

4 Disciplines of Execution

- **Intro: Real Problem with Execution**

- If you're leading people, right now you are probably trying to get them to do something different. Whether you lead a small work team or a whole company, a family or a factory, no significant result is achievable unless people change their behavior.
- Any initiative you as a leader drive in order to significantly move your team or org forward will fall into two categories:
 - Stroke of a pen - executive order
 - Behavioral change
- About 65% of initiatives required significant behavioral change on the part of the front line employees - something that manager fail to consider or plan for in advance
- It's natural for a leader to assume the people are the problem. But the people are NOT the problem
- Any time the majority of the people behave a particular way the majority of time, the people are not the problem. The problem is the system.
- One prime suspect behind execution breakdown was clarity of objective.
- The further from the top of the org the lower the clarity.
- Lack of commitment to the goal was another problem.
- Even those people who knew the goal lacked commitment to achieving it. Only 51% could say that they were passionate about th team's goal, leaving almost half the team simply going through the motions.
- Accountability was also an issue. A staggering 81% of the people surveyed said they were not held accountable for regular progress on the organization's goals.
- The goals were not translated into specific actions - 87% has no clear idea what they should be doing to achieve the goal
- The Whirlwind
 - The real enemy of execution is your day job! We call it the whirlwind.
 - It's the massive amount of energy that's necessary just to keep your operation going on a day to day basis.
 - The whirlwind robs from you the focus required to move your team forward
 - Leaders seldom differentiate between the whirlwind and strategic goals because both are necessary to the survival of the organization.
 - Diagram on pg 7
 - Executing in spite of the whirlwind means overcoming not only its powerful distraction, but also the inertia of 'the way its always been done
 - If you and your team operate solely from within the whirlwind, you wont progress - all your energy is spent just trying to stay upright in the wind.
 - "The real work" = another name for the whirlwind
- **Summary:** First, if you are going to create significant results you will eventually have to execute behavior change strategy. Stroke of the pen moves will only take you so far. Second, when you undertake behavioral change strategy you will be battling the whirlwind - and it is very worthy adversary, undefeated in many organizations
 - The 4 disciplines of execution aren't designed for managing your whirlwind. 4dx are rules for executing your most critical strategy in the midst of your whirlwind
- Overview of the 4 disciplines:
 - Discipline 1: Focus on the wildly important
 - There will always be more good ideas than you and your teams have the capacity to execute. That's why your first challenge is focusing on the wildly important.
 - Once their collective energy is focused on a challenge, there is little they can't accomplish

- Focus on the wildly important requires you to go against your basic wiring as a leader and focus on less so that your team can achieve more. When you implement Discipline 1 you start by selecting on (or at most two) extremely important goals instead of trying to significantly improve everything else. This is the WIG (wildly important goal) to make it clear to the team that this is the goal that matters most. Failure to achieve it will make every other accomplishment seem secondary, or possibly even inconsequential
- If you are currently trying to execute 5-20 important goals the truth is that your team can't focus
- Discipline 2: Act on lead measures
 - Some actions have more impact than others when reaching for a goal. And it's those that you want to identify and act on if you want to reach your goal
 - Whatever strategy you're pursuing, your progress and your success will be based on two kinds of measures: lag and lead
 - Lag Measures are the tracking measurements of the wildly important goal, and they are usually the ones you spend most of your time praying over.
 - Lead measures are quite different in that they are the measures of the most high impact things your team must do to reach the goal
 - The google lead measure has two basic characteristics: It's predictive of achieving the goal and it can be influenced by the team members.
 - Acting on the lead measures is one of the little known secrets execution.
- Discipline 3: Keep a compelling scoreboard
 - In principle, the highest level of performance always comes from people who are emotionally engaged and the highest level of engagement comes from knowing the score
 - Bowling through a curtain might be fun in the beginning, but if you can't see the pins fall it will soon become boring, even if you love bowling
 - It must be simple, so simple that members of the team can determine instantly if they are winning or losing
 - And if your team doesn't know whether or not they are winning the game, they are probably on their way to losing
- Discipline 4: Create a cadence of accountability
 - The cadence of accountability is a rhythm of regular and frequent meetings of any team owns a wildly important goal
 - Just as there are principles that govern human behavior, there are principles that govern how teams get things done, or how they execute.
 - The challenge for leaders has been finding a way to implement them, especially when the whirlwind is raging.
- **Overview Discipline #1: Focus on the wildly important**
 - Execution starts with focus. Without it, the other three disciplines won't be able to help you
 - There will always be more good ideas than there is capacity to execute
 - You have to decide what your highest priorities are and have the courage - pleasantly, smilingly, nonapologetically - to say no to other things. And the way you do that is by having a bigger "YES" burning inside.
 - Whirlwind = "the real work". Distracts and fools you.
 - If every other area of our operation remained at its current level of performance, what is the one area where change would have the greatest impact?
 - Remember 80 percent of your team's energy will be still directed to sustaining the whirlwind, so ignore the temptation to worry that by making one or two goals most important, your team will ignore everything else. And once you stop worrying about everything else going backward, you can start moving forward on your WIG.

