

THE 4 DISCIPLINES OF EXECUTION

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THERE WILL ALWAYS BE MORE GOOD IDEAS THAN THERE IS CAPACITY TO EXECUTE.

- The real challenge is the “Whirlwind” the urgent stuff the acts on you each day

THESE ARE PRINCIPLES NOT PRACTICES

1. FOCUS ON THE WILDLY IMPORTANT (“WIGS”)

1. FEW IN NUMBER (1 OR 2)
 2. WILL HELP WIN THE WAR
 3. PEOPLE DRIVEN
 4. FINISH LINE IS CLEAR
- Don’t ask “what’s important?” ask what area if changed would have the biggest impact?
 - What are the fewest battles necessary to win the war?

2. ACT ON LEAD MEASURES

1. PREDICTIVE
 2. CAN INFLUENCE BY TEAM MEMBERS
 3. GIVES LEVERAGE TO ACHIEVING THE GOAL
- Lag Measures only measure the goal

3. KEEP A COMPELLING SCOREBOARD

1. SIMPLE AND EASY TO UNDERSTAND (5 second rule)
 2. ANSWERS: “AM I WINNING?” IN A SIMPLE WAY
- This is the discipline of engagement
 - It is visible
 - It shows lead and Lag measures
 - In the whirlwind you are not plying to win- you’re playing not to lose

4. CADENCE OF ACCOUNTABILITY

1. FREQUENT AND SHORT FOCUSED MEETINGS- TO DISCUSS PROGRESS ON WIGS
 - Apply to Boy Scouts? Weekly, Bi-Weekly, Monthly Meeting
 - Depending on the Execution Level
2. PERSONAL COMMITMENT FROM TEAM MEMBERS (not mgmt.)
3. WIG SESSIONS-ACCOUNTABILITY DESPITE THE “WHIRLWIND”
AGENDA:
 - Account: Report on commitments
 - Review Scoreboard: Lessons on successes and failures
 - Plan: Clear the path for new commitments (“What are the 1-2 things we can do this week to improve lead measures?”).

STAGES OF CHANGE:

1. GETTING CLEAR: Commit to a new level of performance-
 - a. WIGS are clear
 - b. Identify high-leverage lead measures
 - c. Create a player's scoreboard
 - d. Schedule weekly WIG meetings and hold them!
2. LAUNCH:
 - a. Recognize that a launch phase requires focus and energy-especially from the leader
 - b. Remain focused and implement the 4dx process- You can trust the process!
 - c. You can identify your models (top performers- most engaged), potentials (capacity to be top performers but haven't gotten there yet), and resisters (nay-sayers- why it won't work)
3. ADOPTION:
 - a. Focus first on the process then the results
 - b. Make commitments and hold each other accountable
 - c. Track results each week with a visible scoreboard
 - d. Make adjustments
 - e. Invest in "Potentials" with additional training and mentoring
 - f. Answer straightforwardly any issue with resisters and clear a path for them
4. OPTIMIZATION:
 - a. Recognize and encourage creative ideas
 - b. Recognize excellent follow through and celebrate successes
 - c. Encourage team to clear the path for each other- celebrate when it happens
 - d. Recognize when "potentials" start performing like models
5. HABITS:
 - a. Celebrate the completion of a WIG
 - b. Move to new WIGS as old ones are accomplished
 - c. Emphasize that new standard is sustained superior performance on lead measures