Notes/Quotes from

Execution: The Discipline of Getting Things Done
by Larry Bossidy and Ram Charan
Published by Crown Business, New York, New York. ©2002

The following document provides an overview of the *Execution* book by citing direct quotes from the book or a review of the main concept described. Reviewing this document will provide a good understanding of *Execution's* contents, Section I & II.

Each quote is followed by a page number reference. (Italics have been added for emphasis).

1. Execution is defined as: "The gap between what a company's leaders want to achieve and the ability of their organizations to deliver it; Not simply tactics, but a system of getting things done through *questions*, *analysis, and follow-through*. A discipline for meshing strategy with reality, aligning people with goals, and achieving the results promised; a way to link the three core processes of any business—the *people process*, the *strategy*, and *the operating plan*—together to get things done on time." (From Inside Front Cover)

2. "Execution is a systematic process for (A) rigorously discussing hows and whats; (B) questioning tenaciously; and (C) following through and ensuring accountability.

It includes:

- •Making assumptions about the business environment
- •Assessing the organizations capabilities
- •Linking strategy to operations and the people who will implement the strategy
- •Synchronizing those people and they're various disciplines
- •Linking rewards to outcomes.

It also includes mechanisms for changing assumptions as the environment changes and upgrading the company's capabilities to meet the challenges of an ambitious strategy.

In its most fundamental sense, execution is a systematic way of exposing reality and acting on it." (22) [The goal of the xQ Assessment]

3. "To understand execution, you have to keep three key points in mind: (1*)* *Execution is a discipline*, and integral to strategy; (2) Execution is *the major job of the business leader*; (3 Execution must be *a core element of an organization's culture*." (21)

4. "Leaders today place too much emphasis on … high-level strategy, on intellectualizing and philosophizing, and *not enough on implementation*." (6) "Unless you translate big thoughts into concrete steps for action, they're pointless*. Without execution, the breakthrough thinking breaks down*, learning adds no value, people don't meet their stretch goals, and the revolution stops dead in its tracks." (19)

5. "The main requirement is that you as a leader have to be deeply and passionately engaged in your organization and honest about its realities, with others and yourself." (8)

6. "The leader's most important job is *selecting and appraising people*." (8)

7. "How would Joe have behaved differently if he had had the know-how of execution? First, he would have *involved all the people responsible for the strategic plan's outcome*—including the key production people—in shaping the plan. They would have *set goals* based on the organization's capability for delivering results ...he would have had *the right people in the right jobs*." (38)

Execution Building Block One: The Leaders Seven Essential Behaviors

8. "There are *Seven Essential Behaviors that form the First Building Block of Execution*: [Would these be seven key XQ assessment items?]

> •Know your people and your business
> •Insist on realism.
> •Set clear goals and priorities.
> •Follow through.
> •Reward the doer.
> •Expand people's capabilities.
> •Know yourself." (57

9. Know Your People and Your Business. "*Leaders have to live their businesses*. In companies that don't execute, the leaders are usually out of touch with the day-to-day realities*. They're getting lots of information delivered to them, but it's filtered*—presented by direct reports with their own perceptions, limitations, and agendas, or gathered by staff people with their own perspectives. *The leaders aren't where the action is*. They aren't engaged with the business, so they don't know their organizations comprehensively*, and their people don't really know them*." (58) "Being present allows you, as a leader, to *connect personally with your people*, and personal connections help you build your intuitive feel for the business as well as for the people running the business. This also helps to personalize the mission you're asking people to perform." (63) "*All you've (the leader) got to prove is that you care for the people who are working for you*. Whatever your respective personalities are, that's the personal connection. (64-65)

10. Insist on Realism. "*Realism is the heart of execution*, but many organizations are full of people who are trying to avoid or shade reality.... Why? They want to *avoid confrontations*." (67) "How do you make realism a priority? You start by *being realistic yourself*. Then you *make sure realism is the goal of all dialogues* in the organization." (67)

