

The Path to Better Execution: Rising Above the Whirlwind

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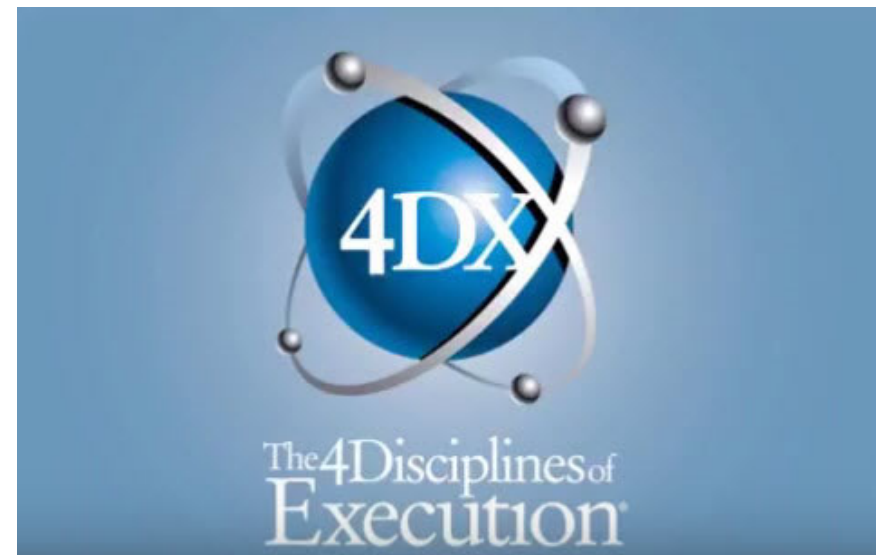
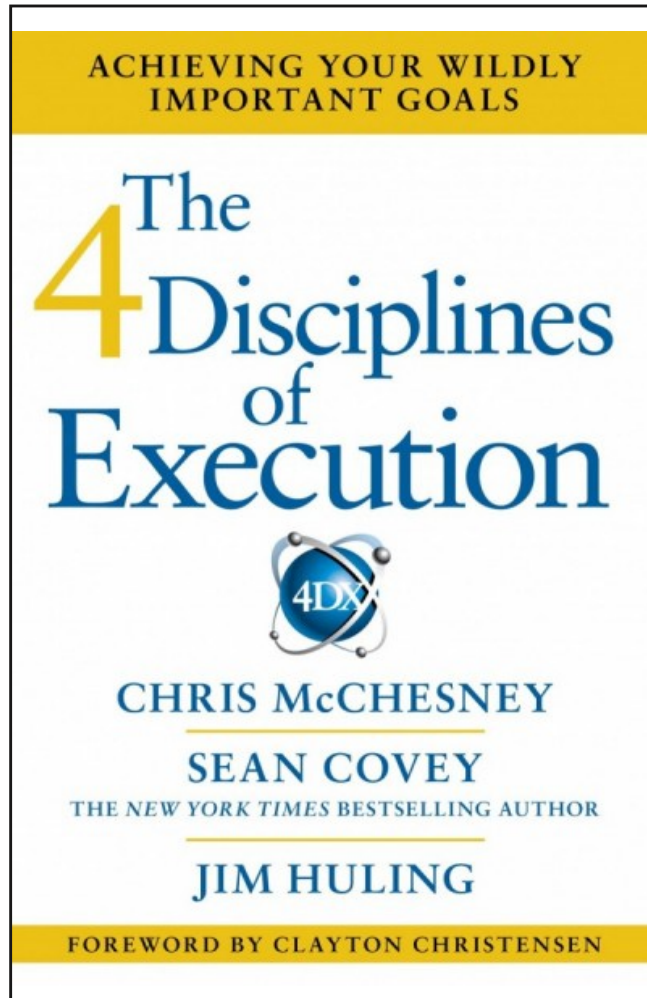
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The 4 Disciplines of Execution



Strategic Focus and Execution



Only 8% of business executives are effective at both strategy and execution.

Only 17% of Finance team time is spent on strategic activities.

¹HBR, “Only 8% of Leaders Are Good at Both Strategy and Execution,” by [Paul Leinwand](#), [Cesare Mainardi](#), [Art Kleiner](#). December, 2015

²Adaptive Insights, 2017 Report.



