
Execution
The Discipline of Getting Things Done
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Why is Execution Necessary?

- It is a discipline that is required for business success.
- It is the major job of business leaders.
- It must be a core element of a business' culture.

Building Block 1 – The Seven Essential Leader Behaviors

- Know your business
- Insist on realism
- Set clear goals and priorities
- Follow through
- Reward your doers
- Expand people's capabilities
- Know yourself

Building Block 2 – Create a Cultural Framework for Change

- We change a culture by changing behaviors
- We change behaviors by changing rewards
- Frank dialogue is necessary to change a culture

Building Block 3 – Have the Right People in the Right Place

- We do not have the right people in the right place due to three issues that must be addressed:
- We don't have objective evaluation criteria.
- We don't have the courage to make a change
- We aren't comfortable with diversity; and, therefore, hire people we are comfortable with

Core Process 1 – People Process / Linking Strategy and Operations

- Three Essentials
 - Evaluate individuals accurately and in depth
 - Provide framework for identifying and developing talent
 - Ensure that the leadership pipeline is full
- Four Building Blocks
 - Make sure people are aligned to the strategy and operations
 - Develop the leader pipeline
 - Deal with non-performers
 - Link HR to business results

Core Process 2 – Strategy Process / Key Questions To Address

- What is the assessment of the external environment?
- How well do we understand the existing customers and clients?
- What is the best way to grow the business profitably?
- Who is the competition?
- Can the business execute the strategy?
- Are the short term and long term balanced?
- What are the critical issues facing the business?
- How will the business make money on a sustainable basis?

Core Process 3 – Operations Process / Breaking the Long Term Output in to Short Term Targets

- **Set the Targets:** Keep them realistic. Base them on track records and history.
- **Develop Action and Contingency Plans:** Prepare the plan AND a contingency. Plan for possible barriers to ensure you are prepared and can navigate them.
- **Get Agreement and Closure from all Participants:** Communicate the plan after agreement. Reiterate your expectation that people deliver what they promise.