10b. Set Clear Goals & Priorities.   "*Leaders who execute focus on a very few clear priorities that everyone can grasp* ...Why? First, focusing on three or four priorities will produce the best results from the resources at hand and second, people in contemporary organizations need a small number of clear priorities to execute well.... A leader who says, 'I've got ten priorities' doesn't know what he's talking bout—he doesn't know himself what the most important things are. You've got to have these few, clearly realistic goals and priorities, which will influence the overall performance of the company." (69) "Along with having clear goals, you should *strive for*

simplicity in general. One thing you'll notice about leaders who execute is that they *speak simply and directly*, plainly and forthright about what's on their minds. They know how to simplify things so that others can understand them, evaluate them, and act on them, so that what they say becomes common sense." (70)

11. Follow Through. "Clear, simple goals don't mean much if nobody takes them seriously. *The failure to follow through is widespread in business, and a major cause of poor execution*. How many meetings have you attended where people left without firm conclusions about who would do what and when? Everybody may have agreed the ideas were good, but since nobody was named accountable for results, it doesn't get done. Other things come up that seem more important or people decided it wasn't such a good idea after all. (Maybe they even felt that way during the meeting, but didn't speak up." (71) "The CEO's action sent a signal through the rest of the company that others, too, could expect follow-through actions." (73)

12. Reward the Doers. "When I see companies that don't execute, the chances are that *they don't measure, don't reward, and don't promote* people who know how to get things done." (73) "You have to make it clear to everyone that rewards and respect are based upon performance." (73)

13. Expand People's Capabilities. "*Coaching* is the single most important part of *expanding others' capabilities* . . . it's the difference between giving orders and teaching people how to get things done*. Good leaders regard every encounter as an opportunity to coach*." (74)

14. Know Yourself. This area was broken down into four parts: Authenticity, Self-Awareness, Self-Mastery, and Humility. "Everyone pays lip service to the idea that leading an organization requires strength of character. In execution it's absolutely critical. Without what we call *emotional fortitude, you can't be honest with yourself, deal honestly with business and organizational realities, or give people forthright assessments*. You can't tolerate the diversity of viewpoints, mental architectures, and personal backgrounds that organizations need in their members in order to avoid becoming ingrown. If you can't do these things, you can't execute." (78) "Psychologist know that some people are limited, even crippled, by emotional blockages that prevent them from doing things that leadership requires. Such blockages may lead them to *avoid unpleasant situations by ducking conflicts, procrastinating on decisions, or delegating with no follow-through*. On the darker side, they may drive the leader to humiliate others, draining energy and sowing distrust." (79) "Emotional fortitude comes from self-discovery and self-mastery. It is the foundation of people skills." (80)

15. Authenticity. "A psychological term, authenticity means pretty much what you might guess: you're real, not a fake. Your outer person is the same as your inner person, not a mask you put on. Who you are is the same as what you do and say. Only authenticity builds trust, because sooner or later people spot the fakers." (81)

16. Self-Awareness. "Self-awareness gives you the capacity to learn from your mistakes as well as your success. It enables you to keep growing." (81)

17. Self-Mastery. "Self-mastery is the key to true self confidence. We're talking about the kind that's authentic and positive, as opposed to the kinds that mask weakness or insecurities—the studied demeanor of confidence, or outright arrogance. Self confident people contribute the most to dialogues."

18. Humility. "The more you can contain your ego, the more realistic you are about your problems. You learn how to listen and admit that you don't know all the answers. Your pride doesn't get in the way of gathering the information you need to achieve the best results.   . . . Humility allows you to acknowledge your mistakes. Making mistakes is inevitable, but good leaders both admit and learn from them and over time create a decision making process based on experience." (83)

19. Summary of 7 Behaviors for Building Block One: "But the ultimate learning comes from *paying attention to experience*. As people reflect on their experiences, or as they get coached, blockages crumble and emotional strength develop. Sometimes the ahas also come from watching others' behavior: your observational capabilities make you realize that you too have a blockage that you need to correct. Either way, as you gain experience in self-assessment, your insights get converted into improvements that expand your personal capacity." (84)

Execution Building Block Two: Creating the Framework for Cultural Change

20. Creating the Framework for Cultural Change. "Making changes in strategy or structure by itself take a company only so far. The hardware of a computer is useless without the right software. Similarly, in an organization the hardware (strategy and structure) is inert without the software (beliefs and behaviors)." (85)