- In essence, once a WIG is achieved, it goes back into the whirlwind
- It's about a WIG so fundamental to the heart of your mission that achieving it defines your existence as an org
- **Rule #1:** No team focuses on more than 1 or 2 wigs at the same time
- **Rule #2:** The battles you chose must win the war
 - What are the fewest number of battles necessary to win the war?
- **Rule #3:** Senior leaders can veto, but not dictate
 - The highest levels of execution are never reached when the strategy is devised solely by the top leaders of the org and simply handed down to the leaders and teams below
- **Rule #4:** All WIGs must have a finish line in the form of from X to Y by when.
- Remember that a WIG is not a strategy, A WIG is a tactical goal with a limited time frame.
 - "Land a man on the moon and return safely to the earth before the decade is out"
 - Ex: pg 39
- Narrowing your focus increases both accountability and the engagement of your team
- When a team moves from having a dozen we-really-hope goals to one or two no-matter-what- goals, the effect on morale is dramatic. It's as though a switch exists in every team member's head called "GAME ON!"
- **Installing Discipline #1: Focus on the wildly important**
 - Superb team performance begins with selecting one or two WIGs
 - Step #1: Consider the possibilities
 - We've found these questions to be useful in discovering the WIG
 - "Which area of our teams performance would we want to improve the most in order to achieve the overall WIG of the org?"
 - What are the greatest strengths of the team that can be leveraged to ensure the overall WIG is achieved?
 - What are the areas where the team's poor performance most needs to be improved to ensure the overall WIG is achieved?
 - Don't settle for just a few ideas for the WIG. Gather as many ideas as you can reasonably capture
 - Think what, not how. Don't make the common mistake at this point of shifting the focus from the WIF itself to how to achieve it.
 - Step #2: Rank by impact
 - The real challenge was to rank the ideas in terms of impact on the overall organizational WIG
 - Step #3: Test top ideas
 - Test them against four specific criteria for wildly important goal:
 - Is the team WIG aligned to the overall WIG?
 - Is it measurable?
 - Who owns the results - our team or some other team?
 - Who owns the game - the team of the leader?
 - Step 4: Define the WIG
 - Define the WID according to the following rules
 - Begin with a verb
 - Define the lag measured in terms of x to y by when
 - Keep it simple
 - Focus on what, not how
 - Ex: pg 129
 - Like a compass, the WIG provides clear, consistent direction toward a result that's wildly important.
 - Implementation Checklist on pg 135
 - **Questions**

- What stuck out the most?
 - Whirlwind
 - One thing to implement?
 - Picking out org WIG for Q4 at in person
 - Picking out team WIGs for Q4 at in person
- **Overview Discipline 2: Act on lead measures**
 - The second discipline is to apply disproportionate energy to the activities that drive your lead measures
 - While a lag measure tells you if you've achieved the goal, a lead measure tells you if you are likely to achieve the goal
 - While a lag measure is hard to do anything about, a lead measure is virtually within your control
 - Lead measure they foretell the result
 - Characteristics
 - First a lead measure is predictive - meaning that if the lead measure changes you can predict that the lag measure also will change
 - Second, a led measure is influenceable - it can be directly influenced by the team. That is the team can make a lead measure happen without significant dependence on another team
 - Virtually every case fixating solely on the lag measure fails to drive results
 - It's the data on lead measures that makes the difference, that enables you to close the gap between what you know your team should do and what they are actually doing
 - What 20 percent of what you do has as much or more leverage on the WIG than 90 percent of what you do?
 - Finding the right lever among many responsibilities is perhaps the toughest and most intriguing challenge for leaders to execute a WIG
 - The oakland management team reframed the game by acting on the lead measure to produce wins
 - Over the years we've seen thousands of leaders learn that an important key to execution is putting the disproportionate energy against the leverage points by focusing on moving the lead measures. If you have a big rock to move, you're going to need a lever that is highly predictive and controllable. The bigger the rock, the more leverage you'll need.
 - High leverage activity
 - The real impact and beauty of good lead measures in Discipline 2 is that they truly connect your team to the achievement of the WIG
 - Coming up with the right lead measures is really about helping everyone see themselves as a strategic business partners and engaging them in dialogue about what can be done better or differently in order to achieve the WIGs
 - **Questions**
 - What stuck out the most?
 - Illustration of big rock moved only by leverage and the lead measures are those leverage points
 - One thing to implement?
 - Implement this process at our team meeting in 2 weeks
- **Installing Discipline 2: Act on lead measures**
 - Unlike lag measures, which tell you if you HAVE achieved your goal, lead measures tell you if you are likely to achieve your goal
 - Lead measures must be both predictive and influenceable.
 - Lead measures simply close the gap between knowing what to do and doing it
 - Two types
 - Small outcomes
 - are lead measures that focus the team on achieving a weekly results but give each member of the team latitude to choose their own method for achieving it
 - Leveraged behaviors

