The 4 Disciplines of Execution
A Book Review

Key quotes

“Too many organizational goals are hazy and imprecise, leaving people wondering “what” they are supposed to and “how” they are supposed to do it. They need clear, unmistakable finish lines so people know exactly what success looks like” P. 246

“There will always be more good ideas than there is capacity to execute.” P. 29

“To achieve a goal you have never achieved before, you must start doing things you have never done before.” P. 4

“In the end, it’s the DATA on lead measures that makes the difference, that enables you to close the gap.” P. 49

“People are most satisfied with their jobs (and therefore most motivated) when those jobs give them the opportunity to experience achievement.” P. 75

“The level of importance you place on the WIG session will directly determine the results your team produces.” P. 95

“Many of our goals are important, but only one or two are wildly important.” P. 27

The Four Disciplines of Execution or 4DX is not theory. It is a proven set of practices that have been tested and refined by hundreds of organizations. Braeuler Consulting works with organizations to leverage Strategic Thinking and Execution Planning and we encompass many of the 4DX principles into our Four Decisions™ methodology and development of companies One Page Strategic Plans. Whatever system or systems you decide to use, I encourage you to understand them fully, implement them slowly and completely and maintain the discipline and rhythm necessary to see concrete results. Employees tire of “Flavor of the Month” initiatives. They also thrive on organizational alignment, execution of plans and achievements that garner a sense of accomplishment.

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“The real enemy of execution is your day job. We call it the whirlwind…the whirlwind is urgent...goals you’ve set are important, but when urgency and importance clash, urgency will win every time.” P. 7
1. Focus on the wildly important
Ask what will have the greatest impact on the organization!

Don’t ask WHAT is most important?

Define your Wildly Important Goal (WIG)
• Begin with a verb
• Define the LAG measure
• Keep it simple
• Focus on WHAT, not HOW

Focus on LESS so that you can achieve more!

The 4 disciplines
1. FOCUS
2. LEVERAGE
3. ENGAGEMENT
4. ACCOUNTABILITY

2. Act on Lead Measures
The discipline of leverage

Predictive; Influenceable.
It’s not that you don’t KNOW (your lead measures) it is that you don’t DO.

To move the rock you need a lever that you can control and that you know will move the rock!

Ask:
Who else has achieved this goal?
What did they do differently?
What barriers do you foresee?

Select activities that will have the greatest IMPACT on achieving the WIG (80/20)

<table>
<thead>
<tr>
<th>Increase weekly sales from $1M to $1.5M by December 31, 2014 (WIG)</th>
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<tbody>
<tr>
<td><strong>Small Outcome</strong></td>
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<tr>
<td>Lead Measure</td>
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<td>Limit out-of-stocks on top items to 20 or less per week</td>
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Show 4 pairs of shoes
Match last year revenue by increasing transaction rate
Write thank you
Invite to set up charge account
3. Keep a compelling scoreboard

Engagement

Everyone knows the score

Show the goal – show results to date
Show TEAM results and INDIVIDUAL results

4. Create a cadence of Accountability

WIG Sessions

Every team member is ACCOUNTABLE for moving the metrics on the scoreboard. Come prepared:

- What are the one or two most important things I can do THIS WEEK to impact the lead measures?

These are often not urgent or new
They are things the team should be doing naturally
The whirlwind devours them – need continual focus
Often “the more they TALK, the less they DID”

Unless you are a frontline person, you will likely be in TWO WIG sessions: one led by your boss and one you lead with your team.

Commitments must meet two standards:
Must represent SPECIFIC deliverables
Must influence the lead measure
Commitments must come FROM participants

Source: businessexcellenceclub.com/change/effective-execution/keep-a-compelling-scorecard
## Practical Exercise

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<thead>
<tr>
<th>Team</th>
<th>Lag Measure</th>
<th>Lead Measure Outcome</th>
<th>Lead Measure Behavior</th>
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### Scoreboard Visuals

<table>
<thead>
<tr>
<th>Team WIG</th>
<th>Lead Measure 1</th>
<th>Lead Measure 2</th>
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