

*“The 4 Disciplines of Execution offers more than theories for making strategic organizational change. The authors explain not only the what, but also how effective execution is achieved. They share numerous examples of companies that have done just that — not once, but over and over again.”*

— CLAYTON CHRISTENSEN, PROFESSOR, HARVARD BUSINESS SCHOOL,  
AND AUTHOR OF THE INNOVATOR’S DILEMMA

*“What Six Sigma and Lean are to manufacturing, The 4 Disciplines of Execution is to executing your strategy. 4DX is a practical methodology that can solve every leader’s #1 challenge: execution.”*

— RAM CHARAN, COAUTHOR OF THE BEST-SELLING EXECUTION:  
THE DISCIPLINE OF GETTING THINGS DONE AND AUTHOR OF  
WHAT THE CEO WANTS YOU TO KNOW

*“In a business world where the essence of leadership centers around strategy, this book highlights the true requirements of any organization to focus on the principles of execution. At The Ritz-Carlton, I believe the only way to strengthen operational excellence is through flawless execution. The application of focus, leverage, engagement and accountability, as discussed in The 4 Disciplines of Execution, is key to our success and makes exceptional reading for today’s business leaders.”*

— HERVE HUMLER, PRESIDENT AND CHIEF OPERATIONS OFFICER,  
THE RITZ-CARLTON HOTEL COMPANY



# Introduction

## WELCOME

Thank you for joining us today.

FranklinCovey has spent more than a decade researching and surveying almost 300,000 leaders and team members about challenges regarding strategy execution. Though this research guided our early conclusions, the real insights came from working with people like you in more than 1,500 implementations. This effort is what enabled us to develop principles and methods that we know will work, regardless of the industry or the nation in which they are implemented.

*The 4 Disciplines of Execution* enable leaders and their teams to break through to higher levels of performance by providing:

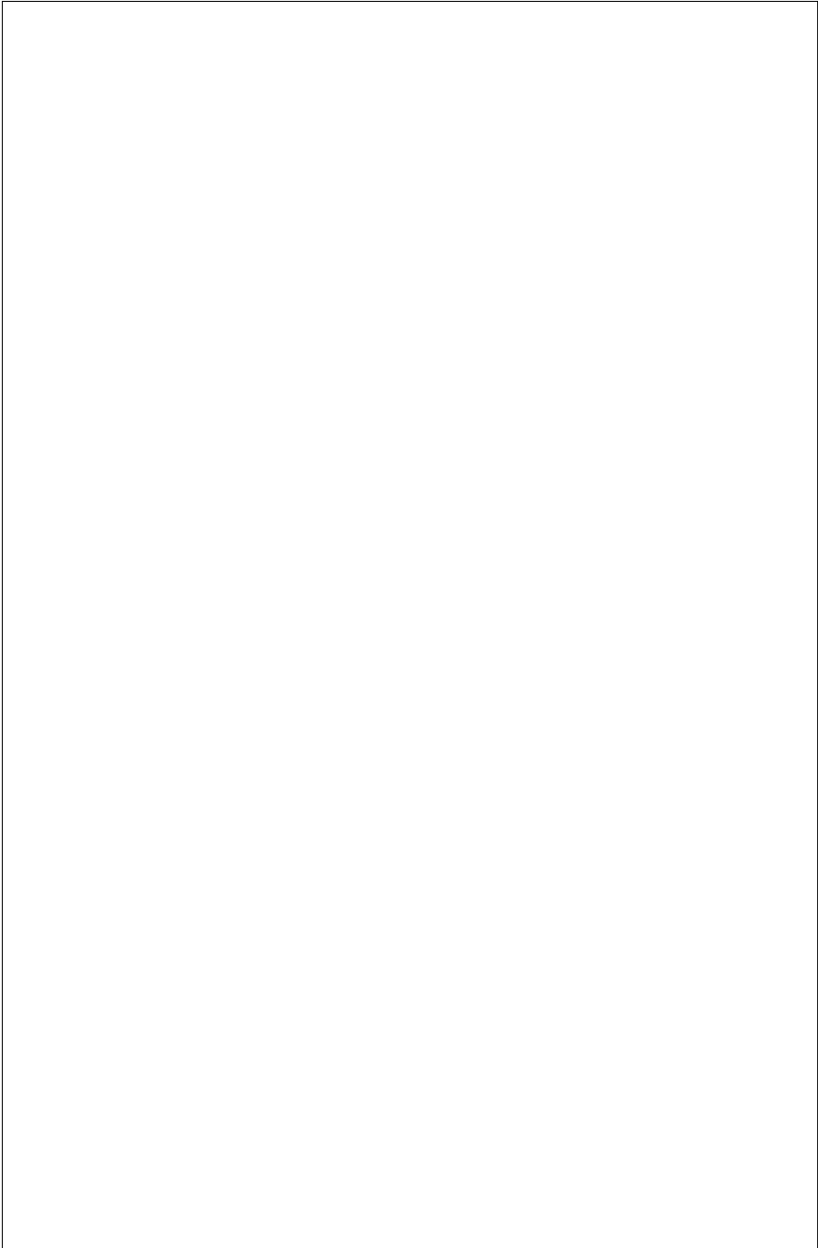
1. Precise focus on the most important objectives (Wildly Important Goals)
2. Definitive actions that enable teams to establish a standard for performance (lead measures)
3. Clear measurements for performance (scoreboards)
4. Team and individual accountability

