

SIX DISCIPLINES EXECUTION REVOLUTION

**Solving the One Business Problem That
Makes Solving All Other Problems Easier**

GARY HARPST

GARY HARPST is founder and CEO of Six Disciplines, a business consulting firm. He is also a successful entrepreneur having established Solomon Software Inc. and growing it to more than 400 employees and \$60 million in revenues before the company was acquired by Great Plains Software which was in turn acquired by Microsoft Corporation. Mr. Harpst is a graduate of Ohio State University.

The Web site for this book is at www.SixDisciplines.com.

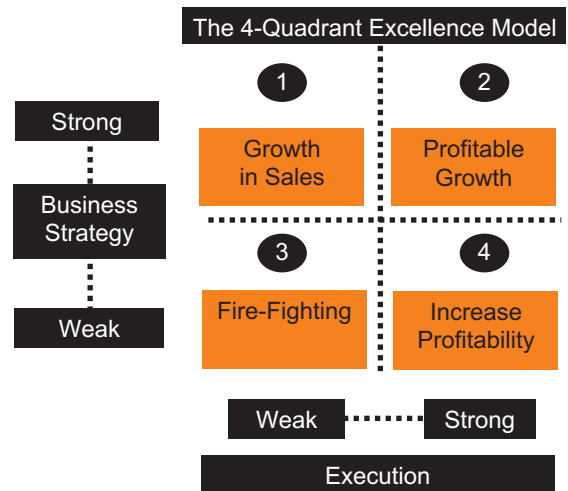
SUMMARIES.COM is a concentrated business information service. Every week, subscribers are e-mailed a concise summary of a different business book. Each summary is about 8 pages long and contains the stripped-down essential ideas from the entire book in a time-saving format. By investing less than one hour per week in these summaries, subscribers gain a working knowledge of the top business titles. Subscriptions are available on a monthly or yearly basis. Further information is available at www.summaries.com.

MAIN IDEA

The biggest challenge facing your business at the present time is never what you may think it is at first glance. It's not the competitive issues which are staring you in the face at the present time at all. Whatever issues you're facing today, you can guarantee they will be replaced by another set of new and different challenges tomorrow.

Instead, the biggest challenge is always to keep planning and executing well even while you address the challenges of the immediate present. If you can solve this problem, then finding solutions for all the other problems and challenges which may arise in the future will be easier.

Put a different way, suppose you plot your organization's strategy (deciding what to do) against your level of execution (getting things done). That would create the four quadrants shown at right. The biggest challenge you face is to keep your organization in quadrant 2 at all times. Solve that problem first and foremost, and everything else will naturally fall into its own place.



"Whatever issues an organization faces today, they will be different and bigger tomorrow. Planning and executing, while at the same time managing the unknowns of the real world, is the biggest challenge in business. Overcoming this challenge is what we mean by solving the one problem that will make solving all other problems easier. It builds an organization that is preparing for an ever increasing set of future challenges that are the natural result of overcoming today's challenges."

– Gary Harpst

1. Defining business excellence Page 2

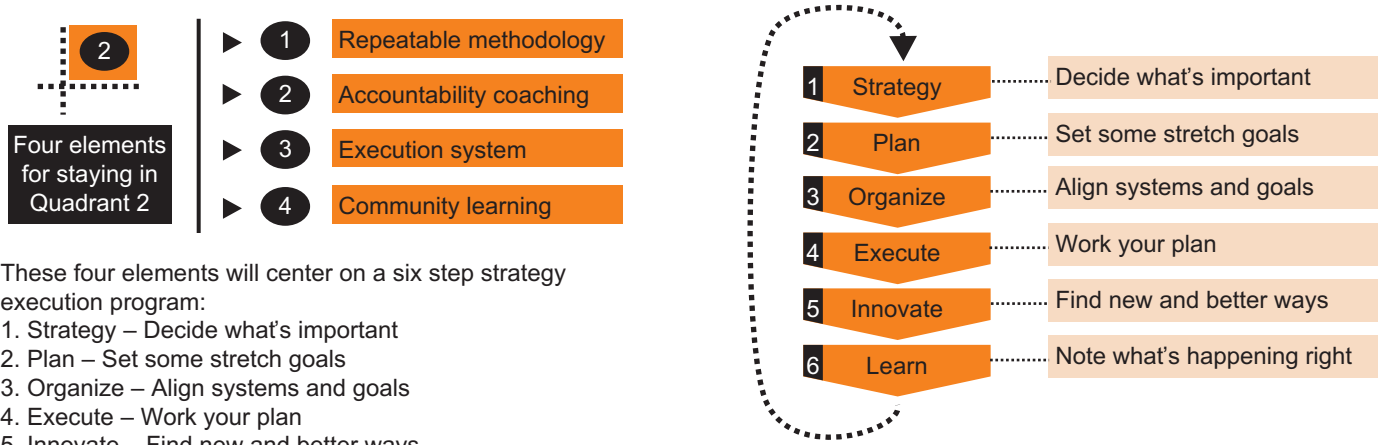
No two companies define excellence quite the same way but to perform well over the long haul, companies must achieve a good balance between strategy and execution. Organizations have to find ways to get positioned in Quadrant 2 and then stay there.

2. The leapfrog opportunity Page 3

Strategy execution is hard for a number of different reasons, but it's not exactly rocket science. This does, however, mean if you can put together a robust strategy execution program for your own firm which works well, you have an opportunity to leapfrog past other companies which are struggling with these same issues – both small and large enterprises.

3. The four components required to stay in Quadrant 2 Pages 4 - 7

For an organization to consistently maintain the right balance between strategy and execution on a sustainable basis, a program consisting of four integrated elements is required:



These four elements will center on a six step strategy execution program:

1. Strategy – Decide what's important
2. Plan – Set some stretch goals
3. Organize – Align systems and goals
4. Execute – Work your plan
5. Innovate – Find new and better ways
6. Learn – Note what's happening right

4. Why staying in Quadrant 2 is an enduring pursuit Page 8

If you build an organization which learns how to execute its strategy well and deal with the normal daily surprises the world of business throws up all the time, you're solving the one problem which makes solving all other problems easier. Solving this one problem can yield some substantial long-term benefits. Learning how to stay in Quadrant 2 can and should be an obsession which never ends.

Summaries.Com

The Ultimate Business Library



We condense **300+** page business books into **8-page** summaries.

By reading summaries, you'll get the **key ideas** in **30 mins**, so you can spend more time turning your ideas into **dollars**.

Knowledge is Power — Invest in Your Future

For just **\$2 per week**, you will...

- Learn from the mistakes and success of the smartest people in business;
- Get fresh ideas, strategies & motivation that could be worth millions to you;
- Follow emerging trends, so you can catch the wave before your competitors do;
- Catch up on the classics you always wanted to read.

1,000 Top Business Book Summaries

Our catalog includes summaries on a range of topics for aspiring entrepreneurs, managers, and consultants.

BUSINESS PLANS

MANAGEMENT

PRESENTATIONS

SALES

LEADERSHIP

MOTIVATION

STRATEGY

AND MORE