21. "The basic premise is simple: Cultural change gets real when your aim is execution. You don't need a lot of complex theory or employee surveys to use this framework. *You need to change people's behavior so that they produced results*. First, you *tell* people clearly what results you're looking for. Then you *discuss* how to get those results, as a key element of the coaching process. Then you *reward* people for producing the results. If they come up short, you *provide additional coaching*, *withdraw rewards*, give them other jobs, or let them go*. When you do these things, you create a culture of getting things done*." (86)

22. [Long quote about a company who brought in a consulting company to do an employee survey on such items as integrity, honesty, decision making, power distribution, etc. It ended with the following statement—*which felt like a goal statement for the XQ Assessment*.) "The results (of the survey) were stylishly presented, but nothing in the survey showed *how the division could work differently* in terms of its beliefs and behaviors so that it would *achieve outstanding business results*." (87)

23. Operationalizing Culture. "There's a saying we recently heard: We don't think ourselves into a new way of acting, we act ourselves into a new way of thinking. Acting your way into a new way of thinking begins with demystifying the word culture. Stripped to its essentials, an organization's *culture is the sum of its shared values, beliefs, and norms of behavior.* People who are setting out to change a culture often talk first about changing the set of values. That's the wrong focus . … company values may need to be reinforced, but they rarely need changing … *the beliefs that influence specific behaviors are more likely to need changing*. These beliefs are conditioned by training, experience, what people hear inside or outside about the company's prospects, and perceptions about what leaders are doing and saying. *People change them [beliefs] only when new evidence shows them persuasively that they're false*." (89)

24. *"Behaviors are beliefs turned into action. Behaviors deliver results."* When we talk about behavior, we are talking less about individual behavior than about norms of behavior: the accepted, expected ways groups of people behave in the corporate setting—the 'rules of engagement.' ... The norms are about how people work together. As such they are critical to a company's ability to create a competitive advantage." (91)

25. Linking Reward to Performance. "If a company rewards and promotes people for execution, its culture will change." (92) ... "If coupled with coaching that gives sub par performers the opportunity to improve themselves, it can greatly help introduce a results-oriented culture." (93)

26. [Talking about what Leader's do wrong with regards to changing behaviors.] "They don't take the important step of helping people to master the new required behaviors. They don't *coach*. They don't *teach people to break a major concept down into smaller critical tasks* that can be executed in the short term, which is difficult for some people. They don't *conduct the dialogues that surface realities*, *teach* people how to *think*, or *bring issues to closure.*" (96)

27. The Social Software of Execution (SSE) [See Item #20]. [Ram talks about issues where meetings break down, decisions are not followed up on, nothing happens, silent lies and lack of closure lead to false decisions . . .] "These instances of indecision share a family resemblance—<u>a misfire in the personal interactions</u> that are supposed to produce results. The people charged with reaching a decision and acting on it *fail to connect and engage with one another*. Intimidated by the group dynamics of hierarchy and constrained by formality and lack of trust, they speak their lines woodenly and without conviction. *Lacking emotional commitment,* the people who must carry out the plan don't act decisively." (97)

28. SSE. *The inability to act decisively—which translates into an inability to execute*—is rooted in the corporate culture and seems to employees to be impervious to change." (97)

29. SSE. "Like a computer, a corporation has both hardware and software. We call the software of the corporation 'social software' because any organization of two or more human beings is a social system." (97) "The social software includes the values, beliefs, and norms of behavior, along with everything else that isn't hardware. Like the computer's software, it's [beliefs & behaviors] what brings the corporate hardware [strategy & structure] to life as a functional system." (98)

30. SSE. "Leaders who create disproportionate awards for high performers and high-potential people are creating social software that drives behaviors: people work harder at differentiating themselves." (98)

31. SSE. "A key component of software is what we call Social Operating Mechanisms (SOMs). These are formal or informal meetings, presentations, even memos or e-mail exchanges—anywhere that dialogue takes place." ... "SOMs create new information flows and new working relationships. They let people who normally don't have much contact with one another exchange views, share information and ideas, and learn to understand their company as a whole. They achieve transparency and simultaneous action." (99)