The Problems with Execution



Lack of Clarity

Only 15% of employees surveyed could name even one of their organization's top three goals

Lack of Commitment

Only 50% of those who knew a goal were really committed

Some Goals Require More...

Stroke of the Pen Strategies vs.
Behavioral Change



The Problems with Execution



Lack of Accountability

81% were not held accountable for regular progress on their organization's goals

Lack of Specificity

Almost 90% had no idea what they should to help achieve the goal

Lack of Coordination/Collaboration

No Surprise!



The Keys to Execution...



The Four Disciplines

1. Focus on the Wildly Important
 - ✓ Focus on a Driver
2. Act on Lead measures
 - ✓ Leverage
3. Keep a Compelling Scoreboard
 - ✓ Engagement and Accomplishment
4. Create a Cadence of Accountability
 - ✓ Consistent Accountability

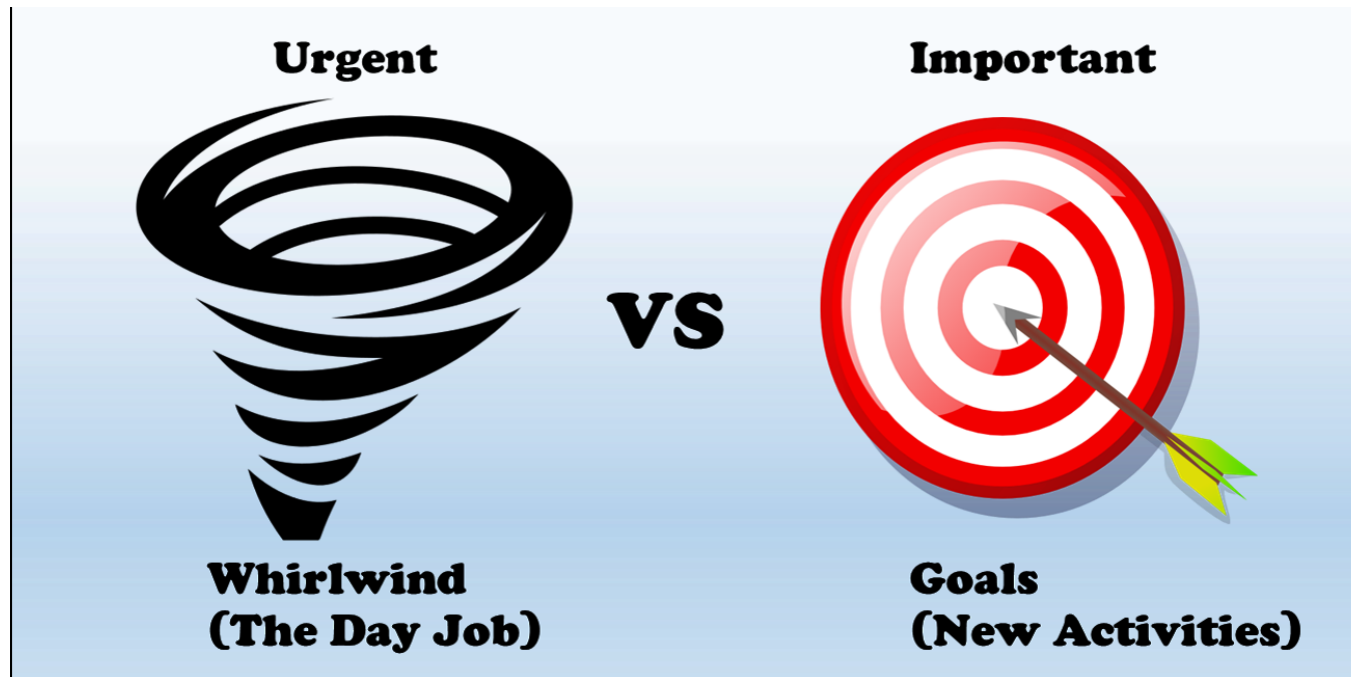


Discipline 1: Focus on the Wildly Important



Discipline 1: Focus on the **Wildly Important**

(while maintaining the Whirlwind)



Discipline 1:

