



# Achieving Your Highest Priorities: Challenges and a Roadmap for Success

Patrick Shaul, LCSW



# Objectives



Participants will understand what separates great companies from good companies

Participants will learn how to stay focused on strategic goals within the whirlwind of day to day priorities

Participants will learn how to write specific goals

Participants will identify critical factors for success

Participants will develop scoreboards to track success

Participants will review a model to instill individual and team accountability



# Introduction



Patrick Shaul, ACSW, LCSW



# What Is Execution?



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The discipline of getting the most important things done.

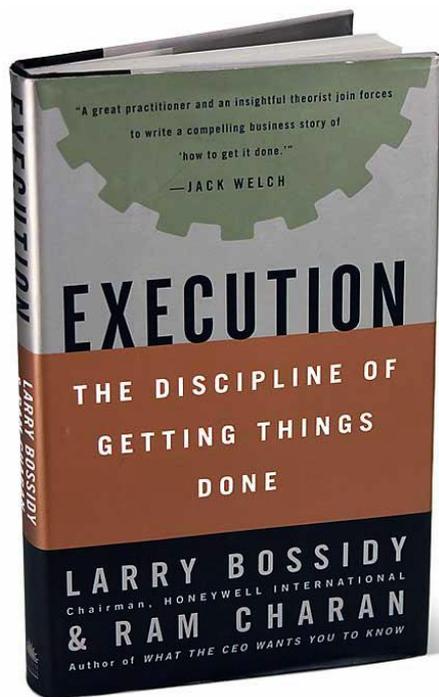
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# #1 REASON Why Organizations Fail?

70% of strategic failures are due to poor execution of leadership.....



*It's rarely for lack of smarts or vision.*

**Source:** Charan, R. and Colvin, G. "Why CEOs Fail", Fortune, June 21, 1999.



# Closing the Execution Gap



It's one thing to come up with great strategies and goals, but it's quite another to actually get them done. This is called the execution gap.

- *Stephen Covey*





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## Why is Execution So Challenging?

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# Two Reasons Why



## Work

Important

Urgent

Acts on you

Habitual

Keeps the engine  
running today

## Goals

Important

Not Urgent

You act on it

Requires Change

Builds capability for the  
future



# The 4 Breakdowns in Execution



1

**DON'T KNOW  
THE GOAL**

3

**DON'T  
KEEP SCORE**

2

**DON'T KNOW  
WHAT TO DO  
TO ACHIEVE  
THE GOAL**

4

**ARE  
NOT HELD  
ACCOUNTABLE**



# What Is Discipline?



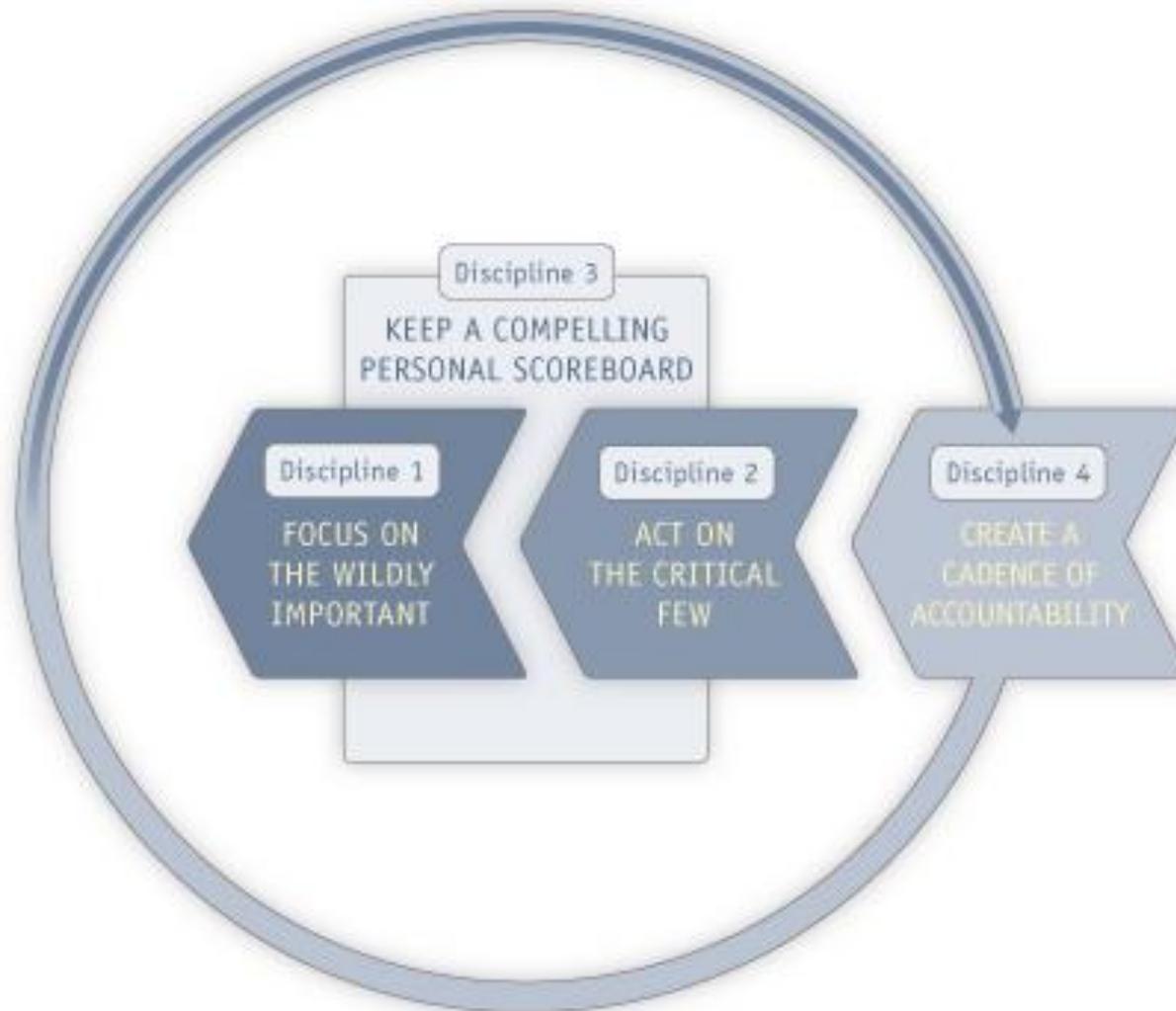
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A consistent regimen that leads to  
freedom of action.

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# The 4 Disciplines of Execution





## Focus on the Wildly Important

*The enemy of the great is the good*



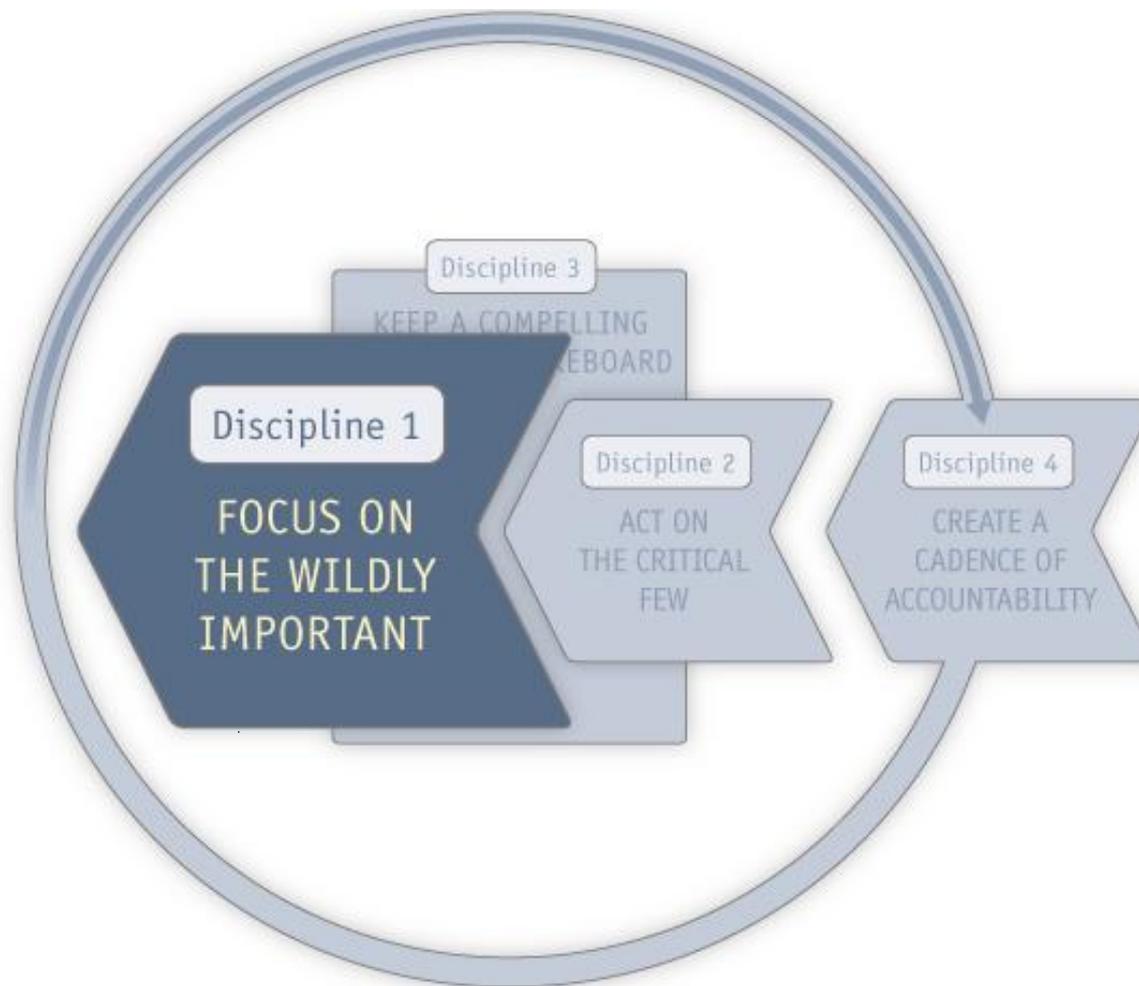


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**Highly effective individuals are totally clear on their Wildly Important Goal(s).**

