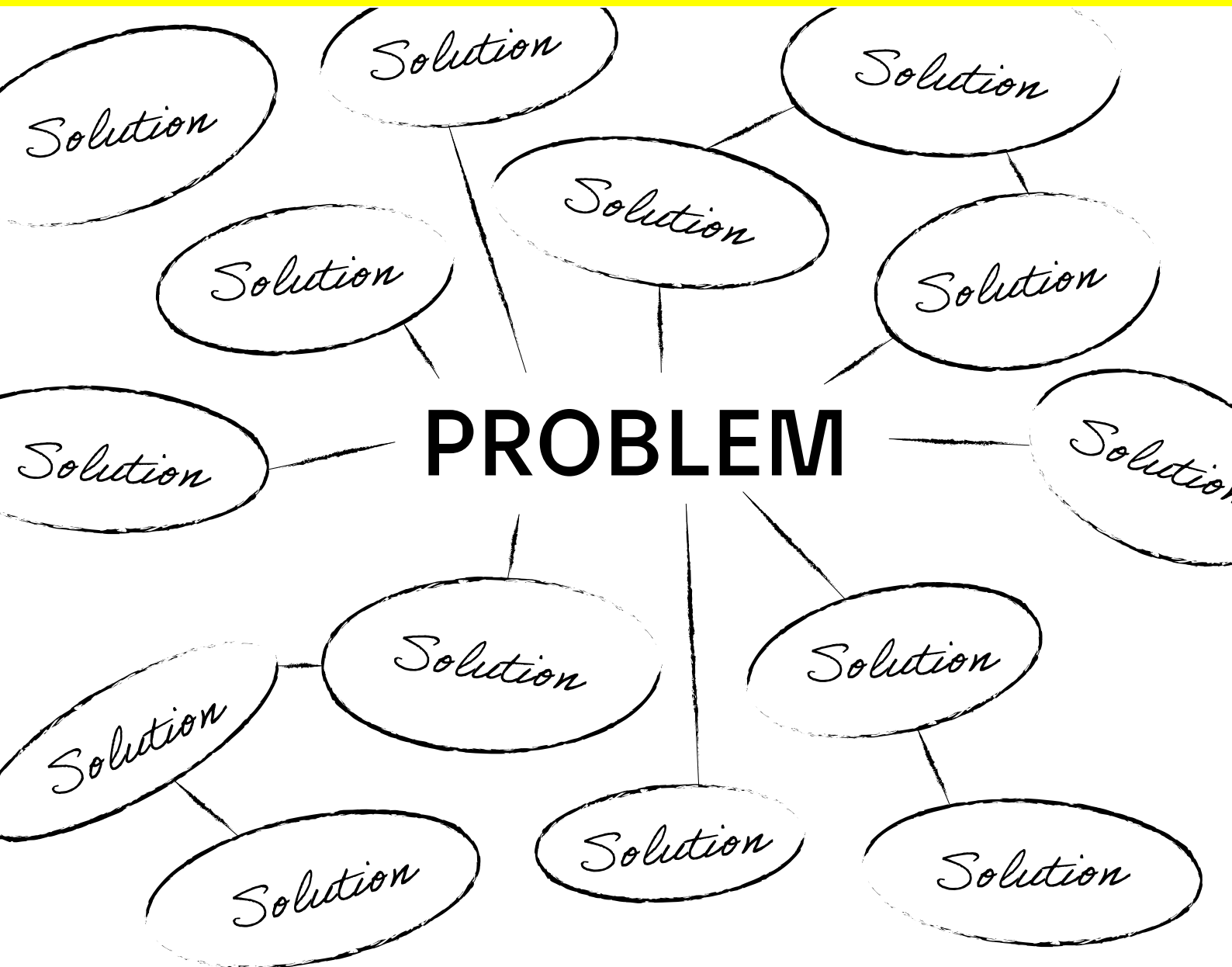


SIGS

Using the '*Four Disciplines of Execution*' to ensure consistent delivery of targets & goals

FOCUS ON EXECUTION

"Seventy percent of strategic failures are due to poor execution... It's rarely for lack of smart ideas or vision."



WHY DOES STRATEGY EXECUTION BREAK DOWN?



It's because of the conflict between the huge amount of effort required to carry out our "day job", or our "whirlwind", and our goals. While both forces are necessary, they are not the same and do not work in harmony.

They compete for our time, energy and attention.

The real execution challenge is not merely executing on a goal, it's executing on a goal in the midst of the whirlwind!

What tends to make this execution challenge even more difficult are four potential breakdowns.

BREAKDOWN ONE

WORK TEAMS DON'T KNOW THE GOAL

Research shows that only 15% of employees actually know their organisations most important goals – either there are no goals or they have too many, or there is limited translation of organisational priorities to the front line.

BREAKDOWN TWO

MANAGERS & TEAMS DON'T KNOW WHAT TO DO TO ACHIEVE THE GOAL

Too many people don't know what critical activities provide the greatest leverage to achieving team goals. Too often, people replace leveraged activities with frenetic busyness.

