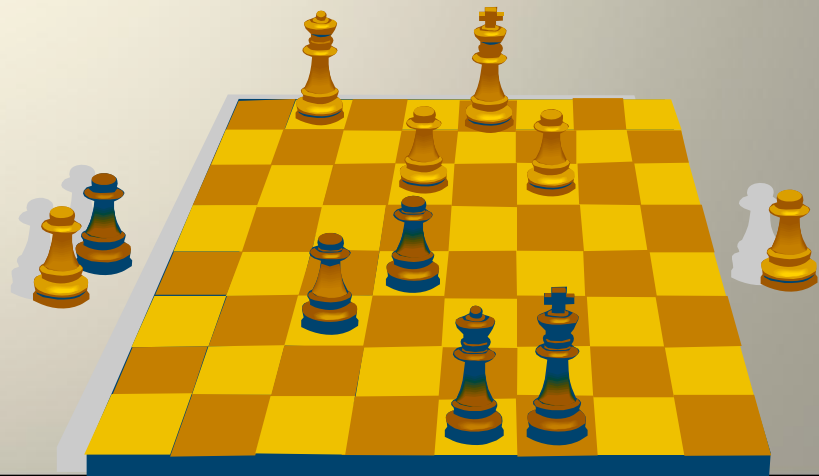


Execution

The #1 CEO Challenge



“70% of strategic failures comes from poor execution of leadership; it’s rarely from lack of smarts or vision.”

Execution, Ram Charan

“Most companies only realize 63% of their strategies potential value due to deficiencies in planning and execution.”

Harvard Business Review Study

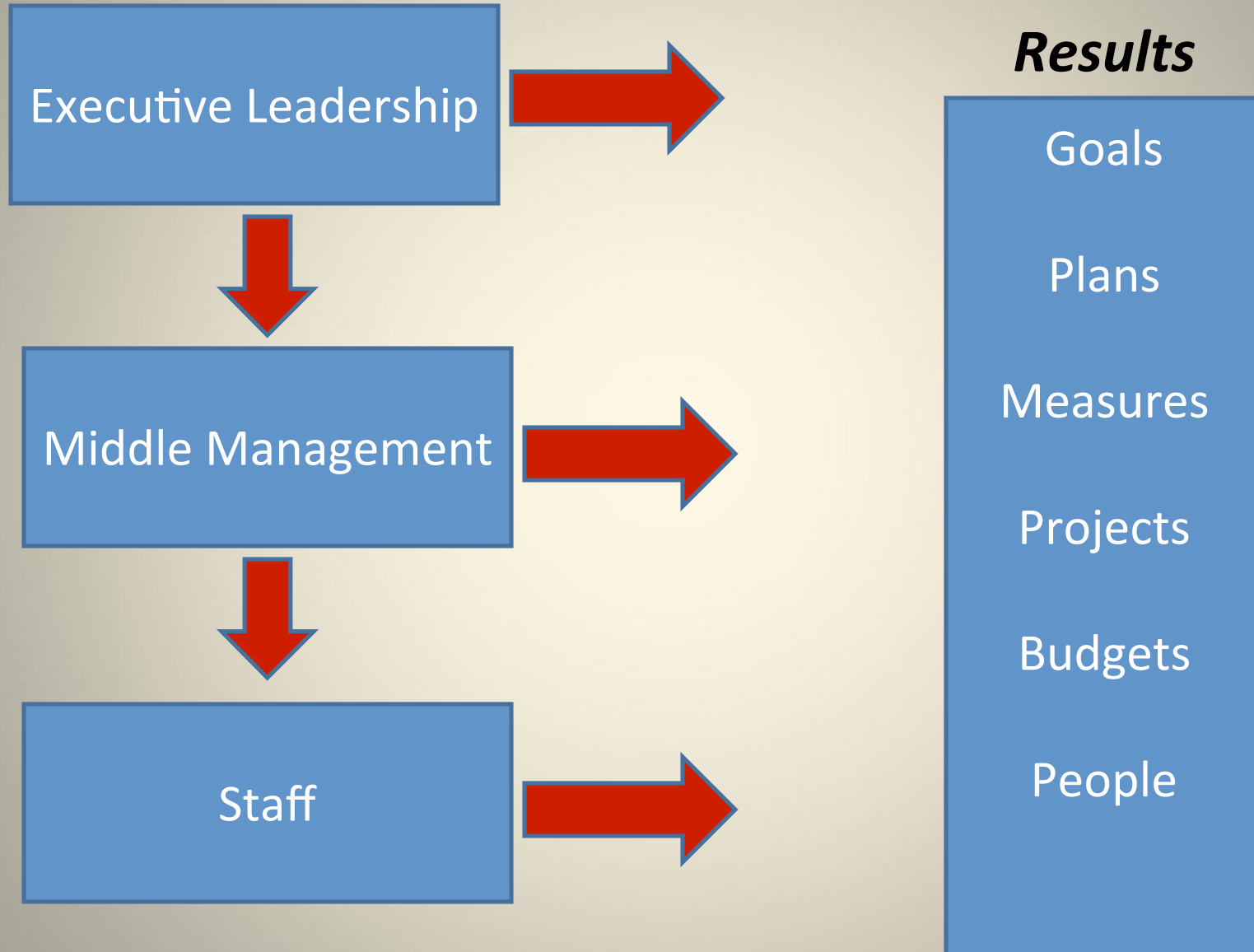
“CEOs rate excellence in execution of strategy as their number one challenge.”