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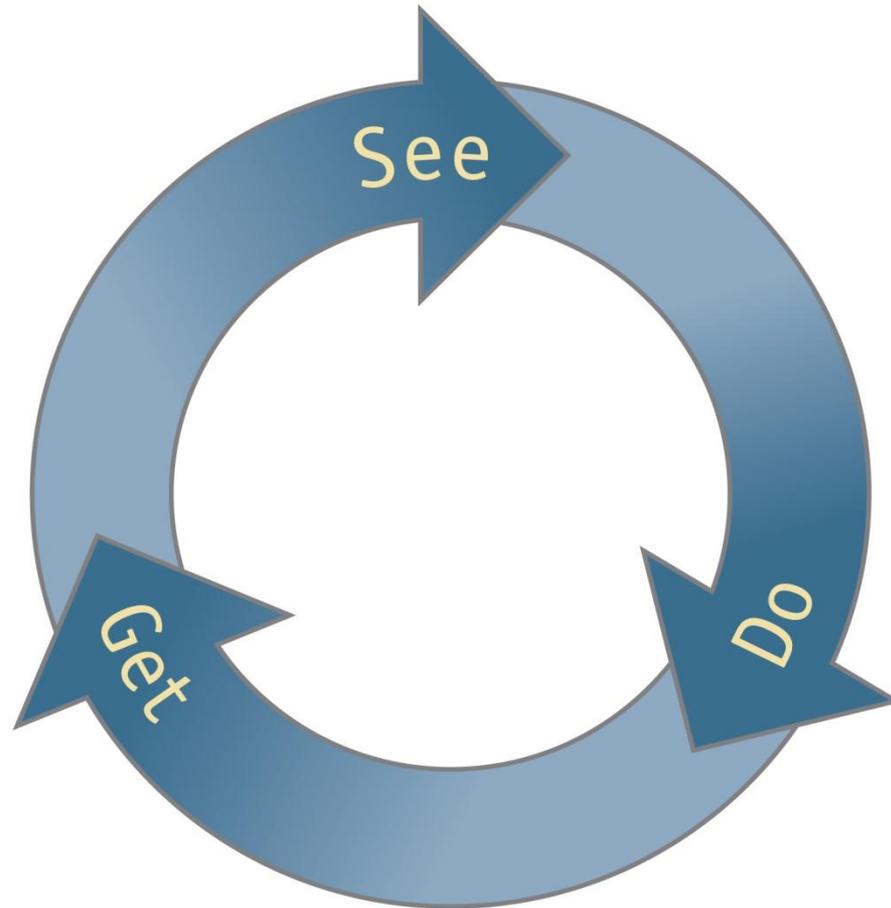
# Focus on the Wildly Important



**Deliverables: Narrowly-focused, well crafted goals**



How we **See** the  
world. . .



which, in turn, creates  
the results we **Get**.

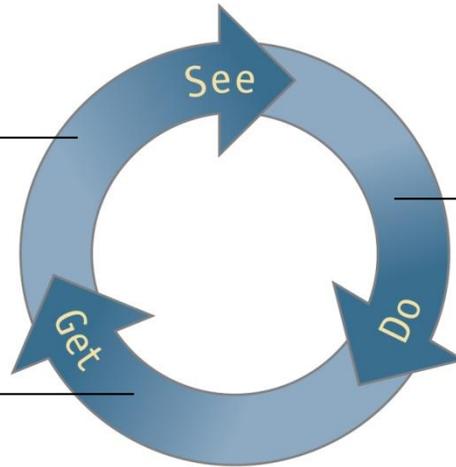
determines  
what we **Do**. . .

## OLD THINKING:

I can effectively accomplish 6, 8, or even 10 important goals at once.

## NEW THINKING:

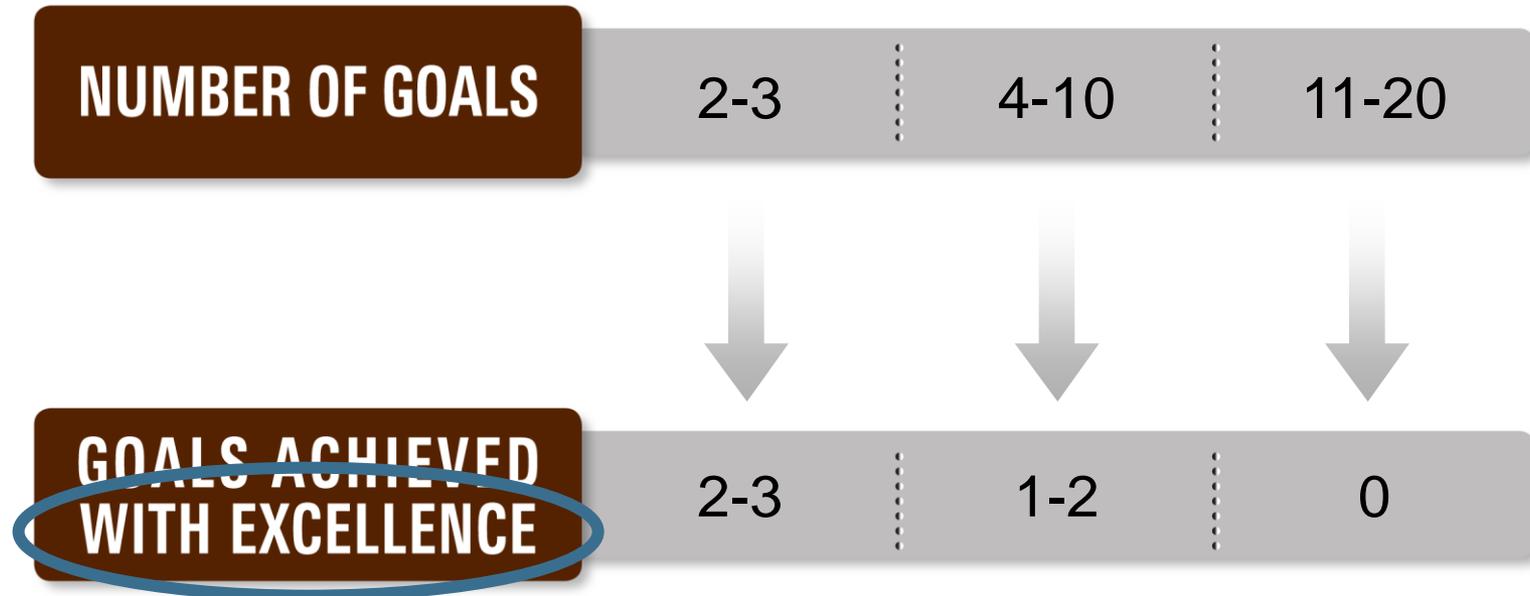
I can accomplish only 1, 2, or 3 important goals with excellence.



Define your Wildly Important Goals.

Laser focus on your top priorities.

# The Power of Focus



# Wildly Important Goals (WIGs)



What is an important goal?

- A goal with significant consequence and value.

What is a Wildly Important Goal?

