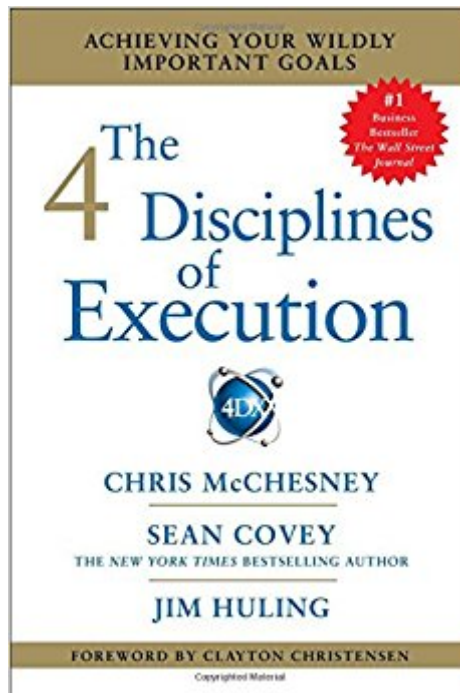


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# The 4 Disciplines Of Execution: Achieving Your Wildly Important Goals



## Synopsis

“The 4 Disciplines of Execution offers 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. This is a book that every leader should read! (Clayton Christensen, Professor, Harvard Business School, and author of The Innovator’s Dilemma). Do you remember the last major initiative you watched die in your organization? Did it go down with a loud crash? Or was it slowly and quietly suffocated by other competing priorities? By the time it finally disappeared, it’s likely no one even noticed. What happened? The ‘‘whirlwind’’ of urgent activity required to keep things running day-to-day devoured all the time and energy you needed to invest in executing your strategy for tomorrow. The 4 Disciplines of Execution can change all that forever. The 4 Disciplines of Execution (4DX) is a simple, repeatable, and proven formula for executing on your most important strategic priorities in the midst of the whirlwind. By following the 4 Disciplines—Focusing on the Wildly Important; Acting on Lead Measures; Keeping a Compelling Scoreboard; Creating a Cadence of Accountability—leaders can produce breakthrough results, even when executing the strategy requires a significant change in behavior from their teams. 4DX is not theory. It is a proven set of practices that have been tested and refined by hundreds of organizations and thousands of teams over many years. When a company or an individual adheres to these disciplines, they achieve superb results—regardless of the goal. 4DX represents a new way of thinking and working that is essential to thriving in today’s competitive climate. The 4 Disciplines of Execution is one book that no business leader can afford to miss.

## Book Information

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## Customer Reviews

"The 4 Disciplines of Execution offers more than theories for making strategic organizational change. The authors explain not only the *what*, but also the *how*, effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read!"

• 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 Co-Author of the Best Selling *Execution: The Discipline of Getting Things Done* and the author)

"Many of the foundational values of Marriott are embodied within The 4 Disciplines of Execution. By utilizing this process inside our organization, our leaders and teams have been able to set and achieve extraordinary goals, which have had a significant impact on making 'Our Guests' Experience' truly remarkable. Any organization can create these same kinds of breakthrough results if they apply the principles and processes taught in this book!" (J.W. Marriott, Jr Chairman and Chief Executive Officer, Marriott International, Inc.)

"The State of Georgia had unprecedented success as a result of implementing the principles outlined in The 4 Disciplines of Execution. We certified hundreds of leaders to take the disciplines to every department, achieving unprecedented results in customer service, quality improvement, and cost reduction. These execution principles are a must for any government agency that is seeking to be world class." (The Honorable Sonny Perdue Governor of Georgia, 2003-2011)

"Customers are loyal to a brand when they can trust it to deliver a consistently outstanding experience. This requires the commitment of everyone up and down the organization to innovate new ways to economically delight customers, so they become promoters. The 4 Disciplines of Execution offers a proven process for engaging the hearts and minds of every employee toward this vital goal. I highly recommend this book to any leader committed to making customer loyalty a mission-critical goal." (Fred Reichheld Bain Fellow, Inventor of the Net Promoter® System and author of: *The Ultimate Question 2.0*)

"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, are key to our success and make exceptional reading for today's business leaders. (Herve Humler President and Chief Operations Officer, The Ritz-Carlton Hotel Company) "The 4 Disciplines of Execution book contains principles and processes that do indeed work. I do believe that 'execution excellence' is the ultimate competitive differential of this decade. As we have partnered with FranklinCovey to apply the methodology and process globally throughout our organization, it has not only had a significant impact on our organization's business results, but it has been transformational for me as a leader, both personally and professionally. (Jeff Simmons President, Elanco Animal Health, Eli Lilly and Company) "We believe that The 4 Disciplines of Execution are the keys to growth and success. For years we have struggled with creating focus for our people. We have used priority sheets, standards of performance measures, and others. We have fallen in love with the concepts of "whirlwinds and WIG! When you read this book you will never look at work, or life, the same! (Danny Wegman Chief Executive Officer, Wegmans Food Markets, Inc., #1 on Fortune magazine's 2005 list) "The 4 Disciplines practical guidance on goal-setting and measurement resonates with groups of all levels in our organization. Many teams have applied this intuitive approach to build engagement and increase execution and accountability. (Dave Dillon Chairman and Chief Executive Officer, The Kroger Co.) "The 4 Disciplines of Execution helps leaders, teams, and front line employees to narrow their focus and spend their time executing those things that will bring the highest return for their organization and customers. This book is a must read for any leader who wants to achieve that which is extraordinary in their company! (Diana Thomas US Vice President of Training and Learning Development, Hamburger University, McDonalds Corporation) --This text refers to the Audio CD edition.