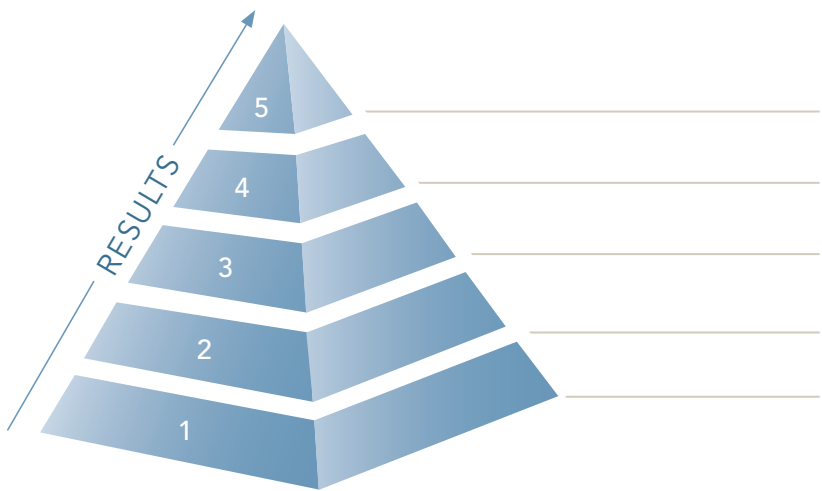
Although the disciplines may seem simple at first glance, they are not simplistic. They will profoundly change the way you approach your goals.

We anticipate that you will leave today's session with a clear understanding of why execution breaks down in many organizations and how *The 4 Disciplines of Execution* can help leaders not only raise performance to a new level, but also sustain it.



# OVERVIEW



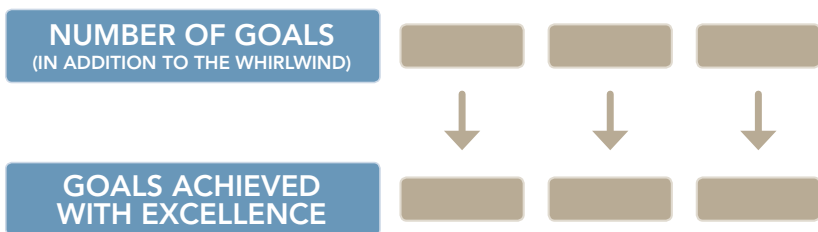


WHIRLWIND \_\_\_\_\_



# OVERVIEW

## Discipline 1: Focus on the Wildly Important



### RULES FOR DISCIPLINE 1

X TO Y BY WHEN — JOHN F. KENNEDY

"X"