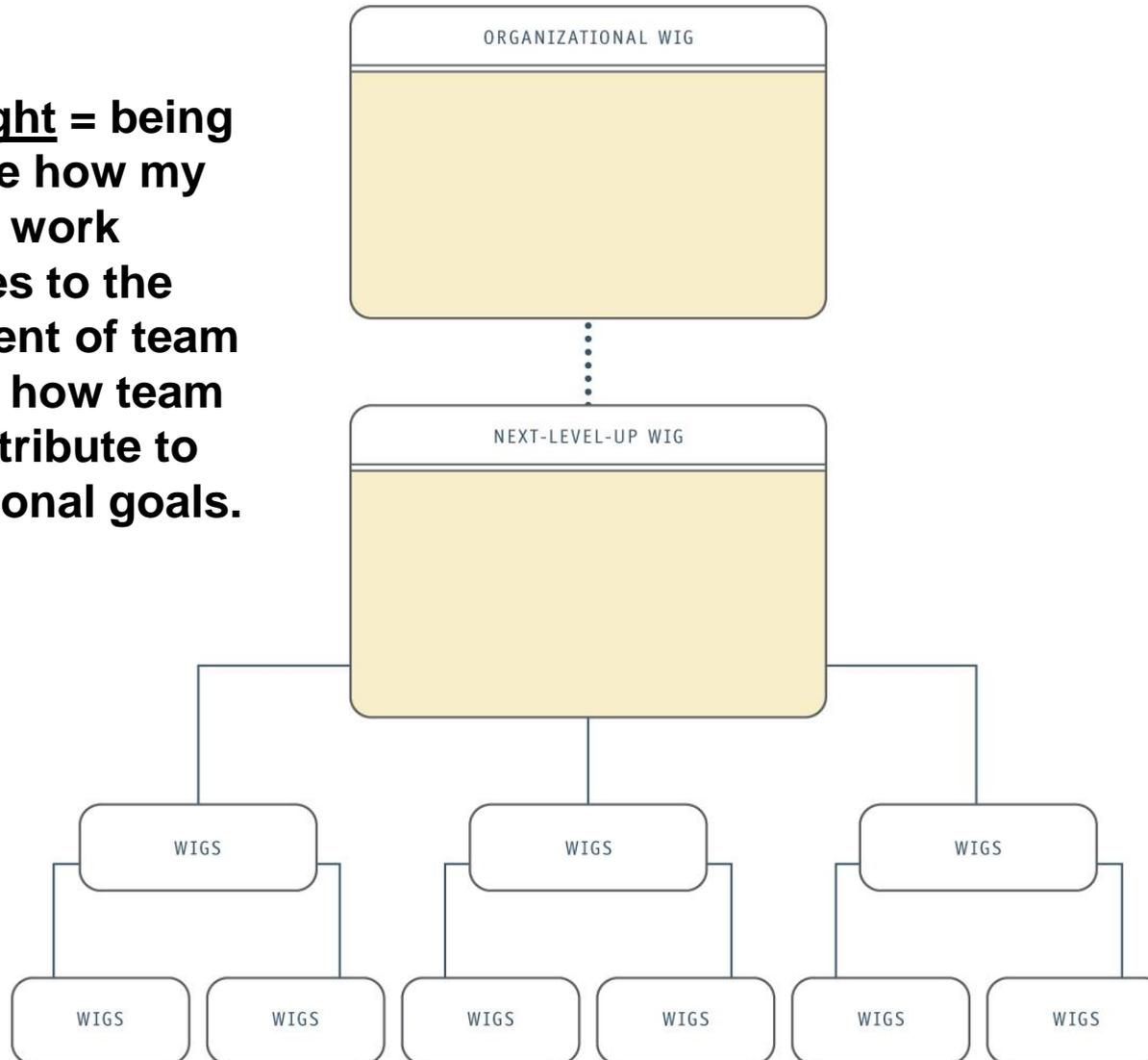
- A goal that makes all the difference. Failure to achieve this goal renders any other achievements inconsequential.



# Line of Sight



**Line of sight = being able to see how my individual work contributes to the achievement of team goals and how team goals contribute to organizational goals.**



# Where Do WIGs Come From?



## Categories of WIGs

- Organizational Directive
- Desperate Need (Stabilize)
- Gap Closure (Normalize)
- Bold Vision (Optimize)



# How to Structure a Goal...



A measure tells you if you have achieved your goal.

From **X** to **Y** by **When**

A measure consists of:

- Performance gap: from **X** to **Y**.
- Gap-closure timeframe: by **When**.



# How NOT to Craft a Goal...



- Hit your numbers.
- Turn inventory faster.
- Increase revenue.
- Enable linkage to e-commerce channel strategy scaled to significance for the revenue stream.



# Measure Examples



- **Supermarket:** Increase YOY sales **by 10 percent.**
- **Construction company:** Reduce lost-time injuries **this fiscal year from 12 days to 0.**
- **Human-resource team:** Increase employee satisfaction **from 38 to 55 on our culture survey this quarter.**



# Gut Check



- What would it mean to you if you achieved these WIGs?
- How committed are you to achieving these WIGs?

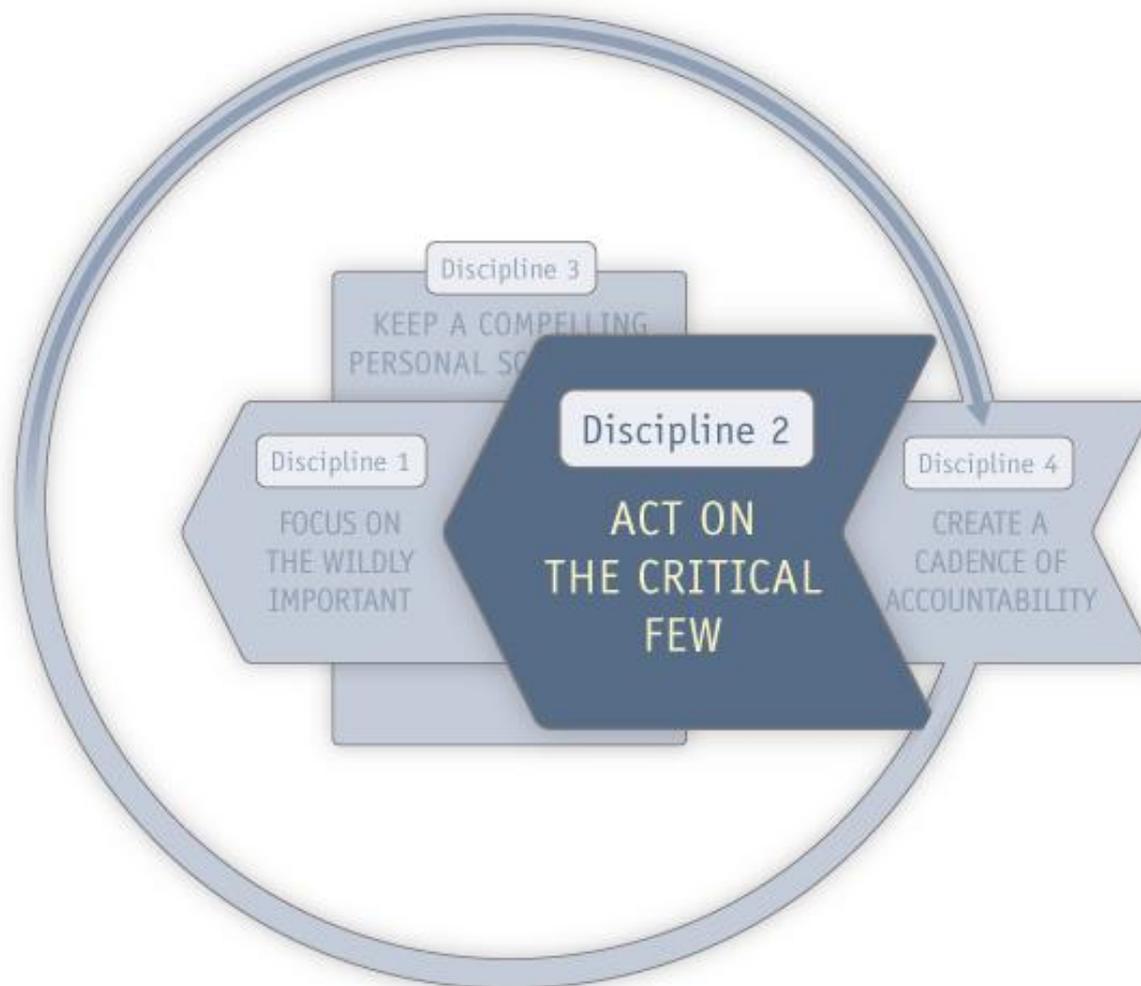




## Act on the Critical Few

*Eighty percent of results come from twenty percent of activities*

# Act on the Critical Few



**Deliverables:** Those critical few activities that best predict the achievement of the WIGs.



# The 80/20 Rule



**Results**



**Activities**



# The 80/20 Rule



**Results**

**My  
Workload**

**Activities**



# The 80/20 Rule



**Results**

**80%**

**My  
Workload**

**The Critical Few**

**20%**

**Activities**





**Highly effective individuals invest their energies in the few activities that have the greatest impact on their WIGs.**