32 SOMs. "Social Operating Mechanisms are where the beliefs and behaviors of the social software are practiced consistently and relentlessly. They spread the leaders' beliefs, behaviors, and mode of dialogue throughout the organization. Other leaders learn to bring these beliefs and behaviors to the lower-level formal and informal meetings and interactions they conduct, including coaching and feedback. They become their Social Operating Mechanisms. And so on down the line." (99)

33. SOMs. "Linked to one another and to the measurement and rewards systems, the Social Operating Mechanisms collectively become what we call the Social Operating System (SOS) of the corporation. As such, they drive its culture. In the people, strategy, and operations processes, for example, the review sessions that draw the company's top leaders together are the main Social Operating Systems." (Authors go on to describe how these systems work at GE and Honeywell.) (99-101).

34. SOMs—Referencing GE and Honeywell: "One of the most important things people take with them from the processes (SOSs) is the understanding of how to work together in constructive debate. No one person has all of the ideas or all the answers. If we have a problem in one place, people will respond by getting together and finding a solution, not be sitting around and moaning that they don't have a solution or deciding to engage a consultant. We don't expect people to know everything, but we do expect people to get the best answers they can get, and they get them by working with other people. "(102)

35. The Importance of Robust Dialogue (RD). "You cannot have an execution culture without robust dialogue—one that brings reality to the surface through openness, candor, and informality. Robust dialogue makes an organization effective in gathering information, understanding the information, and reshaping it to produce decisions. It fosters creativity—most innovations and inventions are incubated through robust dialogue. Ultimately, it creates more competitive advantage and shareholder value." (102)

36. RD. "Robust dialogue starts when people go in with open minds. They're not trapped by preconceptions or armed with a private agenda." (102)

37. RD. "A good motto to observe is 'Truth over harmony.' Candor helps wipe out the silent lies and pocket vetoes, and it prevents the stalled initiative and rework that drain energy." (103)

38. RD. "Informality is critical to candor ... formality suppresses dialogue, informality encourages it...; informal dialogue is open. It invites questions, encouraging spontaneity and critical thinking. ... Informality gets the truth out. It surfaces out-of-the-box ideas—the ideas that may seem absurd at first hearing but that create breakthroughs. (103)

39. RD. "Finally, robust dialogue ends with closure. At the end of the meeting (conversation) people agree about what each person has to do and when. They've committed to it in an open forum; they are accountable for the outcomes. (103)

40. RD. "The reason most companies don't face reality very well is that their dialogues are ineffective." (103)

41. RD. "in the typical corporate meeting—a business reviews, for example—the dialogue is constrained and politicized. Some people want to shade and soften wheat

they say to avoid a confrontation. Others need to beat those they're talking to in submission. In groups that contain both types of people (which is the case in many meetings), dialogue becomes a combat sport for the killers and a humiliation or bore for those passives. Little reality gets on the table, and the meeting doesn't move the issues forward much." (104)

42. RD. "Everybody needs to get the best answer, and that means everybody must be candid in their exchanges—no one person has all the ideas. If someone says something you disagree with and you rudely tell him he's full of hot air, a lot of other people aren't going to speak out next time. If instead you say, 'Okay, let's talk about that. Let's listen to everybody and then make our choice,' you'll get much better response." (105)

43. Leaders Get the Behavior they Exhibit and Tolerate (X&T*). "The culture of a company is the behavior of its leaders.* Leaders get the behavior they exhibit and tolerate. You change the culture of a company by changing the behavior of its leaders. You measure the change in culture by measuring the change in the personal behavior of its leaders and the performance of the business." (105)

44. X & T. "To build an execution organization, *the leader has to be present to create and reinforce the social software with the desired behaviors and the robust dialogue.* She has to practice them and drill them relentlessly in the social operating mechanisms … by [the leader] discussing the entire business and having a focus on the external environment, everyone participating knows more about overall trends, competition, issues, and roadblocks. If they [the leader] are doing their job to help build a culture of execution, this *information will cascade through the company.*" (106)