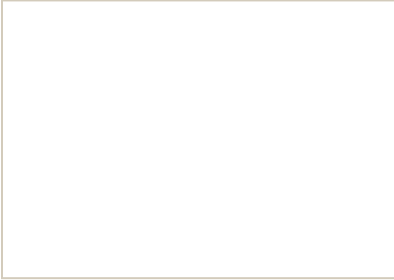
"Y"

"WHEN"

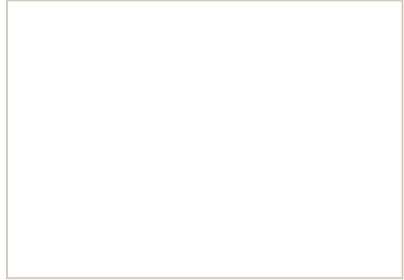
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## Discipline 2: Act on the Lead Measures

LAG MEASURE



LEAD MEASURE





# OVERVIEW

## Discipline 3: Keep a Compelling Scoreboard

PEOPLE PLAY DIFFERENTLY WHEN  
\_\_\_\_\_ ARE KEEPING SCORE.

### COMPELLING PLAYERS SCOREBOARDS:

Are \_\_\_\_\_

Are \_\_\_\_\_

Have \_\_\_\_\_

Tell Us \_\_\_\_\_



## Discipline 4: Create a Cadence of Accountability

What are the **one or two** most important things I can do **this week** to impact the team's performance on the **scoreboard**?

- 1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_
- 3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

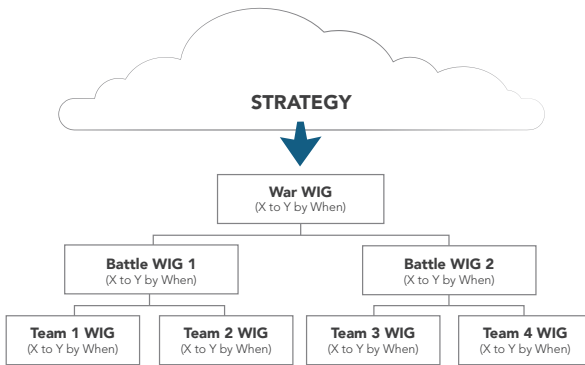




# IMPLEMENTATION PROCESS

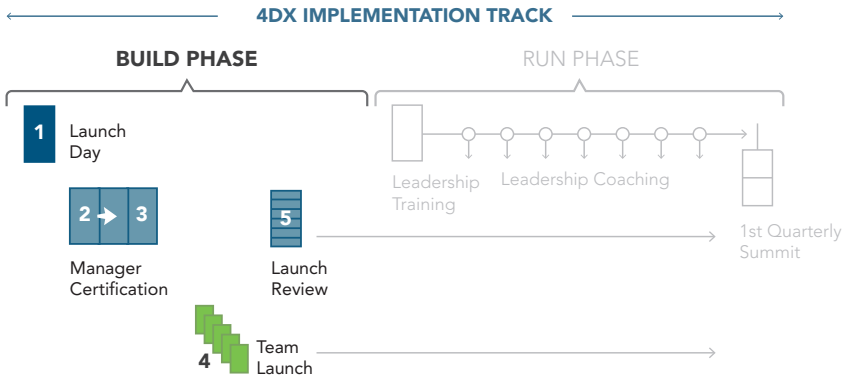
## DESIGN (one to two days)

Translating strategy into the fewest number of executable targets



1. Conduct pre-interviews for context and creating WIG hypotheses
2. Define high-level WIG (the war) — the critical strategic gap
3. Determine the fewest number of battles to win the war
4. Create draft functional/team WIGs for achieving the battles
5. Ensure all WIGs are in “From X to Y by When” format