# Act on the Critical Few



# Act on the Critical Few



## Leading vs. Lagging Indicators:

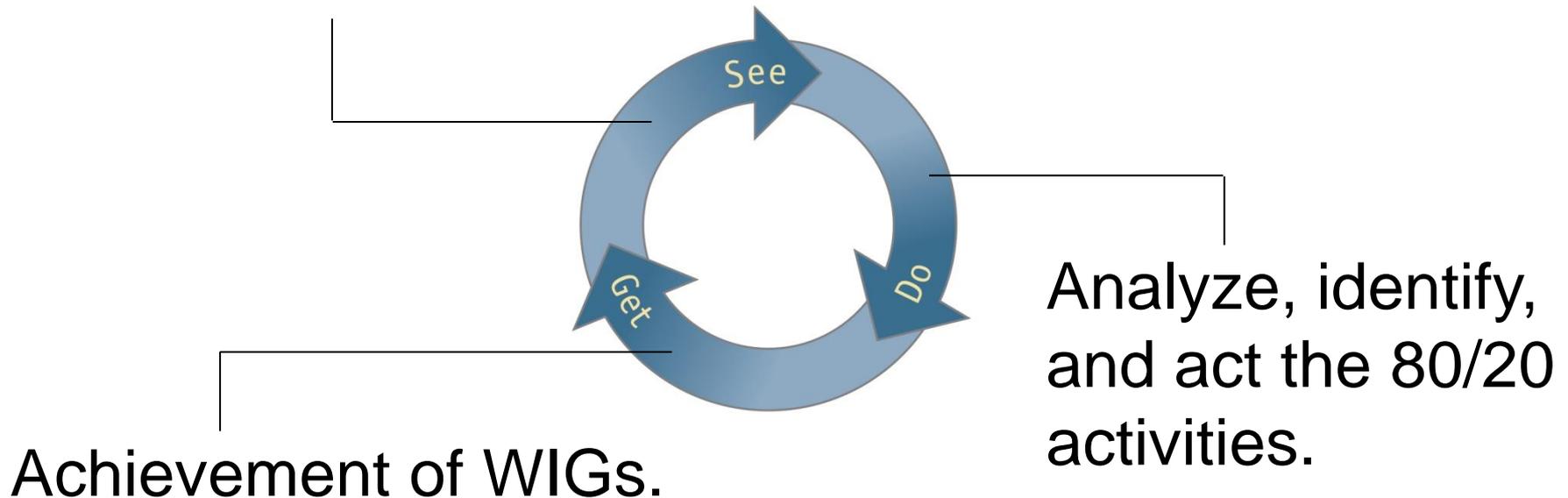
- Leading – you can impact it and course correct before you reach the goal.
- Lagging – you've reached the goal and can't course correct

## OLD THINKING:

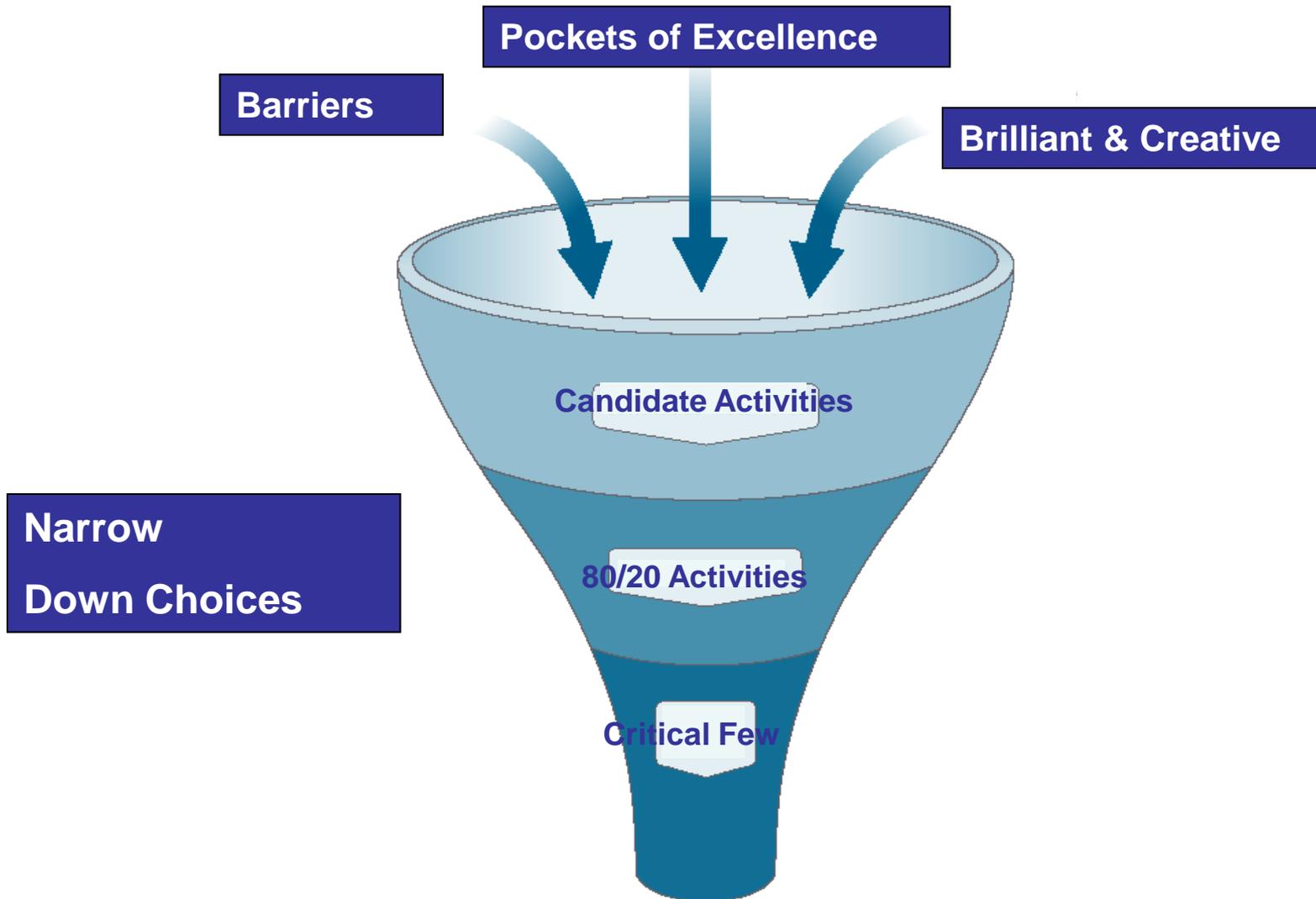
React to the urgent and try to do everything.

## NEW THINKING:

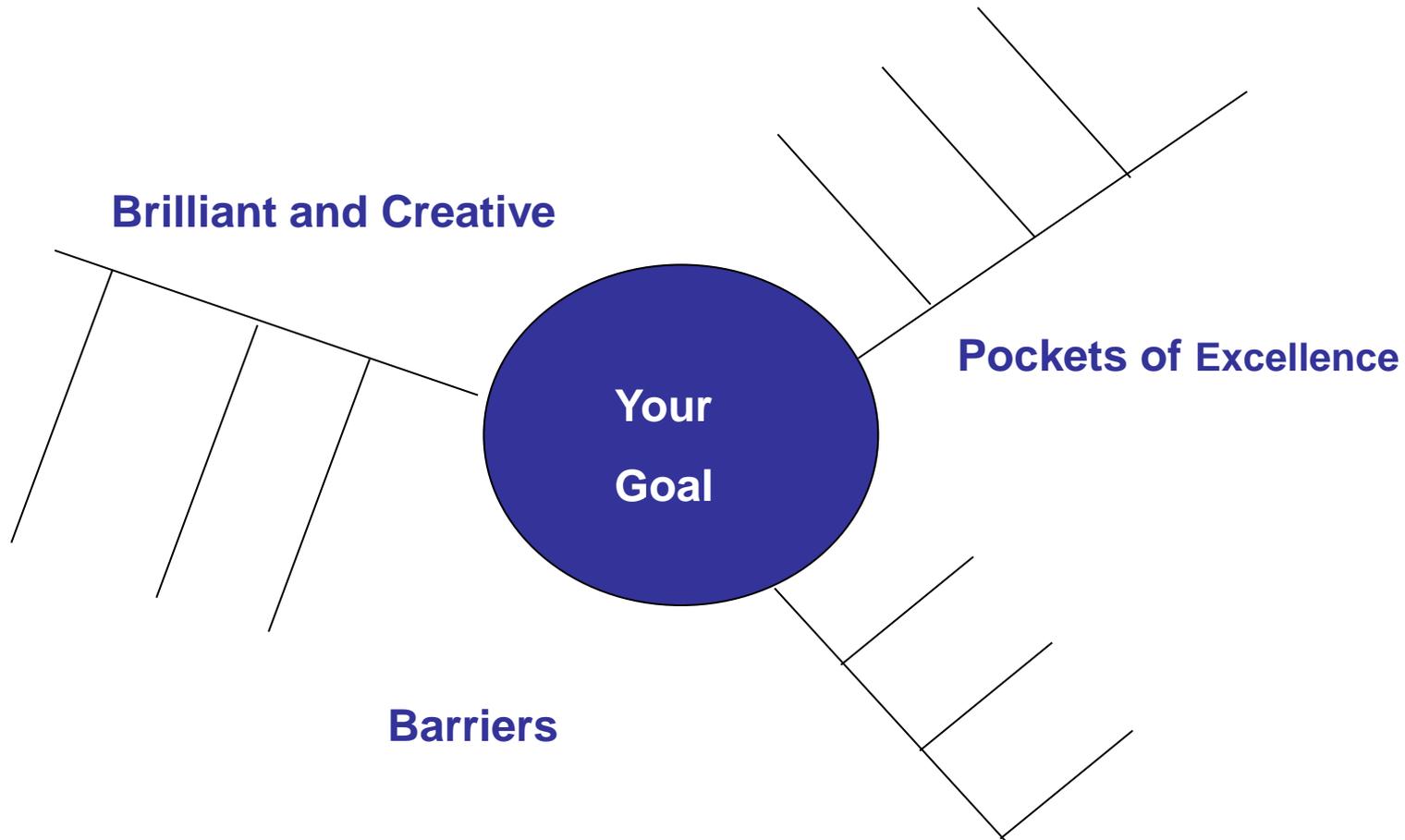
Focus on critical activities that best predict and lead to the achievement of the WIG.