- Are lead measures that track the specific behaviors you want the team to perform throughout the week
- Examples on pg 138
- How-to implement
 - **Step 1:** Consider the possibilities
 - More ideas generated the better
 - Questions to discover
 - What could we do that we've never done before that might make all the difference to the WIG?
 - What strengths of this team can we use to leverage on the wig? What are our pockets excellence? What do our best performers do differently?
 - What weaknesses might keep us from achieving the WIF? What could we do more consistently?
 - The ideal lead measure is extremely fruitful in driving the WIG and is within control of the team
 - **Step 2:** Rank by impact
 - **Step 3:** Test top ideas
 - Criteria to test by
 - Is it predictive?
 - Is it influenceable?
 - Is it an ongoing process or a 'once and done'?
 - Is it a leader's game or a team's game
 - Can it be measured?
 - Is it worth measuring?
 - The idea lead measure is a behavioral change that becomes a habitual and brings continuous improvements to the lag measure
 - If the WIG is truly wildly important, you must find ways to measure the new behaviors
 - **Step 4:** Define the lead measures
 - Examples: pg 147
 - Choose numbers that challenge the team without making it an unwinnable game
 - Questions
 - What is the quantitative standard?
 - What is the qualitative standard?
 - Does it start with a verb?
 - Is it simple?
- 4dx gives a leader the ability to lock down the most critical points of a process and then move on to the next most critical points.
- Overview example of company/division wigs and lead measures on pg 152
- How to checklist on page 154
- **Questions**
 - What stuck out the most?
 - Bryan - The two types of lead measures
 - Jeff - a lot of our goals are lag measures. Lead measures are hard to track.
 - Jerm - define lead measure you're making a strategic bet.
 - Andy - personal responsibility. The only helpful questions start with 'what or how' and have the word "I" in it
 - Jess: customer feedback
 - Abby: Brainstorming session - produce the list then cull it down

- One thing to implement?
 - Bryan - The exact process in our next meeting
 - Jerm - we will statements
 - Jeff - use the criteria to filter our lead measures
 - Andy - clarity on your exact lead measures
 - Abby - simplify things not overcomplicate
- **Overview Discipline 3: Keep a compelling scoreboard**
 - The third discipline is to make sure everyone knows the score at all times, so that you can tell whether or not they are winning.
 - If the lead and lag measures are not captured on a visual scoreboard and updates regularly, they will disappear into the distraction of the whirlwind.
 - But what we're after in Discipline 3 is something quite different. In implementing Discipline 2, you and your team need to build a players scoreboard, one that's designed solely to engage the players on your team to win.
 - Pg 69 - types of scoreboard and graphs
 - Characteristics of a compelling scoreboard
 - Is it simple?
 - Can I see it easily?
 - Does it show lead and lag measures?
 - Can I tell at a glance if I'm winning?
 - Without a scoreboard the WIG and lead measures could be forgotten in a matter of weeks, if not days, in the constant urgency of your day to day responsibilities
 - One of the most demoralizing aspects of life in the whirlwind is that you don't feel you can win
- **Installing Discipline 3: Keep a compelling scoreboard**
 - ...
 - **Questions**
 - What stuck out the most?
 -
 - One thing to implement?
 - Tw
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