



APPLICATION GUIDE – January 2020

The Four Disciplines of Execution, Part 2

BOTTOM LINE:

The Four Disciplines of Execution (4DX) is a set of disciplines, not guidelines. Installing 4DX will require serious effort, but the payoff will be a team that performs consistently and with excellence.

KEY TAKEAWAYS:

The Four Disciplines of Execution Review

1. **Focus on the Wildly Important:** Focus on the one or two goals that would make all the difference.
2. **Act on the Lead Measures:** Lead measures tell you if you're *likely* to achieve the goal.
3. **Keep a Compelling Scoreboard:** This helps your team know the score at all times.
4. **Create a Cadence of Accountability:** Meet weekly to report on commitments and review the scoreboard.

Implementing 4DX

It takes hard work to implement the Four Disciplines and to make them an established part of an organization's operation and culture. Here are three keys to successful implementation:

1. They must be implemented as a process, not an event. It takes time.
2. They must be implemented with intact teams.
3. They must be implemented by the leader.

The Five Stages of Team Behavioral Change

- **Stage 1: Getting Clear** – Success starts with getting crystal clear on your WIG and translating strategic intent into measurable targets.
- **Stage 2: Launch** – Recognize that the launch phase requires focus and energy—especially from the leader.
- **Stage 3: Adoption** – The adoption of the 4DX process will take time. During this phase, the leader has to own and protect the 4DX process in order to keep it going. Focus on adherence to the process and then on results. Hold one another accountable in WIG sessions and track results on a visible scoreboard. Make adjustments as needed.
- **Stage 4: Optimization** – Encourage and recognize creative ideas for moving the lead measures. Recognize excellent follow-through and celebrate successes.
- **Stage 5: Habits** – Here are the keys to helping the team make 4DX habitual:
 - Celebrate the accomplishment of the WIG.
 - Move on immediately to new WIGs.
 - Help individual team members become high performers by tracking and moving the middle.

QUESTIONS FOR REFLECTION OR TEAM DISCUSSION:

1. In the podcast, Chris mentions that as a team implements 4DX, it's likely to see a pop of engagement. Think through the current goals or targets in your organization. Is your team making progress toward a meaningful objective? Are they winning at something that matters? If you're seeing members of your team disengage, take an honest look at your frontline leaders. Are they bought-in? If they aren't bought-in, it's unlikely that the rest of the organization will be.
2. If you're still thinking through the WIG for your team, consider where you'd like your team to apply deliberate disproportionate energy. Where could you make the biggest impact in reaching your WIG if you just apply a little more energy?

REFERENCE:

The Four Disciplines of Execution by Chris McChesney