# The 80/20 Analyzer Process



# The 80/20 Map





### BARRIERS

- What obstacles could hinder me from achieving the WIG?

### POCKETS OF EXCELLENCE

- What do the best performers do differently?

### BRILLIANT AND CREATIVE

- What haven't I thought of that could make all the difference?



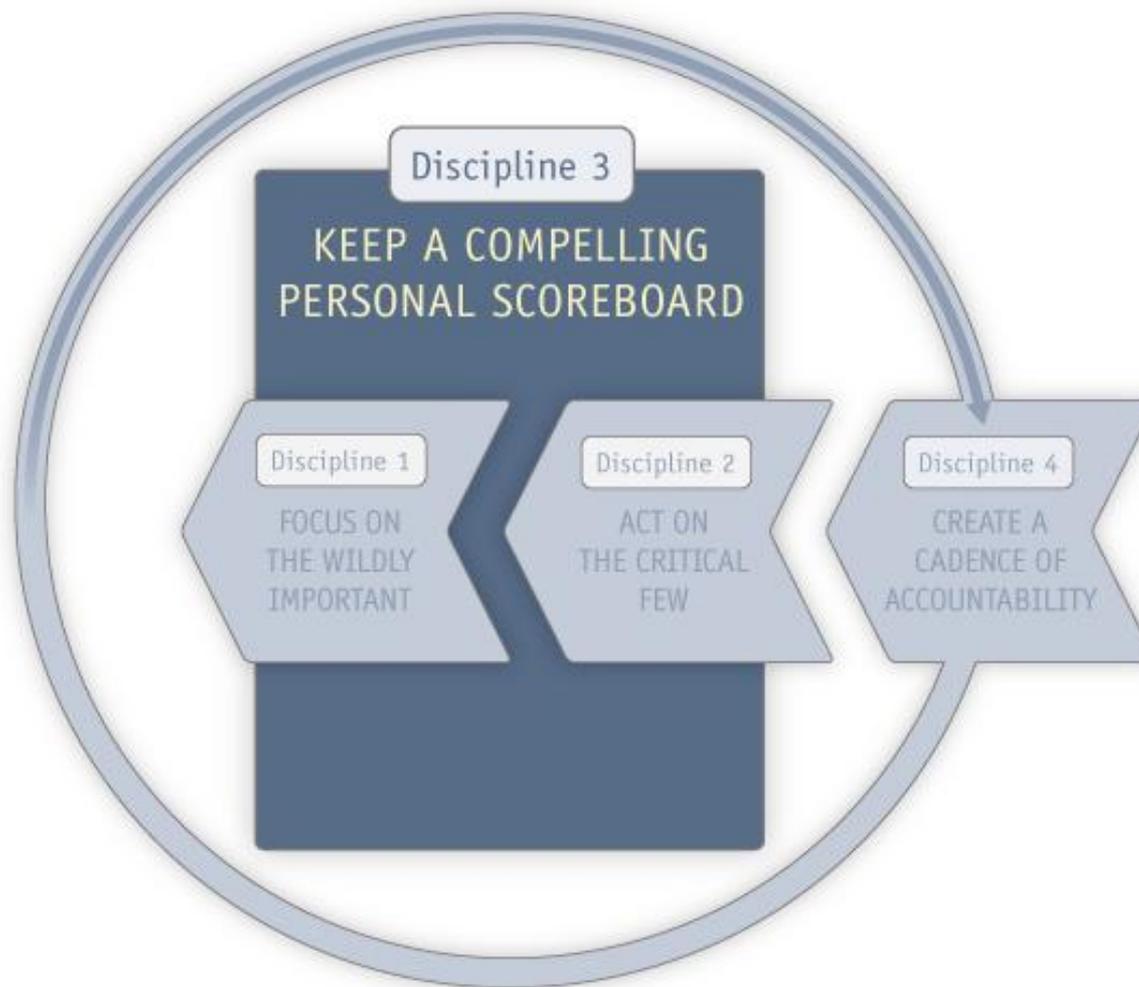
## Keep a Compelling Personnel Scoreboard

*People play differently when they are keeping score*



**Highly effective individuals know at every moment if they are winning.**

# Keep a Compelling Personal Scoreboard



**Deliverable: Personal Accountability Scoreboard**



# Purpose of the Scoreboard



The fundamental purpose of a scoreboard is to motivate the players to win.

*Jim Stuart*

# What's the point?



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You're not really serious unless you're keeping score.

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# Kansas City Baseball Legend



“It’s not unusual. All the .350-plus hitters in the league can tell you what today’s performance will mean to their overall batting averages.”

*George Brett*





# People disengage when they...

- Don't know the score.

or

- Can't affect the score.

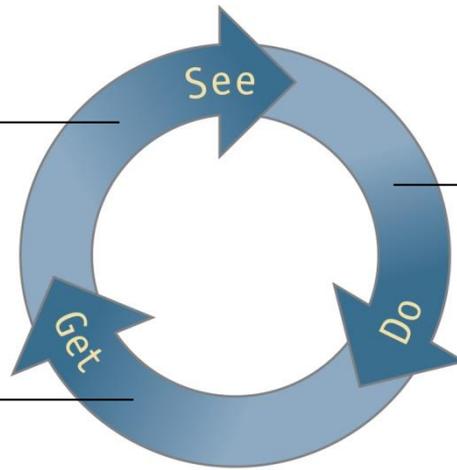


## OLD THINKING:

Everybody knows how we're doing on our goals.

## NEW THINKING:

We're only serious about our goals when we start keeping score.



High engagement  
motivation and  
quick course  
correction.

1. Build a compelling personal scoreboard.
2. Hold yourself accountable to a personal scoreboard.



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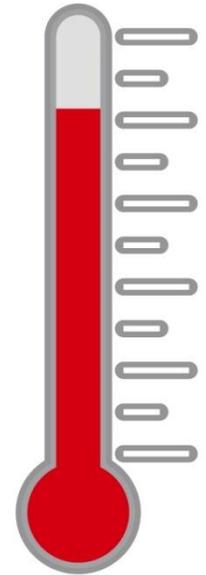
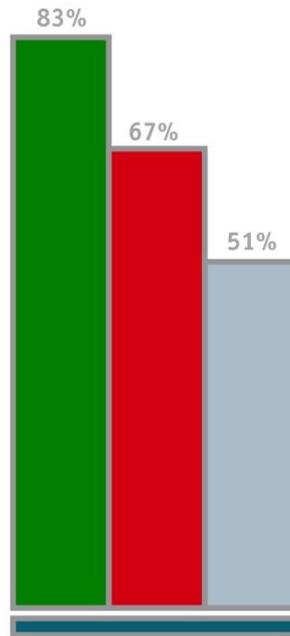
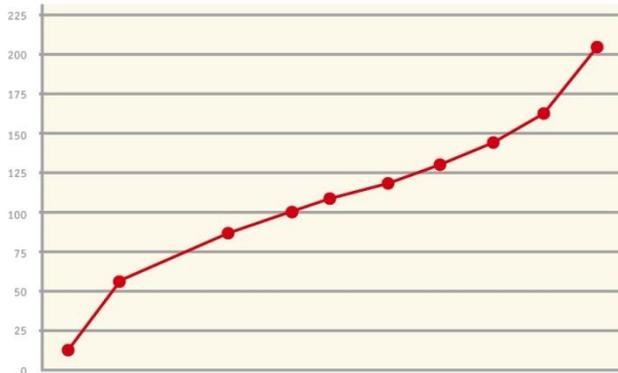
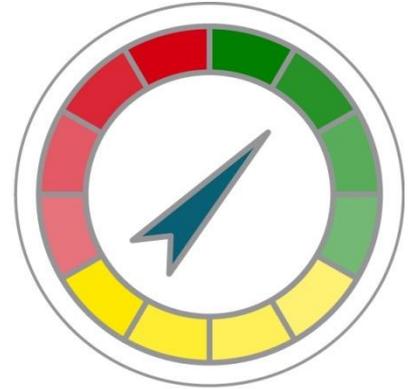
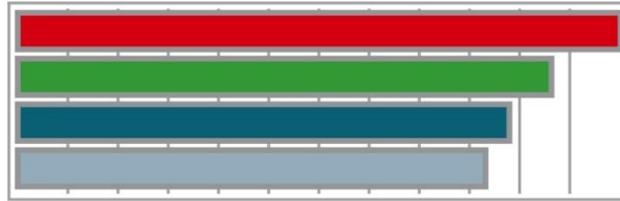
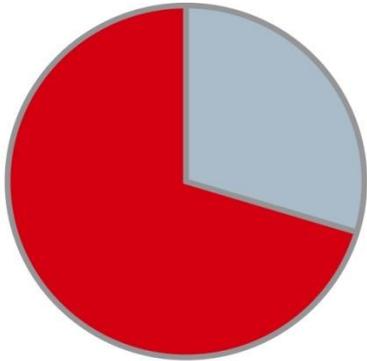
# Criteria For Building Your Personal Scoreboard

