

THE 4 DISCIPLINES of Execution™



ACHIEVING ORGANIZATIONAL GREATNESS THROUGH FOCUSED EXECUTION.

Manager Certification



“Seventy percent of strategic failures are due to poor execution of leadership. It’s rarely for lack of smarts or vision.”

—Ram Charan
Execution: The Discipline of Getting Things Done

▶ OUTCOMES

FranklinCovey's *The 4 Disciplines of Execution: Manager Certification*

1. Managers identify the few critical, difference-making goals in the organization.
2. Managers focus relentlessly on the key leading indicators of goal achievement.
3. Managers moderate progress toward goal achievement through compelling scoreboards.
4. Managers ensure goal achievement through a proven accountability process.
5. Leaders and managers institutionalize *The 4 Disciplines of Execution* throughout the organization for sustained performance and breakthrough results.

Challenge:

Do your managers know how to institutionalize goal clarity and an execution process throughout the organization?

Executing strategic goals and objectives is the greatest challenge in business today. Aligning the organization's managers and work teams with your most Wildly Important Goals and objectives is a never-ending battle. In addition, keeping managers and work teams engaged and focused on the top goals is critical. Imagine an organization where managers and work teams are focused and aligned to the most important organizational priorities.

Why Execution Breaks Down

FranklinCovey has studied the topic of execution for several years in thousands of teams and in hundreds of organizations. Our research shows that execution breaks down in four ways:

- 1. Managers and work teams don't know the goal.** Our research has shown that only 15 percent of employees actually know their organization's most important goals—either there are no goals or they have too many goals, or there is limited transition of organizational priorities to the front line.
- 2. Managers and teams don't know what to do to achieve the goal.** Too many people don't know what critical activities provide the greatest leverage to achieving team goals. Too often, people replace leveraged activities with frenetic busyness.
- 3. They don't keep score.** Our research shows that most workers don't know what the key measures of success are, and they don't measure and track the specific behaviors that lead to goal accomplishment.
- 4. They are not held accountable.** Our research shows that fewer than 10 percent of people meet with their manager at least monthly to discuss their progress on work goals.

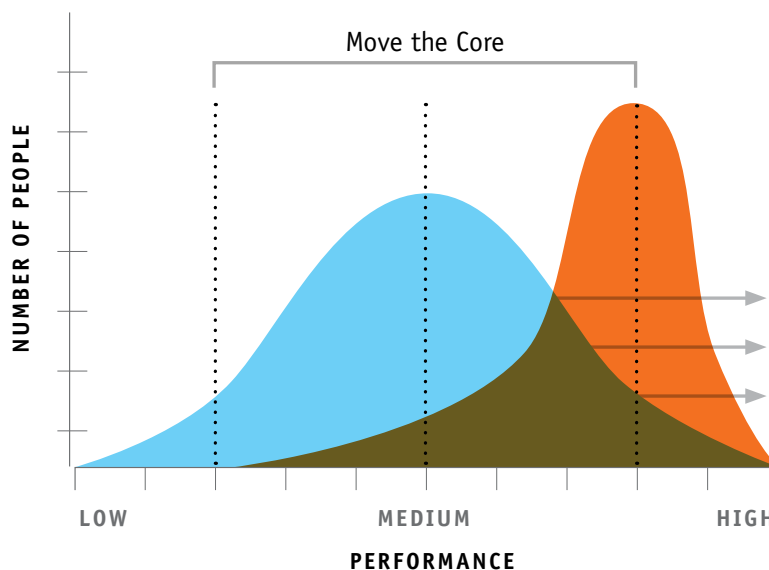
Overcoming these breakdowns is not easy. Far from it. While most workers have more choices and more technology than ever before, very few know how to filter through all the competing priorities to flawlessly execute on their most important goals.



Solution:

How to Create an Execution Culture? Start by Moving the Middle

One of the most significant barriers to superior results in any organization is chronic inconsistency—the variation in performance between divisions, between departments, between shifts in the same department, and between people on the same shift. In every great organization, you will find pockets of great execution—a “top 20 percent” of high performance. The challenge is to move the middle 60 percent of your average workforce toward the higher level of performance of the top 20 percent. Improvement of this magnitude doesn't produce incremental results; it creates breakthrough results.



It takes incredible discipline to execute a strategic goal in any organization with excellence. But it takes even more discipline to do so again and again.

Creating a culture of execution means embedding four basic disciplines into your organization. At every level, individuals, leaders, and teams need to institutionalize a common approach.

1. Focus on the Wildly Important.

Exceptional execution starts with narrowing the focus—clearly identifying what must be done, or nothing else you achieve really matters much.

2. Act on the Lead Measures.

Twenty percent of activities produce eighty percent of results. The highest predictors of goal achievement are the 80/20 activities that are identified and codified into individual actions and tracked fanatically.

3. Keep a Compelling Scoreboard.

People and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win.

4. Create a Cadence of Accountability.

Great performers thrive in a culture of accountability that is frequent, positive, and self-directed. Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate performance-management system.

In stark contrast to traditional training, this program takes a Six Sigma-like approach toward certifying managers to produce real work and real results. This *Manager Certification* includes three levels:

Bronze Certification

Demonstrated adherence to *The 4 Disciplines of Execution* process.

