

Chris McChesney Program: The 4 Disciplines of Execution (4DX)

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. Simply put, this is one book that no business leader can afford to miss.

The Execution Challenge

- Why is this harder than it ought to be? For most leaders, the hardest aspect of their career will be the challenge of driving a key initiative or objective that requires a change in people's behavior.
- The Whirlwind: Understanding the inherent difficulty of executing on strategic priorities in the face of a whirlwind of distractions and the urgency of "day-to-day" operation.

The Strategy Map

- Execution doesn't like complexity: Before diving into the disciplines, this give participants a framework for organizing their strategic direction.
- Where should you apply the 4 Disciplines? This exercise gives participants a contextual model for knowing where to, and where not to, apply the 4 disciplines of execution.

Discipline 1: Focus on the Wildly Important:

- Less is more: How the law of diminishing returns effects any leader and why this discipline is easy to understand, but difficult to apply.

- From Concept to Target: The rules for translating strategic intent into the fewest executable targets at the front-line of the organization.
- Exercise: Creating wildly important goals.

Discipline 2: Act on the Lead Measures

- Leverage: How to identify those measures that can be “influenced” by your team AND are also “predictive” of goal achievement.
- Progress: How to use Lead Measures to unlock the power of progress.

Discipline 3: Keep a Compelling Scoreboard

- Engagement: People play different when they are keeping score. How to use the scoreboard to move FROM targets (lead and lag measures) TO a winnable game.
- Player Scoreboard: Leaders are used to “coaches” scoreboards, and those have a value. In discipline 3 they learn the power of creating “players” scoreboards”.

Discipline 4: Create a Cadence of Accountability

- Game On: Discipline 1, 2 and 3 give you a formula for creating a winnable game. Discipline is how you play it. This is the weekly process that allows the team to put force against leverage.
- High-Stake Game: The higher the stakes, the higher the engagement. Creating a high-stake game has more to do with how the game is played, than how it's launched. In Discipline 4 the leader learns how to keep the accountability and intensity high.

The Engagement Effect:

- Nothing drives engagement more than creating a high-stakes, winnable game!