Sean Covey is Executive Vice President of Global Solutions and Partnerships for FranklinCovey. He is a New York Times bestselling author and has written several books, including The 6 Most Important Decisions You'll Ever Make, The 7 Habits of Happy Kids, The 4 Disciplines of Execution, and The 7 Habits of Highly Effective Teens, which has been translated into twenty languages and sold over five million copies worldwide. Chris McChesney is the Global Practice Leader of Execution for FranklinCovey and one of the primary developers of The 4 Disciplines of Execution. For more than a decade, he has led FranklinCovey's ongoing design and development of these principles, as well as the consulting organization that has achieved

extraordinary growth in many countries around the globe and impacted hundreds of organizations. Jim Huling is the Managing Consultant for FranklinCovey's The 4 Disciplines of Execution. Jim's career spans more than three decades of corporate leadership, from Fortune 500 organizations to privately held companies, including serving as CEO of a company recognized as one of the "25 Best Companies to Work for in America." Prior to joining FranklinCovey, Jim was one of the first leaders to adopt The 4 Disciplines of Execution.

I'm starting to notice that I'm collecting quite a bit of self-help from Covey. I play this audiobook during shorter drives, I like Chris' energy during the recording, keeps your self awake and engage on the conversation. Contents-wise, as always the way Covey has done in his other materials it's very much principles-based approach, something that would be generally applicable in situations and doesn't age. I highly recommend for people approaching or at the beginning of their mid-level managing careers --- not to say won't be good for anyone else, just suggesting it's what I think is the optimal time on understanding the principles --- ie. shouldn't expect an analyst just hired in from college with less than a year of experience to necessarily absorb this things and assume it'll be directly applicable to what they do at work. They would certainly benefit from it, but perhaps a little early in their career. Don't expect to learn quick way of getting rich! You would truly appreciate these when you have genuine intent to improve your life and the of those people around you via executing the principles.

The of the 4 Disciplines of Execution explain not only the "what" of strategy but more importantly, the "how" effective execution is achieved. The "what" is already well covered in business literature, while the "how" is less covered. The book's contribution is, in my opinion, in a theory of causality of how effective strategy is achieved. When it comes to producing results, leaders can influence the strategy and the execution of the strategy. This book argues the lack of discipline is why the execution of strategy breaks down. An important distinction is made that the 4 Disciplines are based on principles or natural laws whereas strategies based on practices are, situational, subjective and always evolving. The 4 Disciplines are pretty much common sense: 1. Focus on Wildly Important Goals; 2. Act on Lead Measures; 3. Keep a Compelling Scorecard; 4. Create a cadence of Accountability. Subsequent chapters explain in detail each of the disciplines. I found several ideas helpful: 1. Translate strategy from concepts to targets; 2. What have you thought of that might make all the difference?; 3. People play differently when they

are keeping the score<sup>4</sup>. Holding team members accountable for results Section II is written mostly as a workbook which others might find more helpful than I did. However, several of the case studies offered good suggestions: 1. Find pockets of excellence 2. Make High-Impact Commitments 3. Celebrate Successes 4. Share Learning The 4 Disciplines of Execution is, in my opinion, a useful methodology to help leaders execute their strategies. However, I would have rated the book with more stars, if the authors had condensed their prose to half the 326 pages it took them.

It has good content and I listened to it three times. But it ended abruptly right when it was starting to get practical. So it seemed like they just slapped a recorded section of a seminar, and threw it into an audio book. It fell short of the potential it could have had and I left a little bummed. They have the goods, but just didn't give it.

I guess we all know what BHAGs are and now we have a new acronym that's sort of similar but different enough - the WIGs. What I really liked about this audio book is that the focus is on Execution rather than Strategy, it's more of a how-to rather than theory. The authors have clearly demonstrated that it works and that many people and organisations are benefitting from it. It seems straightforward enough to follow and I'd wager that it's a benefit to anyone involved in a 4DX process. Team leaders will likely love 4DX as it's pretty clear what they need to do and how to do it.

Too often, as leaders, we get caught up in the day to day routine and get overwhelmed with everything that we have to accomplish. The 4 Disciplines of Execution (4DX) is all about effectively deciding what are your Wildly Important Goals (WIGs) and how to implement them in your organization for change. Since we have implemented this system in our retail store, our customers love us more and we've seen an increase in sales and traffic. Do yourself and your business a favor and get this book.

Turns out our consulting business has 3 of the four disciplines in place in our method, but we are weak on step 4. This is a very useful business book. Not many books talk about how to actually get things done in what the authors call, "the Swirl" of every day activity. Worthy of a careful read and implementation.

Good info but if you have read any of McChesney's previous books and have half a brain, you can figure this book out. Seems to me this team of writers have found the perfect way to re-release the

same basic info every few years with a new title and make a mint...coudoos to you but you will not get any more of my money.

I guess we all know what BHAGs are and now we have a new acronym thats sort of similar but different enough - the WIGs.What I really liked about this audio book is that the focus is on Execution rather than Strategy, its more of a how-to rather than theory.The authors have clearly demonstrated that it works and that many people and organisations are benefitting from it.It seems straightforward enough to follow and I'd wager that its a benefit to anyone involved in a 4DX process.Team leaders will likely love 4DX as its pretty clear what they need to do and how to do it.

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