Execution Building Block Three: The Job No Leaders Should Delegate— Having the Right People in the Right Place

45. Right People/Right Place. "An organization's *human beings are its most reliable resource for generating excellent results* year after year. Their judgment, experiences, and capabilities make the difference between success and failure … Yet the same leaders who exclaim that 'people are our most important asses' usually do not think very hard about choosing the right people for the right jobs. They and their organizations don't have precise ideas about what the jobs require—not only today, but tomorrow—and what kind of people they need to fill those jobs. As a result, their companies don't hire, promote, and develop the best candidates for their leadership needs." (109)

46. Right People/Right Place. "If you look at any business that's consistently successful, you'll find that *its leaders focus intensely and relentlessly on people selection.* Whether you're the head of a multibillion-dollar corporation or in charge of your first profit center, you cannot delegate the process for selecting and developing leaders. It's a job you have to love doing." (110)

47. Right People/Right Place. "Executive development needs to be a core competency. At GE 85 percent of the executives are promoted from within—that's how good the company is at developing leaders … You hire a talented person, and they will hire a talented person." (112)

Why the Right People aren't in the Right Jobs (Lack of Knowledge, Lack of Courage, The Comfort Factor)

48. "The leaders aren't personally committed to the people process and deeply engaged in it." (113)

49. Lack of Knowledge. "Leaders often rely on staff appraisals that focus on the wrong criteria. Or they take a fuzzy and meaningless recommendation for someone a direct report likes. … The leader doesn't ask about the specific qualities that make [a person] right for the job. Often, in fact, he doesn't have a good grasp of the job requirements themselves. He hasn't defined the job in terms of its three or four nonnegotiable criteria—things the person must be able to do in order to succeed." (113)

50. Lack of Knowledge. (Ram speaking about a candidate for a job) "I asked the CEO and the vice chairman what the three nonnegotiable criteria for the job were. After some discussion, they named the following: be extremely good in selecting the right mix of promotion, advertising, and merchandising; have a proven sense of what advertising is effective and how best to place this advertising in TV, radio, and print; have the ability to execute the marketing program in the right timing and sequence so that it is coordinated with the launch of new products; and be able to select the right people to rebuild the marketing department. After they articulated these criteria for the job, I asked whether the candidate met them. There was a long silence. Finally the leader answered honestly: 'You know, now I realize that I don't really know her." (114)

51. Lack of Courage. "Most people know someone in their organization who doesn't perform well, yet manages to keep his job year after year. The usual reason, we find, is that *the person's leader doesn't have the emotional fortitude to confront him and take decisive action*. Such failures can do considerable damage to a business. If the non-performer is high enough in the organization, he can destroy it." (115)

52. The Psychological Comfort Factor. "Many jobs are filled with the wrong people because the leaders who promote them are comfortable with them. It's natural for executives to develop a sense of loyalty to those they've worked with over time, particularly if they've come to trust their judgment. But it's a serious problem when the loyalty is based on the wrong factors. For example, the leader may b e comfortable with a person because that person thinks like him and doesn't challenge him, or has developed the skill of insulating the boss from conflict. Or the leader may favor people who are part of the same social network, built up over years in the organization." (116)

53. Bottom Line: Lack of Personal Commitment. "When the right people are not in the right jobs, the problem is visible and transparent. Leaders know intuitively that they have a problem and will often readily acknowledge it. But an alarming number don't do anything to fix the problem. … Leaders need to commit as much as 40 percent of their time and emotional energy, in one form or another, to selecting, appraising, and developing people … the foundation of a great company is the way it develops people—providing the right experiences, such as learning in different jobs, learning form other people, giving candid feedback, and providing coaching, education, and training. If you spend the same amount of time and energy developing people as you do on budgeting, strategic planning, and financial monitoring, the payoff will come in sustainable competitive advantage." (118)

54. What Kind of People Are You Looking For? The most important question *is "How good is this person at getting things done?* ... If you want to build a company that has excellent discipline of execution, you have to select the doer. ... If you have to choose between someone with a staggering IQ and an elite education who's gliding along, and someone with a lower IQ but who is absolutely determined to succeed*, you'll always do better with the second person*. ... You're searching for people with an enormous drive for winning. These people get their satisfaction from getting things done. The more they succeed in getting things done, the more they increase their capacity. You can easily spot the doers by observing their working habits. There're the ones who energize people, are decisive on tough issues, get things done through others, and follow through as second nature." (119-120)

55. What Kind of People are You Looking For? "We see this problem particularly when highly intellectual staff people or consultants want to move into high-level line jobs. They frequently come from the best business schools, from consulting firms and from internal jobs in finance, accounting, and strategic planning. The trouble is, they have never been tested in mobilizing line people to execute. They haven't had the experience that develops business instinct." (They provide a great example of this.) (120)

56. They Energize People. (Larry Speaking) "Some people drain energy from people and others create it. ...I want people who arrive in the morning with a smile on their faces, who are upbeat, ready to take on the tasks of the day or the month or the year. They're going to create energy and energize the people they work with—and they're going to hire people like that too." ...We're not talking about inspiring people through rhetoric. Too many leaders thing they can create energy by giving pep talks, or painting an uplifting picture of where the business can be in a few years if everybody just does their best. The leaders whose visions come true build and sustain their people' momentum. They *bring it down to earth, focusing on short-term accomplishments—the adrenaline-pumping goals that get scored on the way to winning the game."* (122)

57. They're Decisive on Tough Issues. "*Decisiveness is the ability to make difficult decisions swiftly and well, and act on them.* Organizations are filled with people who dance around decisions without ever making them. Some leaders simply do not have the emotional fortitude to confront the tough ones. When they don't everybody in the business knows they are wavering, procrastinating, and avoiding reality." (They follow-up with great examples. (123)

58. They Get Things Done Through Others. "*Getting things done through others is a fundamental leadership skill. Indeed, if you can't do it, you're not leading.* Yet how many leaders do you see who cannot? Some smother their people, blocking their initiative and creativity. They're the micromanagers, insecure leaders who can't trust others to get it right because they don't know how to calibrate them and monitor their performance. ... Others abandon their people. They believe wholeheartedly in delegating let people grow on their own, sink or swim, empower themselves ... they don't set milestones, and they don't follow through. Then when things don't get done as expected, they're frustrated. Both types reduce the capabilities of their organization. ... Some people are just temperamentally unable to work with others." (Gives good examples) (125)

58. They Get Things Done Through Others. "People who can't work with others reduce the capacity of their organization. They don't get the full benefit of their people's talent, and they waste everybody's time, including their own."

59. They Follow Through. "Follow-through is the cornerstone of execution, and every leader who's good at executing follow-through religiously. Following through ensures that people are doing the things they committed to do, according to the agreed timetable. It exposes any lack of discipline and connection between ideas and actions, and forces the specificity that is essential to synchronize the moving parts of an organization. If people can't execute the plan because of changed circumstances, follow-through ensures they deal swiftly and creatively with the new conditions." (127)

60. How to Get the Right People in the Right Jobs. "When you interview, you have to create a full picture of the person in your mind based on things you can learn by probing them. Then you need to find out about their past and present accomplishments, how they think, and what drives their ambitions. ... (Larry Speaking) The first things I look for are energy and enthusiasm for execution. Does the candidate get excited by doing things, as opposed to talking about them? " (129) "Many CEOs have told me (Larry) that my reference calls were different from most because I focused so much on the candidate's energy, implementation, and accomplishment. I ask, 'How does he set priorities? What qualities is he known for? Does he include people in decision making? What is his work ethic and his energy level?' Those types of questions get at the person's real potential." (130)

61. The Unvarnished Truth. "In most companies, assessing internal candidates suffers from the same general problems as assessing external candidates. The process is typically highly structured—in some cases, bureaucratic and mechanical. ... One of the many things mechanical evaluations miss is how candidates performed in meeting their commitments—whether they did so in ways that strengthen their organizational and people capability as a whole or weakened it. How leaders meet their commitments is at least as important as whether they met them and is often more important. Meeting them the wrong way can do enormous damage to an organization."

