We need a finish line – how do I know I’ve won?

 \_\_\_\_ to \_\_\_\_\_ by \_\_\_\_\_\_\_\_\_\_\_\_? = Accountability

Example of a SMART goal.



When accountability goes up, morale goes up. “It wasn’t a miracle – we just decided we were going.” = Apollo 13.

CONCLUSION:

Pick the right goal and lead measure for today, decide and then accomplish it (no Plan “B”), then we reload a new goal. Don’t attack goals all at the same time. If you have too many goals, paralysis ensues. Ask yourself, “Can I spread them out by team? Or/and can I spread them out over time?” You can’t get to lead measures from a paralysis.

EXERCISE:

BUSINESS WIG for ME

WIG: 1.

LEAD MEASURE: 1.

How will I track this daily?

LAG MEASURE: 1.

How will I track this monthly?

How will I keep SCORE?

Who will hold me to a RHYTHM OF ACCOUNTABILITY?