

The Execution Tune-up™

Getting from Vision to Execution and Results

Every CEO has a vision for his or her company; that is the easy part! Few companies fail because there wasn't a vision; they fail because they can't execute the vision and get concrete business results. As someone once said, "Vision without execution is hallucination." Jim Collins said in *Built to Last*, "Great performance is about 1% vision and 99% alignment," so the secret isn't having some unique or phenomenal vision. It is creating a vision, getting everyone to understand it and their role, and then executing like crazy. The Execution Tune-up™ consists of four key elements for every CEO and executive team:

Barriers to Growth

Every company hits very predictable walls as it tries to grow profitably. These walls can't be avoided and each one presents a new challenge to executive teams in terms of leadership skills, infrastructure required, and marketplace dynamics. The key is to know when a company will hit its next wall, and what to start doing in advance to get ready to get over the wall as painlessly as possible and get back to profitable growth. The Execution Tune-up™ provides clear understanding of these walls, their causes, where they occur and what CEO's should do to prepare themselves and their leadership teams to climb over these walls quickly.

Rockefeller Habits

Strategic execution is the name of the game for effective implementation of any vision. Translating the long-term vision and strategies into short-term goals and tactics that every employee understands and supports is the payoff. Verne Harnish wrote the book on these simple, practical tools that every great company CEO and executive team use to set priorities, utilize the right metrics, and establish an effective executive team meeting rhythm. Implementing these habits is a huge first step in preparing for the walls that can become barriers to profitable growth.

CEO and Executive Leadership

In today's fast-moving, complex environment, executive teams and companies have to be both smart and healthy. Smart is actually the easy part; getting a group of smart executives to work together in a healthy manner is not only the challenge but how to become a great company. There are four specific steps for working on the healthy side of executive teams.

The Execution Roadmap™

Getting a company's entire vision, from core values, purpose, mission, and BHAG (Big Hairy Audacious Goal) to DSO (Dangers, Strengths, Opportunities), to three-year focus areas to one-year initiatives to 90-day tactical priorities is a critical step toward alignment of the executive team and then the entire company. Too many companies spend two and three days each year in retreats to come up with grandiose strategic plans that far too often then gather dust on a bookshelf during the year. Every strategic plan must be dynamic, and there must be a way to translate all of the long-term visionary elements into practical bite-size pieces that an organization can accomplish in short bursts. The Execution Roadmap™ captures everything from the most strategic to very tactical on one page and provides a clear roadmap for the leadership team.