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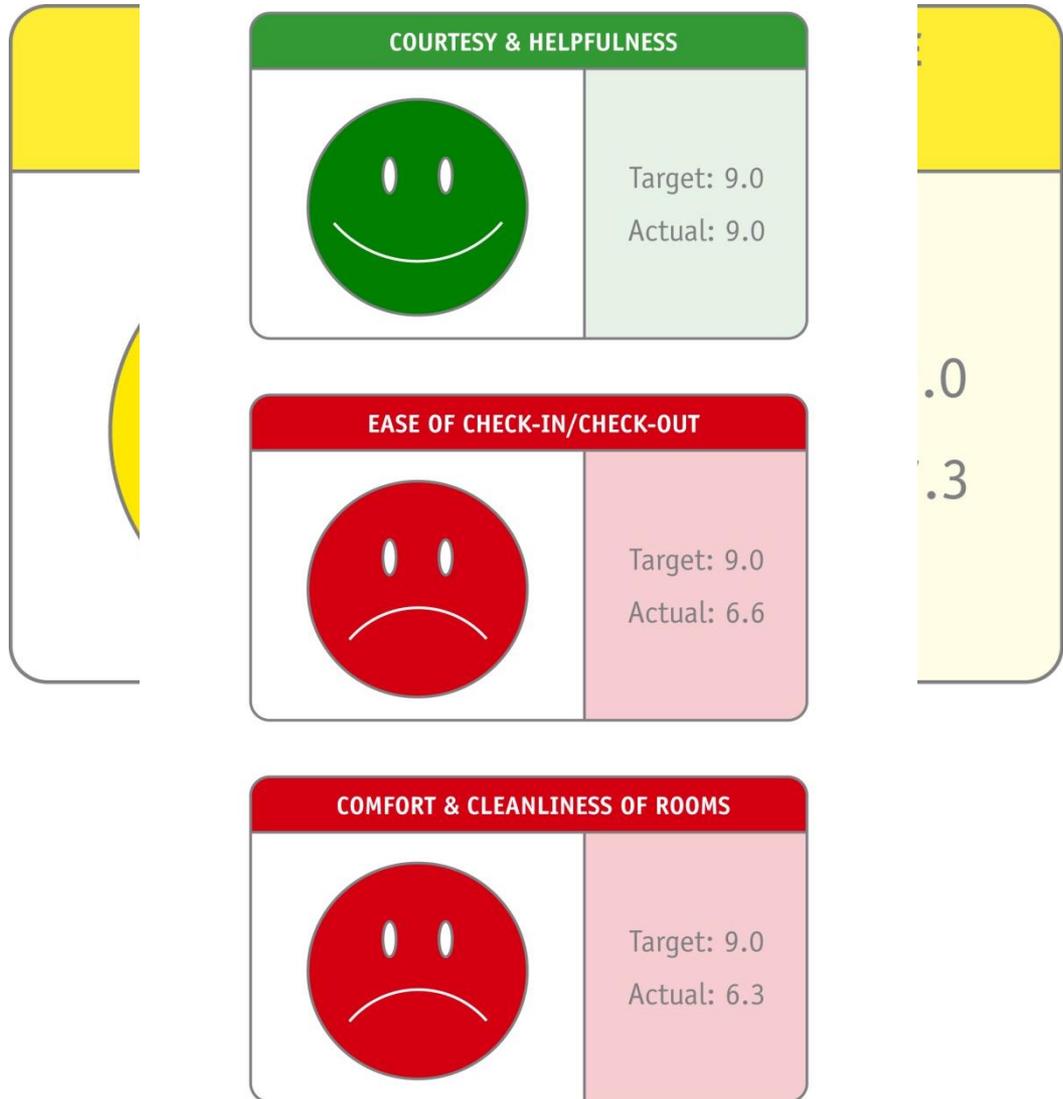
# Simple



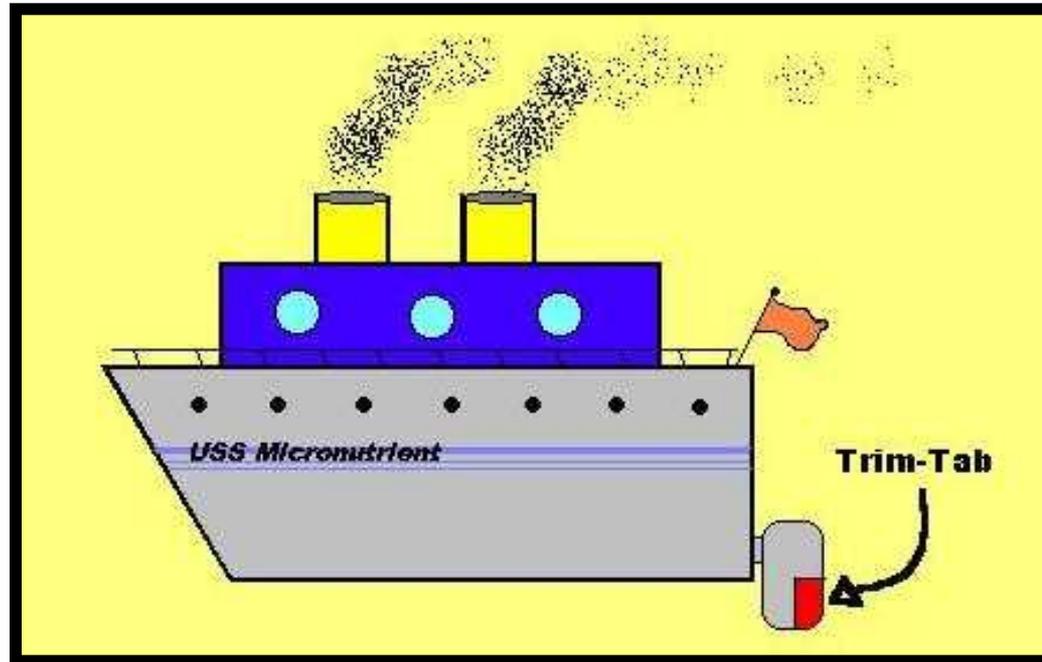
# Visual



# Tells You Immediately If You're Winning or Losing



# Must Focus on the “Critical Few”

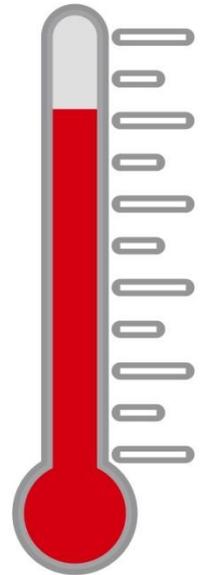
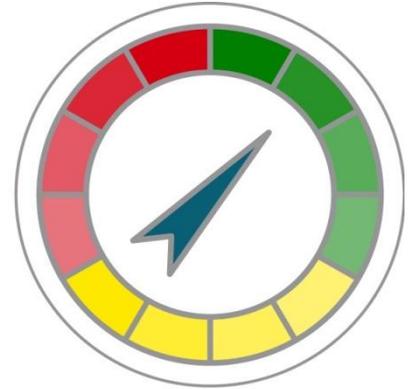


# Create Your Own Personal Scoreboard



## Criteria:

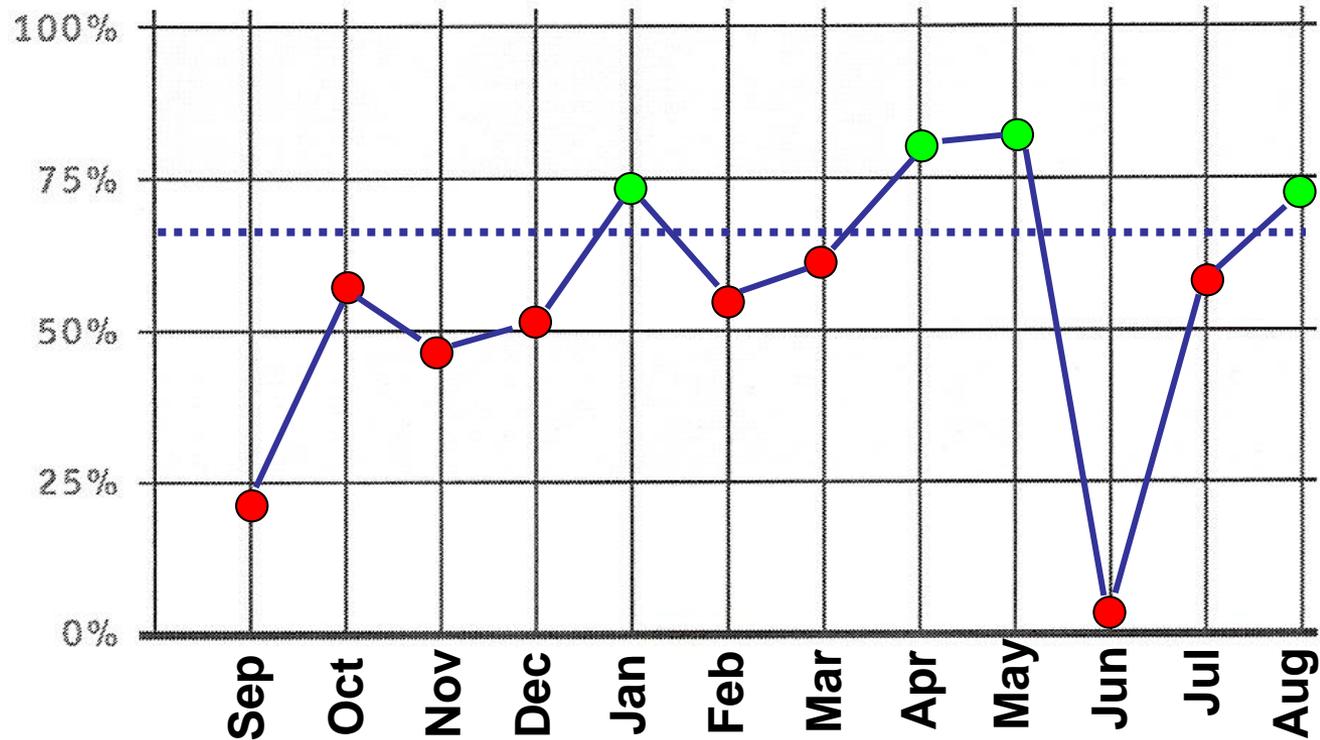
1. Simple
2. Visual
3. Tells you immediately if you're winning or losing
4. Must focus on the "Critical Few"