Conference Board Study 2010 & 2008

Execution Core Processes



Execution Alignment



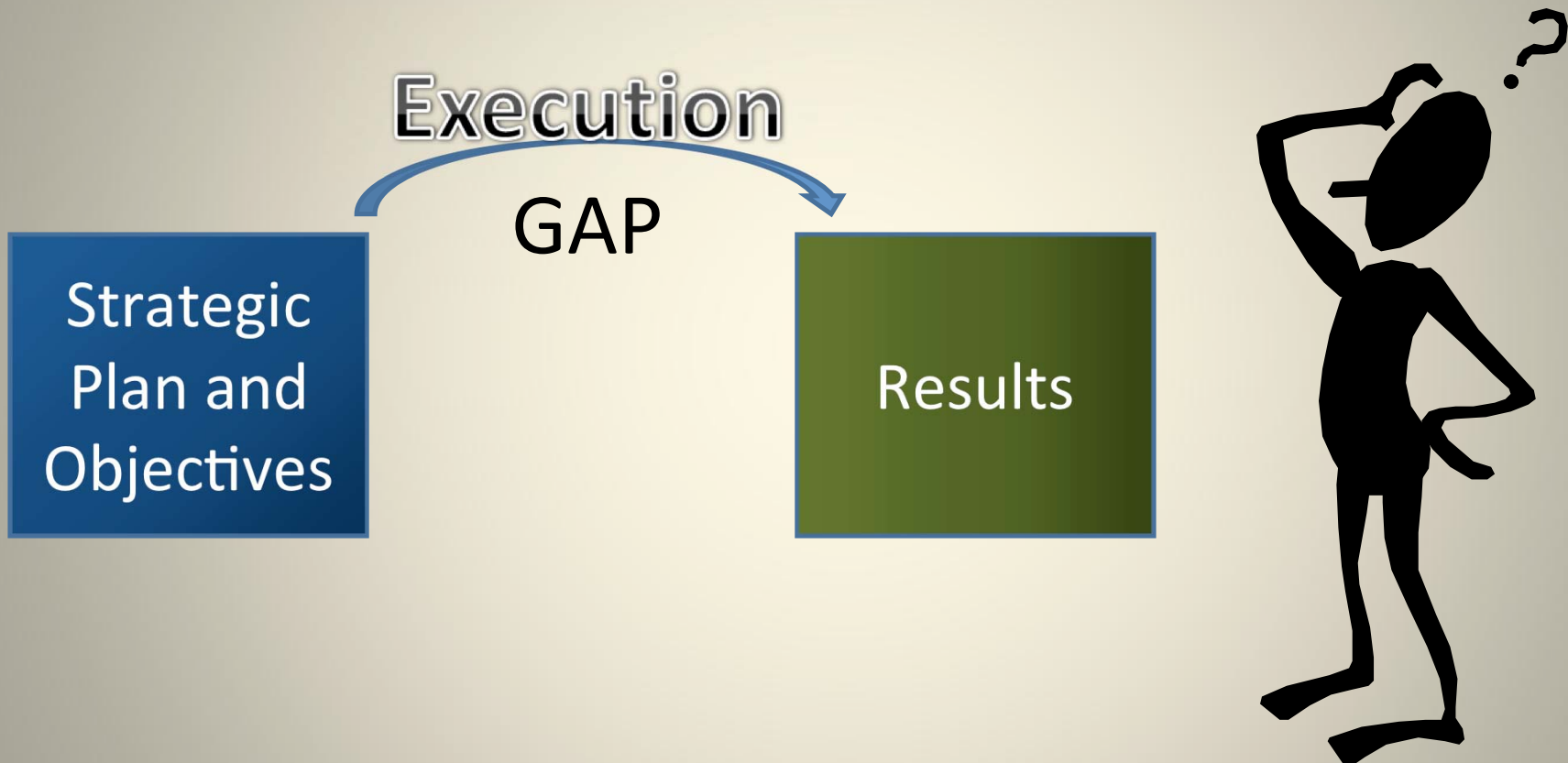
Execution



Strategic Plan
and
Objectives

Results

Causal Factors – Execution Failures?



Causal Factors - Failures

- **Right Resources** – people, budgets, etc. fully allocated to priorities
- **Action Plans** – no plans, too high level, unrealistic timeframes, front loaded, etc.
- **Goals** – unclear, too many, no sub goals, activity based, lack of measures
- **Accountability** – results not tied to performance, compensation, follow-up on results, etc.
- **Measures** – too many, lack of measures, only lag, only financial, not tracked
- **Focus** – unclear priorities, too many projects, lack of alignment
- **Daily Job Responsibilities** – urgent vs. important
- **Expectations** – unrealistic, lack of assumption, realism, readiness
- **Executive Sponsorship** – Lack of visible commitment, actions vs. words
- **Communication** – ineffective, unclear, only good news
- **Project Management** – missing the tools, process, experience and focus

Execution Formula

A + A + A + A = Results

Execution Formula = 4 As

Assessment + **A**lignment + **A**ccountability + **A**ction = **R**esults

- | | | | | |
|-------------------|-------------------|--------------------|---------------------|-------------------|
| • Project Defined | • Budgets | • Expectations | • Action Plans | • Strategic Plan |
| • Business Case | • People | • Results/Outcomes | • Follow-through | • Financial Goals |
| • Assumptions | • Strategic Goals | • Performance | • Tracking | • Objectives |
| • Realistic | • Metrics | • Compensation | • Debriefs | |
| • Readiness | • Functional | • Commitments | • Contingency Plans | |

Communication

Execution Culture & Behaviors

Focus “ 80/20 Rule “	Candid Discussion, Dialogue
Keep it Simple	Learn to say “No”
Evidence Based Decisions	Stop Doing List
Discipline Planning	Document Expectations
Measures - Lead and Lag	Prevention, Proactive
Debriefs	Active Listening
Meeting Management	Creativity – 2 nd Right Answer
Efficiency vs. Effectiveness	Results Based
Face the Brutal Facts	Culture of “No Surprises”
Bit-Size Milestones	Communication

QUESTIONS



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