

The 4 Disciplines of Execution

(adapted from McChesney, Chris, et al. *The 4 Disciplines of Execution: Achieving Your Wildly Important Goals*. Free Press, 2016.)

1. Focus on your Wildly Important Goals (WIG).

These are sometimes called “the war,” as in, if you lose on these, nothing else matters. To give an example, at Strategy Matters, our WIGs are a) great work for our clients and b) good profits. If we can’t deliver on those, it’s time to shut our doors.

For your team, these may be found in your mission statement or in goals emerging from your strategic planning process - the ones your team has collectively decided are top priority in the coming years. Separating the WIGs from other goals offers a way to focus clearly on what truly matters most, and to enable your team to align around the top level priorities in the organization.

2. Act on the Lead Measures.

How will you know if you’re on track to being successful in achieving your WIGs? The answer(s) to this question can help drive the development of your lead measures of success towards your WIG’s.

To give a rather commonplace example, if your WIG is to stay healthy, a leading measure might be the amount of time/energy you dedicate to your exercise routines. Tracking that data, and making adjustments in your schedule when you find that you don’t have time to get to the gym are examples of tracking and acting on lead measures.

3. Keep a Compelling Scoreboard.

Establish a compelling scoreboard to track and visualize success. The scoreboard keeps your leading and lagging measures in plain and everyday view. Here is what it might look like:

Leads Generated	New Sales Meetings	Proposals Sent
100	20	15
140	25	20
150	30	20

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This scoreboard is shared across the organization to keep everyone moving forward together with access to the same data, and should be in a highly visible place.

4. Create a Cadence of Accountability.

Great performers thrive in a culture of shared accountability that is frequent, positive, and self-directed. Teams engage in a simple weekly process that highlights successes, analyzes failures, and then they spend time making course-corrections as necessary, creating the ultimate performance-management system. The agenda remains the same, and no other items can be added.

Agenda for Weekly WIG Meeting

- A. Review Scoreboard
 - a. Are our lead measures moving our lag measures?
 - b. What's working, what's not?
 - c. Celebrate successes
- B. Report on last week's commitments
 - a. State commitment
 - b. State outcome
 - c. Appreciate kept commitments
 - d. When not kept, what happened?
- C. Make high impact commitments for next week and clear the path so that progress can be made
 - a. High impact commitments should start with "I"
 - b. Be very specific
 - c. Must be complete-able within a week
 - d. Must be directed at moving lead measures