# Personal Scoreboard



Date: Booked Days in Atlanta for FY 2006 – Target 65%



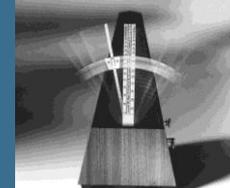


## Create a Cadence of Accountability

*No Accountability, No Commitment*



# Create a Cadence of Accountability



**Deliverables: Work-Compass Process and WIG-Session Process**

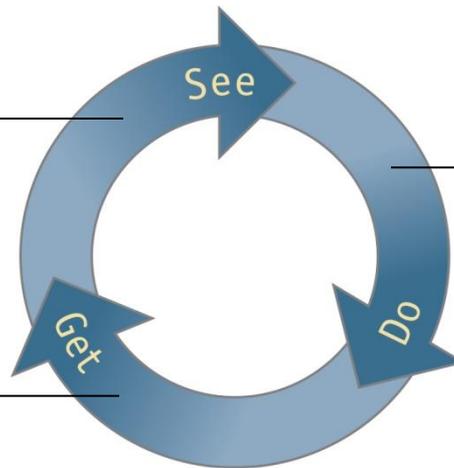


## OLD THINKING:

I execute!

## NEW THINKING:

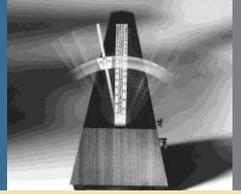
Execution falls apart without personal planning and team accountability.



Timely accomplishment  
of WIGs.

1. Maximize the time spent on your critical few.
2. Account weekly.

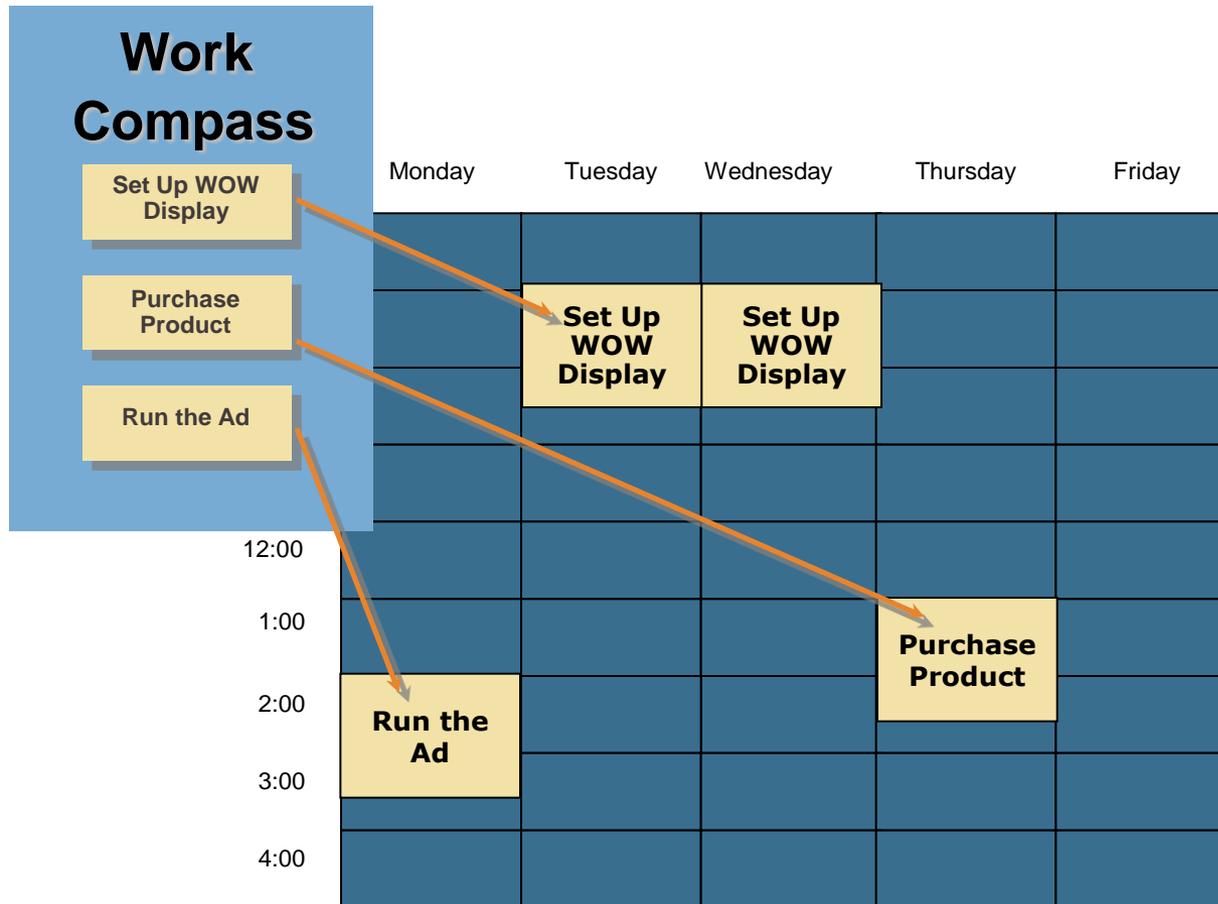
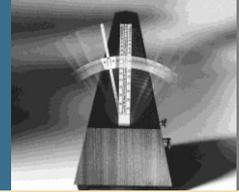
# Key Question



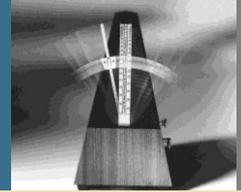
What are the **three** most important things I can do this **week** to impact the **scoreboard**?



# Key Question



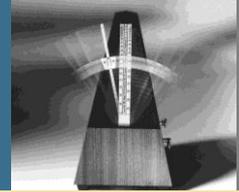
# The Time Matrix



	URGENT	NOT URGENT
IMPORTANT	<b>I</b> <b>Necessity</b>	<b>II</b> <b>Discipline</b>
NOT IMPORTANT	<b>III</b> <b>Deception</b>	<b>IV</b> <b>Waste</b>



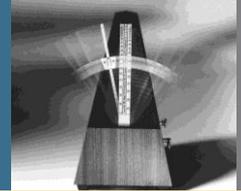
# The Time Matrix



	URGENT	NOT URGENT
IMPORTANT	<p><b>I</b></p> <p>Orienting new staff</p> <p>JCAHO at door</p> <p>Equipment breakdown</p>	<p><b>II</b></p> <p>Training</p> <p>Delegation</p> <p>PI</p> <p>Examining root causes</p>
NOT IMPORTANT	<p><b>III</b></p> <p>Multiple people at same meeting</p> <p>Busy work</p> <p>Wrong people at meeting</p>	<p><b>IV</b></p> <p>Some emails</p> <p>Surfing the Internet</p> <p>Too much time sitting behind desk</p>



