



EXECUTION: THE DISCIPLINE OF GETTING THINGS DONE

"If you want to be a CEO-or if you are a CEO and want to keep your job-read Execution and put its principles to work." — Michael Dell, chairman and CEO, Dell Computer Corp.

This book tackles a crucial business issue; there are many visionary leaders that have bright ideas and smart people around them, so why doesn't that translate into business success? The answer is their failure to achieve results. This book is about how to do just that, Larry Bossidy and Ram Charan tell you how to take your great ideas and execute them to make them reality.

A business leader's most important job is the execution of strategy; it is one responsibility that can't be delegated. It is the leader's number one responsibility to ensure that every member of the team is carrying out their part of the big plan to ensure the whole company's success. What spells the difference between success and failure is the ability to execute plans.

THE BUILDING BLOCKS OF EXECUTION

Creating the framework for cultural change

Bossidy says you can't just institute changes for the sake of it. Your changes must be geared towards getting results. Be specific: what sort of behavior is acceptable in your company? What's unacceptable? Change must begin at the top-level, to give an example for others to follow. Don't just expect it to happen either, reward successful implementation of your plans to instigate change.

The job no leader should delegate — Having the right people in the right jobs

Hiring the right people is as important as planning ahead; you need people who are not only capable, but also full of potential for growth as your business expands. The authors urge us to take time to focus on staff, because your business is in their hands. Take time to develop your staff's leadership capabilities so that they can bring results to your plans and visions.

Assess individual capabilities and determine if you can further develop your employees through training, coaching and exposure.



THE PROCESSES OF EXECUTION

Linking people to strategy and operations

Break your strategy down into manageable short, medium and long term goals. Determine the kind of skills you need for the upcoming goals and start planning as soon as possible. Design an action plan for each step of your strategy, allocating each action to a member of the team and include a deadline to be achieved.

Developing the leadership pipeline through continuous improvement, succession depth and reducing retention risk

Meeting your goals depends on the quality of the people you have. Assess today those who can be leaders in the future through the following: The Leadership Assessment Summary, The Continuous Improvement Summary, Succession Depth, and Reducing Retention Risk Analysis. Information on these tools is available on pages 151 – 153 of the book.

Dealing with non-performers

Non-performers are people who aren't meeting their established goals. This does not mean that they're unqualified or incapable. It just means they aren't performing at the level required for your company's success. Sometimes you just need to coach a person to get them better acquainted with a job. Sometimes they just need to be transferred to another division or responsibility that's better suited to their capabilities. Other times there's no choice but to let them go. However, do so in a manner that allows the person to keep their dignity.

Linking human resources to business results

Continued over

60 SECONDS WITH...

DYLAN TAYLOR,
Director of Golf,
Oatlands Golf Club



Favourite Destination:
Queenstown NZ.

Favourite Food:
Chicken Breast and Salad.

Someone I admire:
Michael Milton (one legged Skier – Broke the record in France – 213.65km/hr).

Favourite Movie:
Law Abiding Citizen.

Something I want to see:
An Aussie win the US Masters.

What are your tips for motivating staff?

- Be involved with the process.
- Communicate and Interact.
- Share Financial and Non Financial Targets.
- Delegate important tasks to them (trust).

Do you run a staff incentive scheme?

Idea of the month (\$100 voucher for the best idea that will improve Proshop Operations).

What tools do you use for your time management?

To do list and planning.

How do you benefit from being in a Performance Group? Interaction with Golf Professionals in the same position as myself and sharing information and ideas. The advice given by Chris Young is always welcome and his advice is always noted.

Bossidy sees the role of the human resources department to fill the positions that are and will be important as projects and plans progress in the future. Leaders should use the HR team to keep track of their company's top people across the whole organisation, to see who can be groomed, or even promoted already, for key positions. HR should not only be able to assess people in their current jobs but also the people below them — if one person is to be promoted, someone should be adequately qualified to fill the upcoming vacancy.