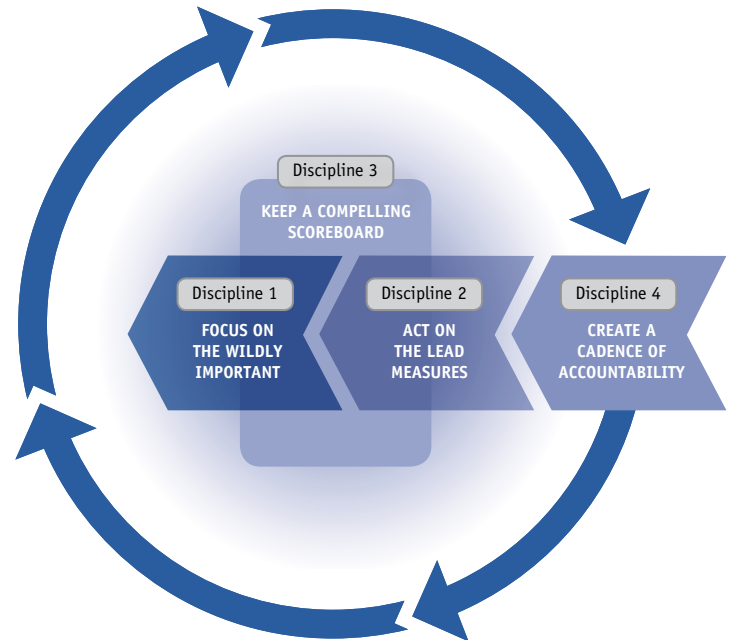
Silver Certification

Continued adherence to *The 4 Disciplines of Execution* process and verification that the right activities and measures are on target toward influencing the key goals and objectives.

Gold Certification

Continued adherence to the *The 4 Disciplines of Execution* process and demonstrated achievement of a critical goal or objectives.

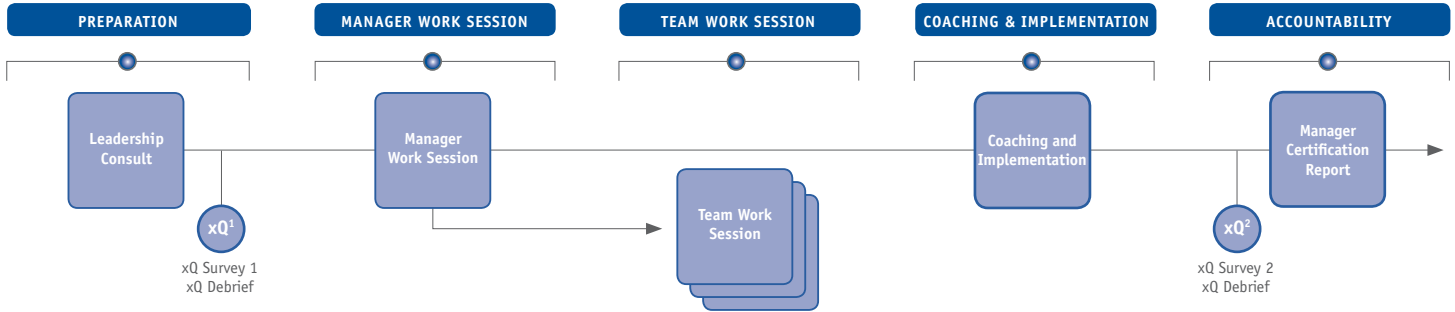
THE 4 DISCIPLINES OF EXECUTION PROCESS



How Manager Certification Works

You can build a “culture of execution” as key managers in your organization become certified in *The 4 Disciplines of Execution* from the most senior leader to the front line. Here’s the process:

THE 4 DISCIPLINES OF EXECUTION MANAGER CERTIFICATION PROCESS



Diagnosis and Pre-Consult

- Senior leaders meet with a consultant to identify top organizational goals and set up an xQ Survey.
- The online xQ Survey measures baseline execution capability by asking each worker questions about issues affecting execution at the individual, team, and organizational levels.
- The consultant debriefs xQ results with senior leaders and plans a rollout of the *4 Disciplines* process across the organization.

Manager Work Session

- Managers meet in peer-to-peer sessions to learn the *4 Disciplines* process, and set goals that align to their team goals and contribute to the achievement of the organization’s top goals.
- Managers begin the implementation of the *4 Disciplines* process with their intact teams.

Team Work Session

- Managers meet with teams to review team xQ results and to develop or ratify team goals.
- Teams learn *The 4 Disciplines of Execution* process, identifying key measures, building a scoreboard, and implementing the cadence of accountability.

Coaching and Implementation

- Coaches guide managers through the *Manager Certification* process.
- Coaches ensure that managers maintain the “cadence of accountability” that leads to execution of team goals.

Accountability

- Teams retake the xQ Survey to demonstrate improved execution capability.
- Managers report precise execution of team goals.
- Managers achieve certification in *The 4 Disciplines of Execution*.

Give your managers the knowledge and tools they need to execute on your top priorities.

For more information about FranklinCovey’s *The 4 Disciplines of Execution: Manager Certification*, contact your client partner or call 1-888-705-1776 to be put in touch with someone in your local area who can answer any questions.