## BUILD (four weeks)

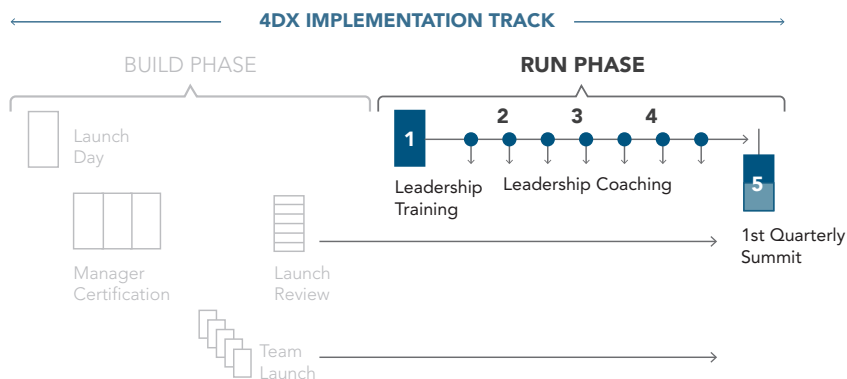


1. Clarify the WIG(s) and train internal coaches
2. Managers learn 4DX and create draft of lags and leads
3. Managers are certified to implement 4DX with their teams
4. Managers launch 4DX with front line (lags, leads, scoreboard, WIG Session)
5. Have leadership review and approve



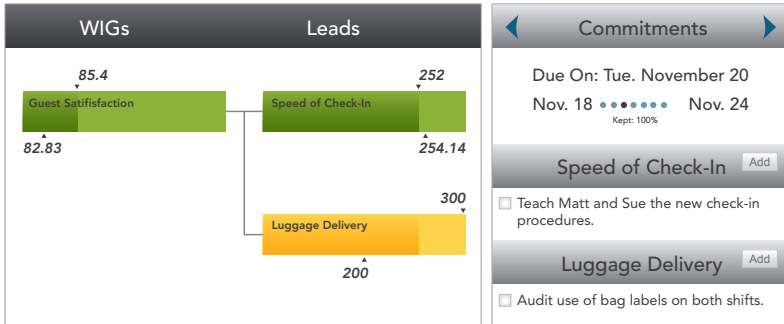
# IMPLEMENTATION PROCESS

## RUN (four months)



1. Leadership models the process
2. Leadership drives process adoption
3. Leadership drives lead-measure progress
4. Leadership drives lag-measure progress
5. Leadership/management conducts review and gives final approval

## SIMPLICITY



### WIG Session Simplicity...

- WIG Session steps of reports on commitments, update scoreboard, and commit for next week — all in one view
- Team members can join WIG Session from anywhere
- All past commitments and scoreboard progress accessible anywhere



# IMPLEMENTATION PROCESS

## TRANSPARENCY

Name	Mail	WIG	Lead	Commitments Kept	Commitments Made	Sessions Held
Maintenance Operations East	✉	101.43%	106.16%	100%	31.25%	66.67%
Maintenance	✉	105.88%	92.28%	89.19%	95%	92.31%
Maintenance Operations West	✉	101.93%	113.84%	98.04%	92%	100%
Fleet Management	✉	72.99%	326.67%	76.72%	71.43%	100%
Operation Support	✉	66.13%	104.96%	95%	95.45%	100%

Execution transparency from top to bottom...

- Leaders can see their teams' level of engagement in real time
- Leaders can see if their teams are moving the lead measures (if they are executing their strategic bet)
- Leaders can see if the leads are moving the lags (if their teams have chosen a good strategic bet)





# BREAKTHROUGH RESULTS

## BUSINESS EXECUTION

Executing on strategies that require a change in human behavior is a leader's greatest challenge. *The 4 Disciplines of Execution* enables you to execute with extraordinary efficiency in the midst of a myriad of distractions.

### Productivity Results

ORGANIZATION	RESULTS
Largest energy provider in Denmark	Improvement in EBIT of 2–4 million Danish Kroners (\$500,000 to \$1 million, depending on the market prices of electricity) after six months of implementation.
6,000-person professional-services firm	128% increase in offshore coding volume in nine months.
Mining company that produces 10% of Mexico's electricity	108% improvement in EBITDA, 21% increase in production and 70% reduction in accidents requiring medical attention.
International smelting facility	86% production increase, exceeding goal by 4,000 metric tons and resulting in an additional \$8 million increase in revenue.
1,000-person heavy-equipment manufacturing division	400% increase in EBITDA in one year.
State Bureau of Investigations	Reduced the duration of time to process fingerprints for applicants from 12 to 2 days.
3,000-bed medical facility	40% reduction in patient-transport time across all areas within six months.
Fast-growing software company call-center	60% growth in new-client acquisitions.
International chemical and compound manufacturer	Grew volume 42%, and increased of EBIT 11%.
512-bed hospital serving 22 counties	173% increase in operating margin.
Global company employing 70,000+ employees	42% improvement in operational performance of key service areas within the Technology organization.