THE IMPORTANCE OF HOWS

Even brilliant strategies are bound to fail if not grounded in realities — regarding the competition, the capabilities of the company's own people, the market and the product offerings. When creating strategies, consider not only the current realities of all relevant factors, but there must always be backup plans, or at least people who can quickly think up alternative plans to make the best of a situation.

Building the Operating Plan

1. Set the targets: Keep your targets realistic. Base them on track records and histories.
2. Develop action and contingency plans: Study the possible outcomes that might leave the company most vulnerable and base your contingency plan on that. In other words, plan for the worst.
3. Get agreement from all participants: Communicate agreed goals to the people concerned after the meeting, to reiterate your expectations and what they promised to deliver.

Outcomes of the Operations Process

Think carefully: what does your business want to achieve? Watch how the operations affect your company, especially for the need to reallocate resources. Conduct quarterly reviews to see if you're still on track, who's keeping you there, and if you should even be there in the first place.

Summary:

This is a great book for business leaders who are looking for a step by step guide to improve the effectiveness of their teams. Bossidy is the real deal and has tested all the above ideas over a long and successful career in business leadership. Like so many leadership books it all comes back to having the right people in the right positions and managing them in the right way. Below are what Bossidy and Charan see as the seven essential behaviours of an effective business leader:

1. Know Your People and Your Business.
2. Insist on Realism.
3. Set Clear Goals and Priorities.
4. Follow Through.
5. Reward the Doers.
6. Expand People's Capabilities through Coaching.
7. Know Yourself.

TEN THINGS YOU CAN LEARN FROM THIS BOOK:

1. Ideas and innovation are great but they are useless without execution.
2. In light of the above reward the doers, not the talkers!
3. To build a culture of execution this has to

come from the top down, always lead by example.

4. However busy you may get, never stop being involved with the recruitment and develop of your team, they are your business.
5. Break your strategy down into long, medium and short term goals. This way a massive task can seem more achievable.
6. When developing action plans always make one person responsible for each action and always set a deadline.
7. Where possible coach poor performers or offer them another role. Dismissal is the last option.
8. Try and set strategies that are 100% achievable. Be realistic and have back up plans in place to ensure success.
9. When setting goals get input and commitment from your team.
10. Execution cannot happen without regular follow up.

NEW PERFORMANCE GROUPS

Rocky Mountain Way

Congratulations to the Rocky Mountains group of ACE hardware stores who held their first Performance Group meeting this month in Denver, Colorado.

The meeting was generously hosted by Todd Erwin and the group are pictured below visiting his Cherry Creek store.

Group members are: ...



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|--------------------|---------------------------------------|
| Todd Erwin | Green Mountain Ace & Cherry Creek Ace |
| Mike Frattallone | Frattallones Ace |
| Kirby Kuklenski | Uintah Gardens Ace |
| Scott Herrema | Columbine Ace |
| Don & Betsy Sather | Big Horn Ace |
| Tom Mortell Jnr | Timberline Ace |
| Chris Lewis | Windsor Ace |
| Jim Kendrick | Delta Ace |
| Mickey Scott | Retailer Edge |

A keen Cherry Creek customer, the flag on the trolley reads..Customer in Training.



PERFORMANCE GROUP CALENDAR MAY 2011

2nd & 3rd May	Travelscene American Express VIC1	Melbourne, VIC
3rd May, 10am	Think Water Conference Call	1800 857 029, 9067 3653#
5th & 6th May	Harvey World Travel NSW1	Rosebery, NSW
9th - 11th May	BIG4 G2	Ballarat, VIC
12th & 13th May	Danks	Brisbane, QLD
17th & 18th May	Top 10 Pilot Performance Group	Lake Taupo, NZ
17th & 18th May	BIG4 G1	Harrington, NSW
19th & 20th May	IGA QLD	Twin Waters, QLD
19th & 20th May	HBT NSW	Brisbane, QLD
24th & 25th May	BIG4 G3	Bathurst, NSW
25th & 26th May	Travelscene American Express NSWVIC	Rosebery, NSW
24 & 25 May	ACE Hardware Florida Group	Orlando, Florida