Focus on the Wildly Important

- What is the one thing that could make a real difference – a strategic tipping point?
- Not just “What is Important?”
- But...“If everything else remained status quo, what are the one or two areas where change would have the greatest impact?”
- Pareto principle



Discipline 1:

Focus on the Wildly Important

- Develop a WIG that the team can buy into...
- Create clarity with an objective:
(Verb)(measure) from (X) to (Y) by (when)
 - ✓ Increase sales from \$200M to \$250M by FYE
 - ✓ Speed month end close from 25 days to 15 days by June 30th



Discipline 1: Focus on the Wildly Important

CASE STUDY

Denver Seminary COG Directors



OUR WIG...

Departments involving us more often and sooner so we can support them better.



Discipline 1: Focus on the Wildly Important

Discussion

Can you think of that possible
“One Thing”



Discipline 2: **ACT** on Lead Measures

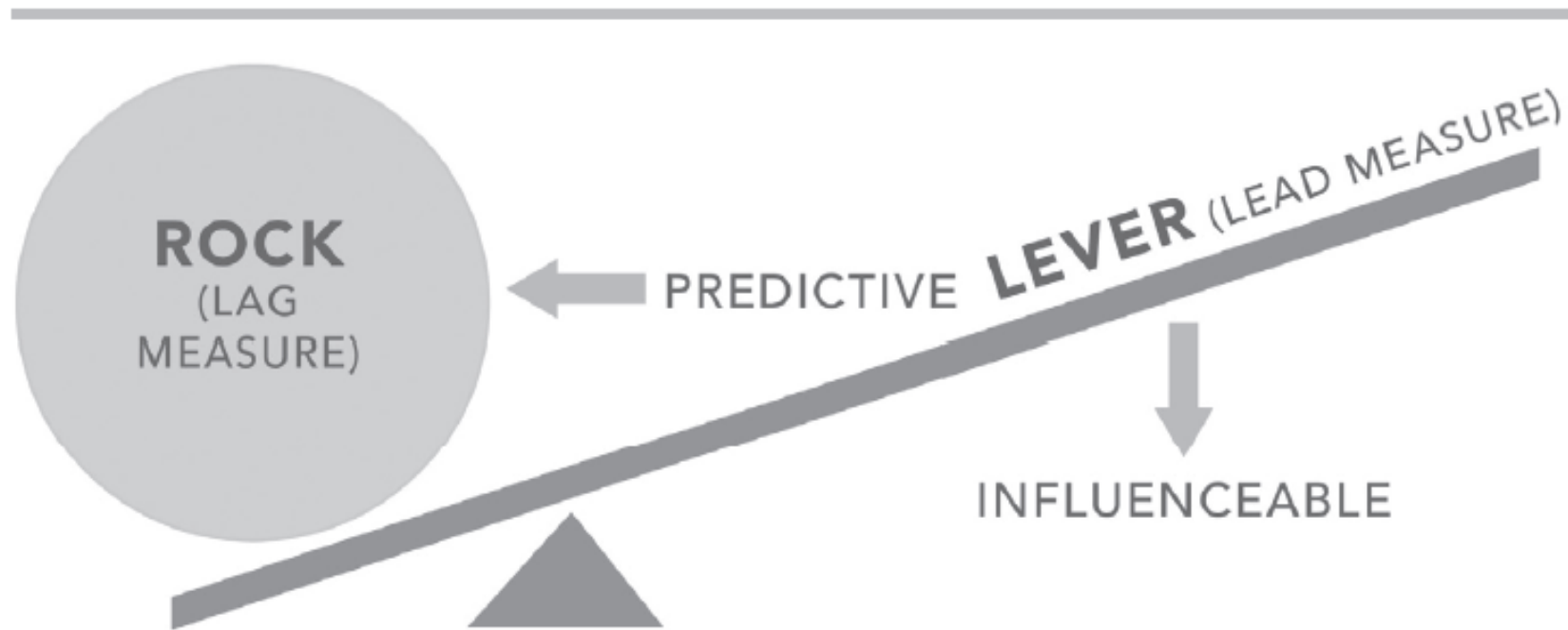


Discipline 2: Act on **Lead** Measures

- Traditionally our focus has been on Lag measures: measurement after the fact against a goal
- A lead measure is predictive and influencable
- What you DO that can have an effect on that pesky lag measure (= Success)



