

THE FOUR DISCIPLINES OF EXECUTION

Achieving Your Wildly Important Goals

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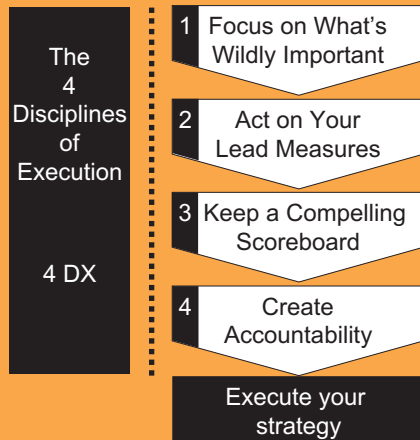
MAIN IDEA

Strategy

Execution

Almost everyone agrees developing a strategy is easy but that executing that strategy is much harder, especially if that requires a significant change in human behavior. Strategy can be changed with the stroke of a pen but executing on a strategy and achieving an important goal often requires that you do new and different things – and these new and different things usually come up against the “whirlwind” of activities which make up a normal working day. Most people are just trying to survive battling that whirlwind and don’t have the time or energy to do something new.

With that in mind, the key to increasing execution is not to manage your whirlwind. It is instead to execute your most critical strategy in the midst of that whirlwind. There are four steps involved: “The 4 Disciplines of Execution”:



“Although the disciplines may seem simple at first glance, they are not simplistic. They will profoundly change the way you approach your goals. We believe they represent a major breakthrough in how to move teams and organizations forward. 4DX is an operating system for achieving the goals you must achieve.”

– Chris McChesney, Sean Covey and Jim Huling

The 4 Disciplines of Execution

1 Focus on What's Wildly Important

Pages 2 - 3

An inescapable truth is the more you try to do, the less you will usually accomplish. People lose track of this and try to cram more and more into each day. Therefore, the first step to executing is to figure out what exactly is wildly important to what you want to achieve and then focus on that alone. Select one or at absolute most two wildly important goals and make them your top priority. Make it clear to everyone this is what matters most.

The 4 Disciplines of Execution

2 Act on Your Lead Measures

Pages 4 - 5

This is the discipline of leverage. You have to accept some actions will have more impact on achieving your WIGs (Wildly Important Goals) than others. In this step, you try and identify where you will get the most bang for your buck and apply maximum effort there. Measures can be lagging (reported after the fact) or leading (precursors to performance). Lag measures are important but lead measures get you the results lag measures reflect. Identify your best lead measures and make them your key leverage points.

The 4 Disciplines of Execution

3 Keep a Compelling Scoreboard

Pages 5 - 6

People always play differently when they know you're keeping score. To increase engagement, make executing a winnable game. Capture your progress on a scoreboard everyone knows, everyone understands and everyone follows religiously. Make sure this scoreboard is designed by the players for the players. If your team can't tell quickly and simply whether they are winning or not, they're probably on their way to losing.

The 4 Disciplines of Execution

4 Create Accountability

Pages 7 - 8

While the first three disciplines set up the game, Discipline 4 is where execution really happens. The reality is unless you hold yourself and others accountable, your goal will get swallowed up in the whirlwind of current activities. Team members must hold each other accountable regularly and rhythmically – with a predictable cadence. Everyone must report on their performance and keep doing so again and again before anything will change. Drop those opportunities to report on progress and life will revert back to how it was in the past. You've got to keep reporting how change is happening.

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