

EXECUTIVE DISCUSSION – ORGANIZATIONAL DEVELOPMENT & DISCIPLINED EXECUTION

Disciplined Execution is not an isolated, one-off training event.

Disciplined Execution is a significant organizational effectiveness / business improvement initiative, capable of delivering wholesale behavioral, cultural and performance change. It is not a short term fix. It is not a methodology to be deployed without understanding and then committing to, the level of effort and persistence required to achieve the level of results it can deliver:

"Once I embrace an initiative, I make sure it's put into effect. If I let it wane after six months, wasting money and people's time, that's going to reduce my effectiveness in making future initiatives ... So I make a point of emphasizing that I'm committed and that we're going to do this. We may do it with or without everybody's support, but we're going to do it. Then people get the message quickly that this is not an experiment."

—Larry Bossidy, Chairman & Former CEO of Honeywell International
p. 128, Execution – The Discipline of Getting Things Done

Disciplined Execution is a critical investment (time and effort) of an organization's Organizational Development focus within a company in order to improve its overall people performance.

It builds on foundational work related to organizational strategy, vision, values, and Strategic Framework, as well as organizational excellence programs. Where the 'methodology' of this Development program, is that it takes the strategic goals through specific actions in the operational level.

Greater than 70% of organizations that have an enunciated vision, mission, and values, fail to execute, in spite of the fact that they have a clear vision. The failure or inability to execute is a critical factor in the success or failure of an organization. The failure to execute on the vision is critically important:

- No application of the vision to the operational level, which corresponds to the short-term tasks that are required to achieve the vision.
- No investment in the operational level where the business is conducted.
- No linking of the vision to the structure (structure) to its software (beliefs and behaviors).

Please contact Denise Mannix
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**Disciplined Execution,
People & Leader Performance Improvement, &
Organizational Development expertise.**

"You need to change people's behaviors so that they produce results. First you tell people clearly what results you're looking for. Then you discuss how to get those results ..."

—pp 85 - 86, Execution – The Discipline of Getting Things Done

In order to deliver results you must have an execution methodology that is both systematic and systemic.

It is systematic through securing relentless implementation and is systemic in its building of highly effective leaders. Leadership is defined by the ability to execute and this in turn determines other key leadership attributes. Without the first (ability to execute) the second (other leadership attributes) becomes moot.

Jim Collins in Good to Great discusses leadership in the context of what leaders build, create and contribute not about what they get. This is Level 5 Leadership¹ that disciplined execution methodology is able to invest in the operational leadership cohort of an organization:

PROFESSIONAL WILL	PROFESSIONAL HUMILITY
Creates superb results	Demonstrates a compelling modesty
Demonstrates unwavering resolve to do whatever must be done to produce the best long term results, no matter how difficult	Acts with quiet, calm determination; relies principally on inspired standards, to motivate
Sets the standard of building an enduring company; will settle for nothing less	Channels ambition into the company, not the self; sets up successors for even greater success in the next generation
Looks in the mirror, to apportion responsibility for poor results	Looks out the window to apportion credit for the success of the company

In this way, Disciplined Execution is effectively a methodology for developing systematic and systemic leadership (where leadership competence is valued, grown and tied to results), incorporating:

- Rigorously discussing the operational and deliverable outcomes, and consistently following through, and building in accountability
- Making and amending assumptions
- Assessing the organization's capabilities
- Linking strategy to people and their capabilities
- Linking rewards to outcomes
- Upgrading the company's performance

Accordingly, in addition to the above, the methodology should be revisited at regular intervals to ensure that the organization is able to respond to the critically important issues that are facing it, and should be able to take the necessary actions to address them. The methodology should be able to handle the complexities which relate to the organization's current and future realities while maintaining a sense of urgency. For these reasons, the methodology should be able to handle the complexities which relate to the organization's current and future realities while maintaining a sense of urgency.

To (mis)quote Einstein, "If we do the same thing over and over again, we expect different results by doing the same thing over and over again." The methodology should be able to handle the complexities which relate to the organization's current and future realities while maintaining a sense of urgency. For these reasons, the methodology should be able to handle the complexities which relate to the organization's current and future realities while maintaining a sense of urgency.

You are encouraged to read this document in full – to understand and appreciate the intent and extent of true Organizational Development work and the outcomes, as can be achieved through this performance improvement implementation; the effort of the leaders in the business, at all levels; and the foresight and fortitude required to first see the future that is possible, and to then to stick to the means through which it can be achieved and the people who can deliver it.

Denise Mannix

¹ p.36, Good to Great, Jim Collins

² p.22, Execution – The Discipline of Getting Things Done, Larry Bossidy and Ram Charan