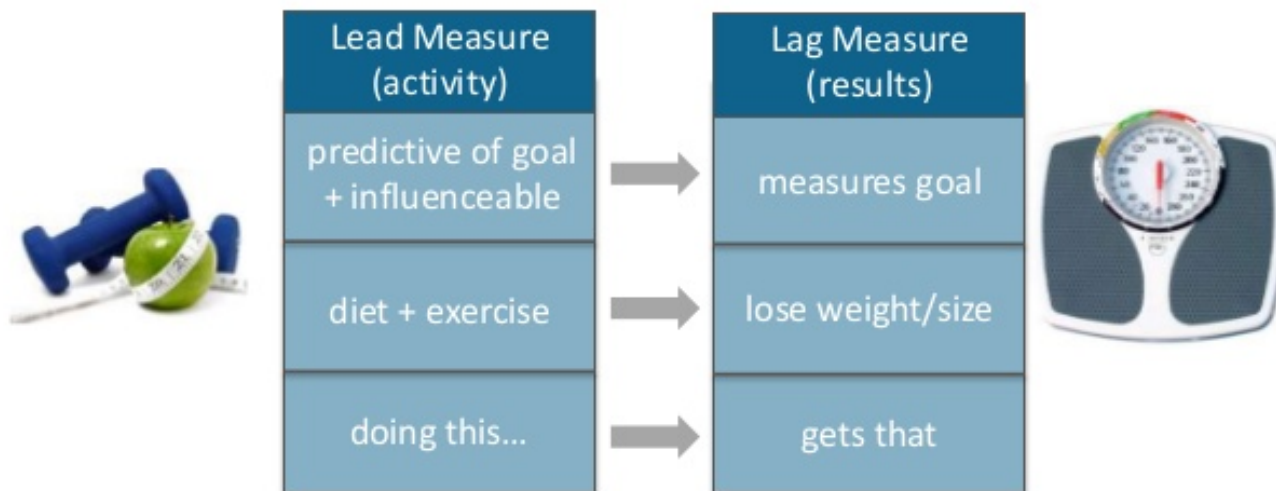
Discipline 2: Act on **Lead** Measures



Discipline 2:

Act on **Lead** Measures

Lead vs. Lag Measures = LEVERAGE



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Discipline 2:

Act on **Lead** Measures

Creating Leading Indicators

Creating Leading Measures

Creating Lead Measures Template		Lag Measure: Lose 50 lbs by EOY 2013		
Idea for measure	How to measure?	Test	Rank	Uses It?
Days of exercise	Count the number of days that I exercise	Predictive?	N	NO
		Influenceable?	Y	
		On going?	Y	
		Can it be measured?	Y	
		Worth Measuring?	N	
Calorie Intake	Record what I eat and the total number of calories	Predictive?	Y	YES
		Influenceable?	Y	
		On going?	Y	
		Can it be measured?	Y	
		Worth Measuring?	Y	
Calories burned	Record what I do each day and the number of calories burned.	Predictive?	Y	YES
		Influenceable?	Y	
		On going?	Y	
		Can it be measured?	Y	
		Worth Measuring?	Y	



Adapted from *The 4 Disciplines of Execution*



Discipline 2:

Act on **Lead** Measures

CASE STUDY

Denver Seminary COG Directors

Action	Measure
Meet & Greet	Number of Contacts
Increase Availability	Instances communicated and made available
Clarify policies and processes	No. of clarifications, issues addressed
Newsletter	No of Issues, Quality Content, Feedback



Discipline 2: Act on **Lead** Measures

Discussion

Brainstorm possible lead measures for
your WIG...