BREAKDOWN THREE

SCORE IS NOT KEPT

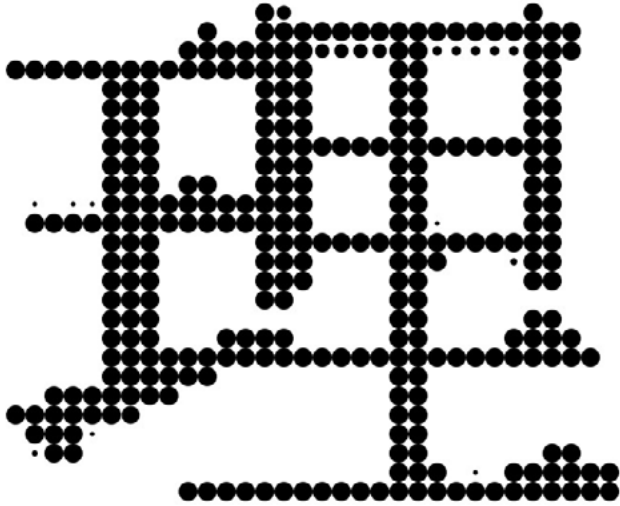
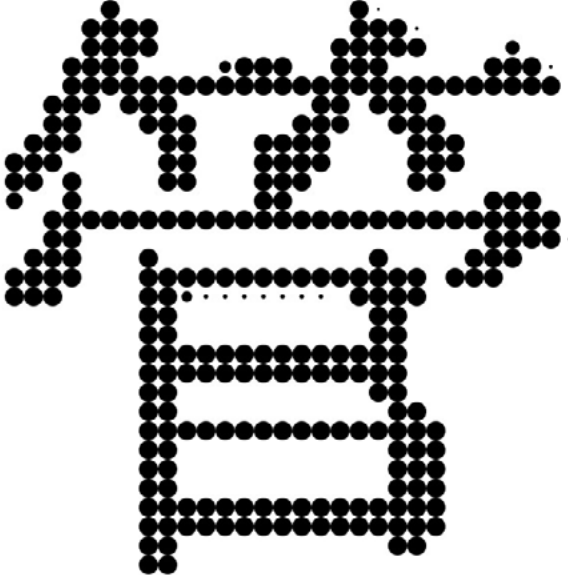
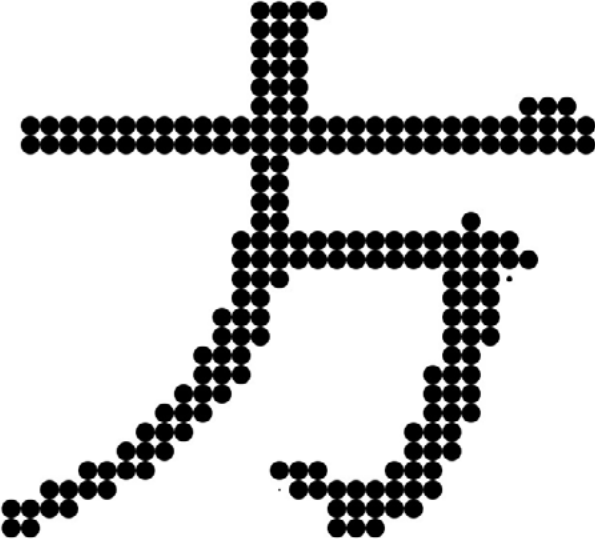
Research shows that most workers don't know what the key measures of success are, and goal accomplishment is not measured and tracked.

BREAKDOWN FOUR

THERE IS NO ACCOUNTABILITY

There is no accountability. Research shows that fewer than 10% of people meet with their manager at least monthly to discuss progress on work goals.

HOSHIN KANRI



EXECUTION DIRECTION

STEP ONE

FOCUS ON THE STRATEGICALLY IMPORTANT

Exceptional execution starts with narrowing the focus – clearly identify what must be done, or nothing else you achieve really matters much. Clearly identify your Strategically Important Goals (SIGs). Then establish the key lag measures of successful delivery.

STEP TWO

ACT ON THE LEAD MEASURES

20% of activities produce 80% of results. The highest predictors of goal achievement are the 80/20 activities that are identified and translated into individual actions and tracked frantically. Now identify the key lead measure which will translate to successful delivery.

STEP THREE

KEEP A COMPELLING SCOREBOARD

People and teams play differently when they are keeping score, and scoreboards motivate players to win. Use visual management to display the results on a frequent basis, e.g. daily / weekly. Even a simple line graph drawn on a whiteboard can be very effective.

STEP FOUR

CREATE AN ETHOS OF ACCOUNTABILITY

Great performers thrive in a culture of accountability that is frequent, positive, and self-directed. The Delivery Team should engage in a simple daily process, e.g. via a team huddle, that highlights successes, analyses failures, and course-corrects as necessary, creating the ultimate performance management system.

Understanding the issues you face,
ensures positive results in the future

*Issues
discussed*

*Issue 1
Identified*

*Task 1
complete*

*Task 2
complete*

**PROJECT
COMPLETE**

*Issue
rectified*

*Issue
identified*

*Issue 2
Identified*

*Task 3
complete*

2

Issue

Issue

1

"THE PROBLEM
CREATES THE
SOLUTION.
**WHAT STANDS
IN THE WAY
BECOMES
THE WAY"**

Marcus Aurelius



Having similar issues?

We can help.

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