The results you see here are a sampling of extraordinary performances from FranklinCovey clients that have implemented *The 4 Disciplines of Execution* through the *4DX Manager Certification* Process.

## Cost Savings

ORGANIZATION	RESULTS
State Human Resource Department	Received \$4 million benefit from reduction in food-stamp error rate.
Metropolitan hospital	52% reduction in peri-operative incidents.
Large pharmaceutical company	Reduced quarterly product-pricing implementation schedule from 15 to 8 days, increasing sales by \$10 million annually.
State Department of Family & Children Services	60% reduction in recurrence of substantiated child maltreatment (across the entire state) in eight months.
One of the world's largest carpet manufacturers	50% reduction in Six Sigma project-completion time.
1,300-employee mail and package delivery public agency in the Midwest	25% reduction in overtime pay, saving the division \$314,000 within 12 months.
Synthetic-materials manufacturer	\$500,000 savings in production cost and a 90% reduction in customer complaints in two years.
State Department of Human Resources	Reduction in automobile accidents with state transport vehicles from 546 to 300 to 100 over three years, resulting in \$1.5 million savings in annual automobile insurance premiums.
Tenth largest pharmaceutical company in the world	Implemented supplemental-rebate reduction efforts and achieved \$570,000 in annual savings.
State Department of Corrections	\$60 million savings in operating improvements.
Global power producer	\$3 million cost savings with High Horse Power service division within three months.
Multi-campus medical center	43% reduction in storage expense by digitizing and destroying 10,000 medical records.



# BREAKTHROUGH RESULTS

## Cost Savings (continued)

ORGANIZATION	RESULTS
International pharmaceutical manufacturer	Identified and addressed product-rebate saving issues, generating \$6 million in annual savings.
Multi-state electricity provider	Cost of capital savings of approximately \$47 million over three years.
2,600-acre foliage and plant-bedding business	Increased preventative maintenance from 50% to 92%, creating a cost savings of over \$600,000 within 10 months.

## Employee Engagement or Customer Service

ORGANIZATION	RESULTS
Cleaning-products manufacturer	\$2.5 million reduction in controllable cost to manufacturer.
One of the world's largest grocery-store chains	Increased customer-engagement scores from 51% to 74% in six months in Southeastern Zone.
Midwestern state-hospital unit	Increased Press Ganey patient satisfaction percentile from 20th to 60th.
Hotel chain with more than 4,000 locations	Achieved its highest employee satisfaction in the history of the hotel within eight months.
200,000-employee high-tech manufacturing firm	Two global divisions of 10,000 employees each have gone from red to black in less than one year.
Largest hotel in U.S. (outside of Las Vegas)	21-point (50%) increase in guest satisfaction within six months.
Not-for-profit healthcare network	Improved in-patient satisfaction from the 26th percentile to the 76th percentile within four months.
One of the nation's largest conference hotels	73% reduction in guest-reported problems.
International pharmaceutical manufacturer	24% improvement in on-time delivery, setting a new record for the manufacturer.

Execution is the most relevant business issue today.

Great organizations are able to actually execute and deliver strategies that produce world-class results. It is this ability to execute that separates the good from the great.

The *4 Disciplines* program is a methodology to:

- Achieve world-class, consistent execution of critical goals — every time
- Increase morale significantly while increasing accountability
- Develop your next generation of senior leaders

## SOLUTION

*The 4 Disciplines of Execution: Manager Certification* is not just for business-strategy development; it gives an organization an operating system for executing on its highest priorities again and again. It enables leaders at all levels to create transparency, accountability, and true employee engagement. But most importantly, it delivers results!