Discipline 3:

Keep a Compelling Scoreboard



Discipline 3:

Keep a Compelling Scoreboard

- You get what you measure...
- “People play differently when they are keeping score”



Discipline 3:

Keep a Compelling Scoreboard

Rules for a Compelling Scoreboard

Keep a simple players scoreboard

Always visible to all players

Track lead and lag measures

Team can tell immediately if winning or losing



Discipline 3:

Keep a Compelling Scoreboard

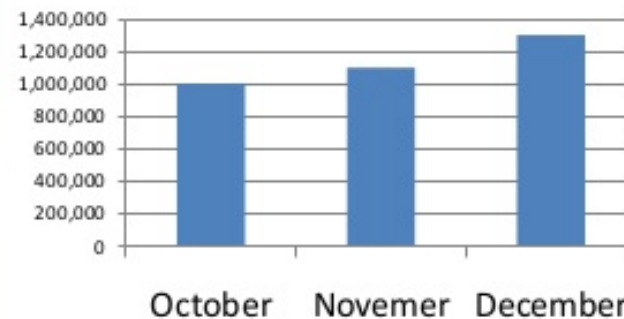
- Simple
- Visible
- Lead Measure Levers and Total Results side by side.

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

Bill Kohnen

Book Review
2013

Sales



Discipline 3: Keep a Compelling Scoreboard

Make
it Fun!



Discipline 4: Create a Cadence of Accountability



Discipline 4: Create a Cadence of Accountability



Discipline 4: Create a Cadence of Accountability

The WIG Session

WIG Session: weekly meeting that lasts no more than 20-30 minutes with a set agenda.

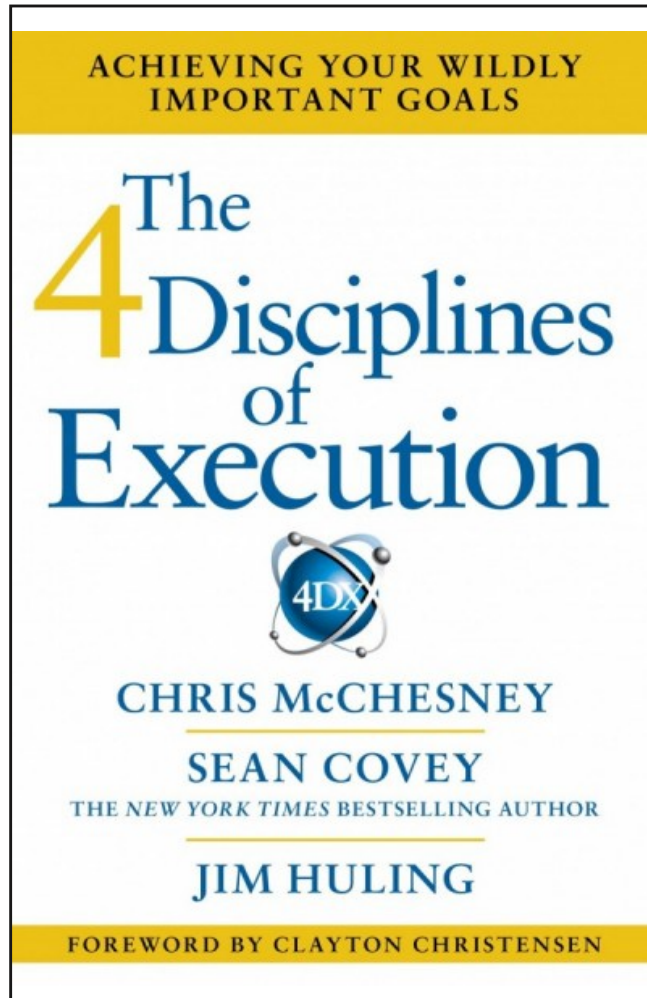
Focus of session: to hold each other accountable for weekly commitments of actions that will move the lead measure(s).

Two **MUST FOLLOW** rules:

1. Should be held at the same day and time each week.
Consistency is critical to establish a sustained rhythm of performance.
2. The Whirlwind is never allowed into the WIG session, no matter how urgent it may seem!



The 4 Disciplines of Execution



The 4 Disciplines of Execution

Take Away Plan (Homework 😊)

1. Read book, Four Disciplines of Execution by Chris McChesney, Sean Covey and Jim Huiling.
2. Watch 4DX Videos...there are many available.
3. Consider reviewing other helpful resources.
4. Schedule a 4DX planning session with your team.
5. Create a one or a few WIGS, implement 4DX and achieve your Wildly Important Goals!
6. Let me know how it goes...I would love to hear about your experience.



The 4 Disciplines of Execution

Other Helpful Resources:

