Execution; the discipline of getting things done
by Larry Bossidy & Ram Charan

Bossidy and Charan's top selling book ties directly into the fundamental concepts upon which **ManagePro** and **MPro-Web** are based (ex. set Goals – work a visible Action Plans – and document Results). What follows is a quick summary of the key points covered in the book.

1. "Execution is *the* greatest unaddressed issue in the business world today... the single biggest obstacle to success.... a specific set of behaviors and techniques... the critical discipline for success now. The primary differentiator between companies..."

2. Building Block One: **The leader's seven essential behaviors.** Execution is a systematic discipline of exposing reality and acting on it. Supported by:

1. Know your people and your business, where knowing is part active involvement/personal connection and part distilling the challenges facing the business or business units into six or few fundamental issues.

2. Insist on realism; realism is the heart of execution, about doing what works and stopping what isn't, about people changing or not, about further investing or moving on.

3. Set clear goals and priorities; focus on a very few clear priorities that everyone can grasp, just three or four that will produce the best results from the resources at hand.

4. Follow through; don't set goals if you don't plan to (check on) follow through

5. Reward the doers; measure results and then reward and promote the people who generate them

6. Expand people's capabilities through coaching; coaching, the difference between giving orders and teaching people how to get things done, is the single most important part of expanding other's capabilities.

7. Know yourself; practice authenticity, awareness, self mastery and humility.

3. **Building Block Two: Creating the Framework for Cultural Change** (e.g. linking to business outcomes).
- Cultural change gets real when your aim is execution

- You need to change people's behavior so that they produce results
- First you tell people what results you are looking for, then discuss how to get those results
- Reward people for getting those results, or provide additional coaching when they don't

4. **What your culture should look like**. Culture (which will be a change for most organizations) needs to be grounded in execution and results... a culture as represented in actions, communications, meetings, emails, reports, etc. that are based in the "execution" behaviors defined above. The change process involved in translating thoughts and dialogue into action and closure is behaviorally based, "We don't think ourselves into acting, we act ourselves into a new way of thinking."

5. **Execution, as the job of the leader, is** exercising (not delegating) the development of people/leaders, forging a strategic direction and conducting operations. Execution requires active management of:

- People – the right people, directly linked to strategy in a performance/results based culture, and developing the leadership skills to sustain the organization

- Strategy - a customer/market accurate actionable plan (**6 or fewer building blocks**) for allocating resources and defining HOW to achieve the business objectives. It relies upon a process of rigor and tenacious probing, testing of ideas and business realities and investment in picking and developing a plan and the people who can execute it.

- Operations processes – breaking long term objectives into short-term, measurable, reviewed plan with short term targets, action steps and tasks.

6. **People** – no leader should delegate having the right people in place, and the courage to confront results promptly and take decisive action with non-performers, versus comfort based decisions. "The people process is more important than either the strategy or operations process... its evaluating people accurately and in-depth, then identifying and developing talent... or filling the leadership pipeline.