

FROM THE VAULT: The Four Disciplines of Execution, Part 1

There is tension between strategy and execution; while strategy matters, execution wins. At the onset, we front load on strategy, but over time it seems to just disappear.

Here's why... **The Whirlwind.**

The Whirlwind is everything happening everyday just to maintain operation. It keeps you running but tends to reject big implementations and ideas.

- Human beings have a tendency to move toward urgency, and most of the time, the day job carries more urgency than anything.
- When an organization fails, it's usually not because of a bad idea; rather it's because daily urgency slowly starts to suffocate what's most important.

The Four Disciplines of Execution:

A proven framework for turning plans into results.

1. FOCUS ON THE WILDLY IMPORTANT GOAL (WIG)
2. ACT ON THE LEAD MEASURES
3. KEEP A COMPELLING SCOREBOARD
4. CREATE A CADENCE OF ACCOUNTABILITY

Discipline One: Focus on the Wildly Important Goal (WIG)

- Pull the one thing out of the whirlwind that would change everything—one goal that would make the biggest difference.
 - This usually involves a behavior change.
 - Not a simple solve like writing a check.
- That WIG can be reduced to a simple formula:



Discipline Two: Act on the Lead Measures

- Figure out what to do on the front end that is going to create change on the backend: discover the lead measures that move the lag measures.
 - **Lead measures:** behaviors that predict and drive results.
 - **Lag measures:** end results (e.g., revenue, attendance, retention).
- Lead measures must be influenceable and predictive, things the team can control.
- It's important to involve the frontline in discovering the best leads. If the teams discover and begin to experiment with the lead measures, they'll be far more compelled and motivated to change them when they're not working and to stick with them when they are.

Discipline 3: Keep a Compelling Scoreboard

- Have a visible, simple scoreboard to let people know when things have started and how they are going.
- The scoreboard fuels energy, clarity, and shared accountability.
 - It shows whether the team is winning or losing, if you're getting the results you were hoping for, or if you need to make adjustments.
 - If people don't know the score, they're not truly engaged.

Discipline 4: Create a Cadence of Accountability

- Have the members of the team who own the scoreboard hold a regular meeting. The sole purpose of the meeting is for everybody to make and report on progress of the commitments they made toward the WIG.
- This discipline allows you to focus on more than the daily tasks. It encourages you to make space to identify what one to two things this week will pull the lever to create change.
- The leader must model this behavior; if they don't, the system collapses.

Practical Application:

1. Identify your team's WIG (X to Y by When).
2. Define 1-2 lead measures.
3. What does your scoreboard include, and how will it be accessible?
4. When can you schedule a weekly 25-minute WIG session?