62. The Unvarnished Truth (Employee Assessments). "In a good evaluation, the leader looks closely at how the people under review met their commitments. Which people delivered consistently? Which ones were resourceful, enterprising, and creative in the face of adversity? Who had easy wins and didn't push for better results? And who met their commitments at the expense of the organization's morale and long-term performance." (133)

63. The Unvarnished Truth. (Employee Assessments) Nowhere is candid dialogue more important than in the people process. If people can't speak forthrightly in evaluating others, then the evaluation is worthless—to the organization and to the person. Most people we see, however, have never received an honest appraisal. It takes courage and emotional fortitude for those doing the appraisals to be forthright. More often a manager thinks, If I sit down and tell this person she has a behavioral problem, that's a confrontational discussion, and I don't want to have that with her. Without guidance, practice, and support, moreover, many managers don't have enough confidence in their objective judgments to be critical. (133) "What the evaluator should have been thinking is, I can make this person a lot better if I tell her he's got a problem, and she fixes it." (134)

64. Larry Speaking. "A good, candid assessment talks about the things a candidate does well and the things he or she must do better. It's that simple. It doesn't use words that don't say anything. It's very straightforward. It's specific. It's to the point. It's useful." (134

65. Sum of Part II: "The three building blocks we have described in part 2 are the foundation for the three core process of execution. If you have leaders with the right behavior, a culture that rewards execution, and a consistent system for getting the right people in the right jobs, the foundation is in place for operating and managing each of the three core processes effectively. (137)

End of Review for Part II of Book. (Part III to Follow)

Part III of Execution covers the Three Core Processes of Execution:

Process One: The People Process—Making the Link with Strategy and Operations
Process Two: The Strategy Process: Making the Link with People and Operations
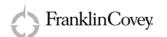Process Three: The Operations Process: Making the Link with Strategy and People.

 Additional Notes by David Wilden, FranklinCovey Co., referencing magazine articles and quotes/notes from the Knowing-Doing Gap:

• "A 1999 Fortune cover story of prominent CEO failures concluded that emphasis placed on strategy and vision created a mistaken belief that the right strategy was all that was needed to succeed. Over 70% of the time, the problem isn't bad strategy but bad execution." (Fortune)

• "Each year, billions of dollars are spent on management consultants by organizations seeking advice - one estimate for 1996 was $43 billion.   But that advice is seldom implemented." (The Knowing-Doing Gap)

• "A survey of management consultants reported that fewer than 10 percent of effectively formulated strategies were successfully implemented."

• "Each year, more than $60 billion is spent on training in and by organizations, particularly management training, but little improvement occurs." (The Knowing-Doing Gap)

• "Each year hundreds of business schools in the United States graduate more than 80,000 MBAs and conduct numerous studies on business topics, but little is done with the research." (The Knowing-Doing Gap)

• "In 1996, more than 1,700 business books were published in the United States, and more are published each year.   Most of the ideas are widely known, proven to be useful, but remain unimplemented."   (The Knowing-Doing Gap)

- "An average worker only spends 30 - 40 percent of their time focused on top priorities of an organization"   (FranklinCovey)
- "Did you ever wonder why so much education and training, management consultation, organizational research, and so many books and articles produce so few changes in actual management practice?"   (The Knowing-Doing Gap)
- "Firms must use plans, analysis, meetings, and presentations to inspire deeds, not as substitutes for action. Companies that act on their knowledge eliminate fear, abolish destructive internal competition, measure what matters, and promote leaders who understand the work people do in their firms."   (The Knowing-Doing Gap)

If you are looking to improve your execution capability in your organization, please contact me. FranklinCovey would like the opportunity to help transform your business to be able to achieve *predictable results* year after year!

Sincerely,
John Vakidis

FranklinCovey

John Vakidis
Associate Client Partner
FranklinCovey | Central Region
o. 214.387.9960 c. 972.786.6800
John.Vakidis@FranklinCovey.com

Want to learn more about The 4 Disciplines of Execution? Click on the links below for more details:

17 minute 4D overview video with Execution Practice Leader, Chris McChesney
4D Manager's Certification Process
Amazing Results Document