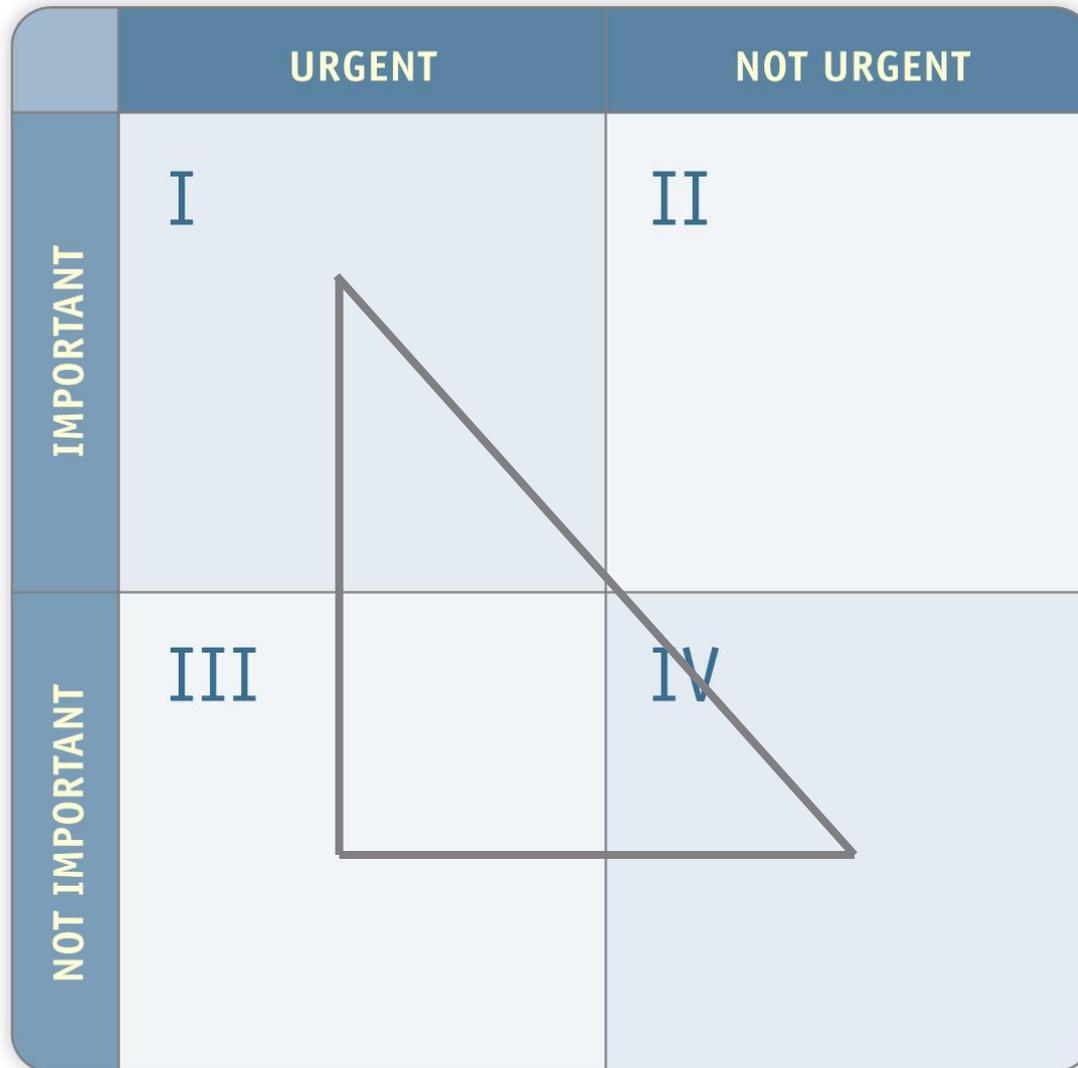
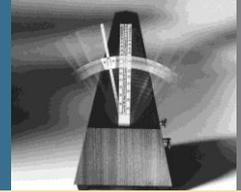
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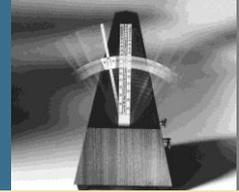
	URGENT	NOT URGENT
IMPORTANT	I	II
NOT IMPORTANT	III	IV



# The Devil's Triangle



# The Work Compass



## THIS WEEK'S FOCUS

What are the few objectives I must accomplish this week to move the scoreboard?

### Conduct retention interviews with staff.

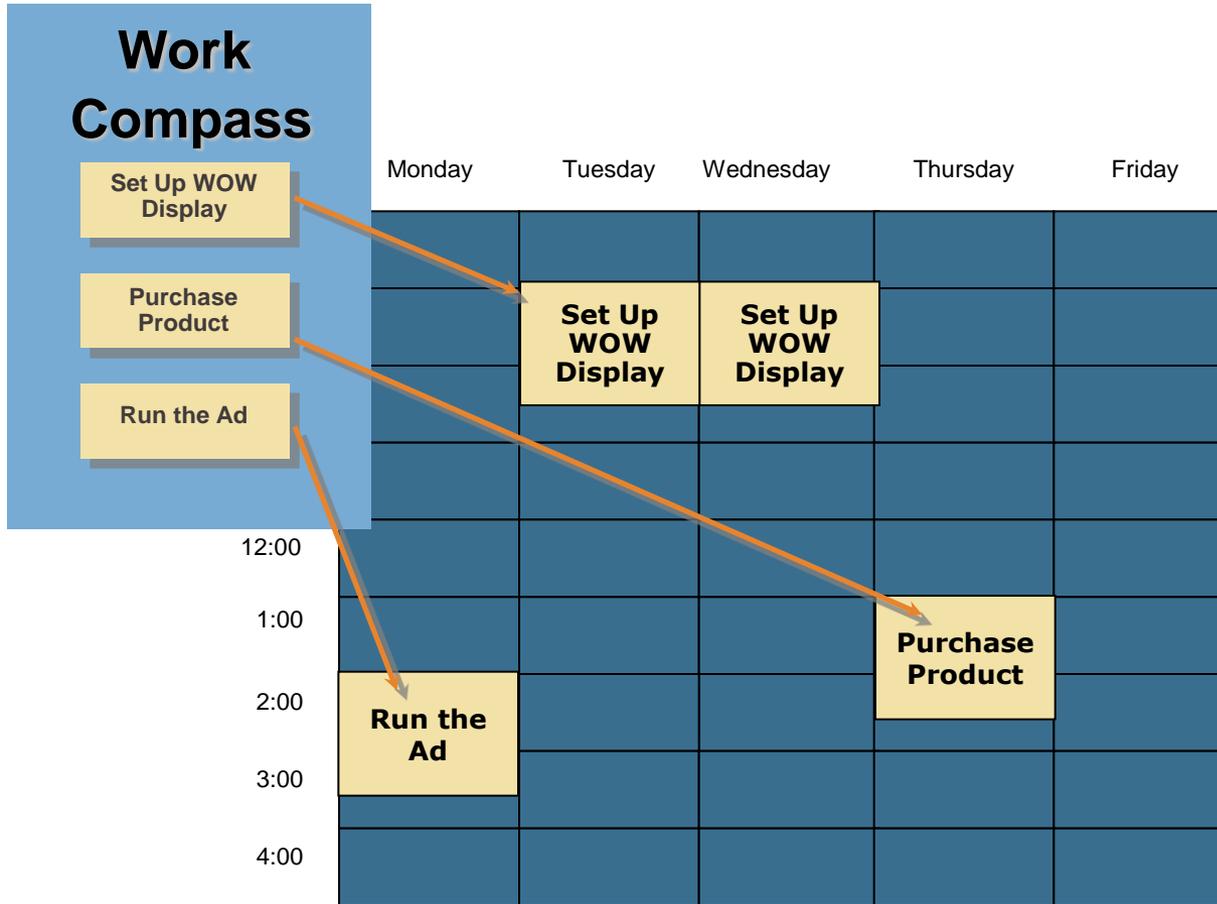
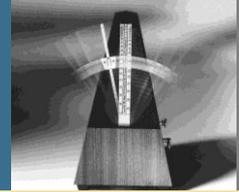
- Complete departure risk matrix
- Schedule 30 minutes w/staff members
- 

### Educate staff on NRC-Picker model.

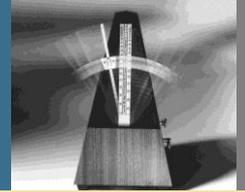
- Schedule staff mtgs on all shifts
- Meet w/Susie to dev Picker pres.
- Task



# The Work Compass



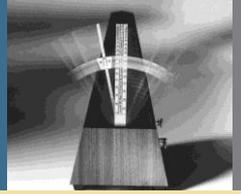
# Create a Cadence of Accountability



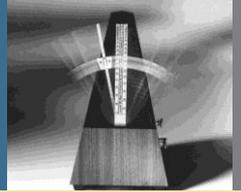
**Highly effective individuals regularly and frequently account to each other on their commitments.**



# Hold a Weekly Accountability Session



# Hold a Weekly Accountability Session



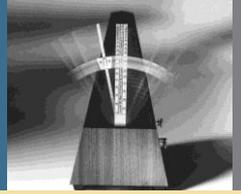
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## UPDATE MY SCOREBOARD

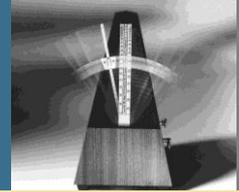
Learn from successes and failures.



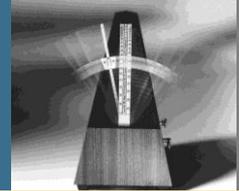
# Hold a Weekly Accountability Session



# Hold a Weekly Accountability Session



# Traditional Meetings vs. WIG Sessions



## STAFF MEETINGS

Everybody comes to a staff meeting.

The leader hears reports from people on various issues.

The purpose is communication and dialogue.

## WIG SESSIONS

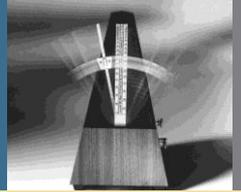
Only team members come to a WIG Session.

Team members hold each other accountable for their commitments.

The purpose is to determine what to do to move the scoreboard.



# Summary



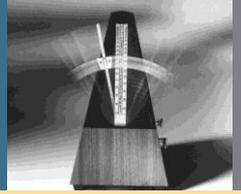
Focus on the Wildly Important

Act on the Critical Few

Keep a Compelling Scoreboard

Create a Culture of Accountability

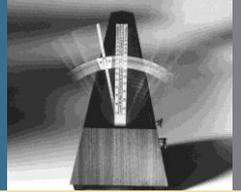




## Franklin Covey, Four Discipline of Execution

*Used with permission from Franklin Covey*

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