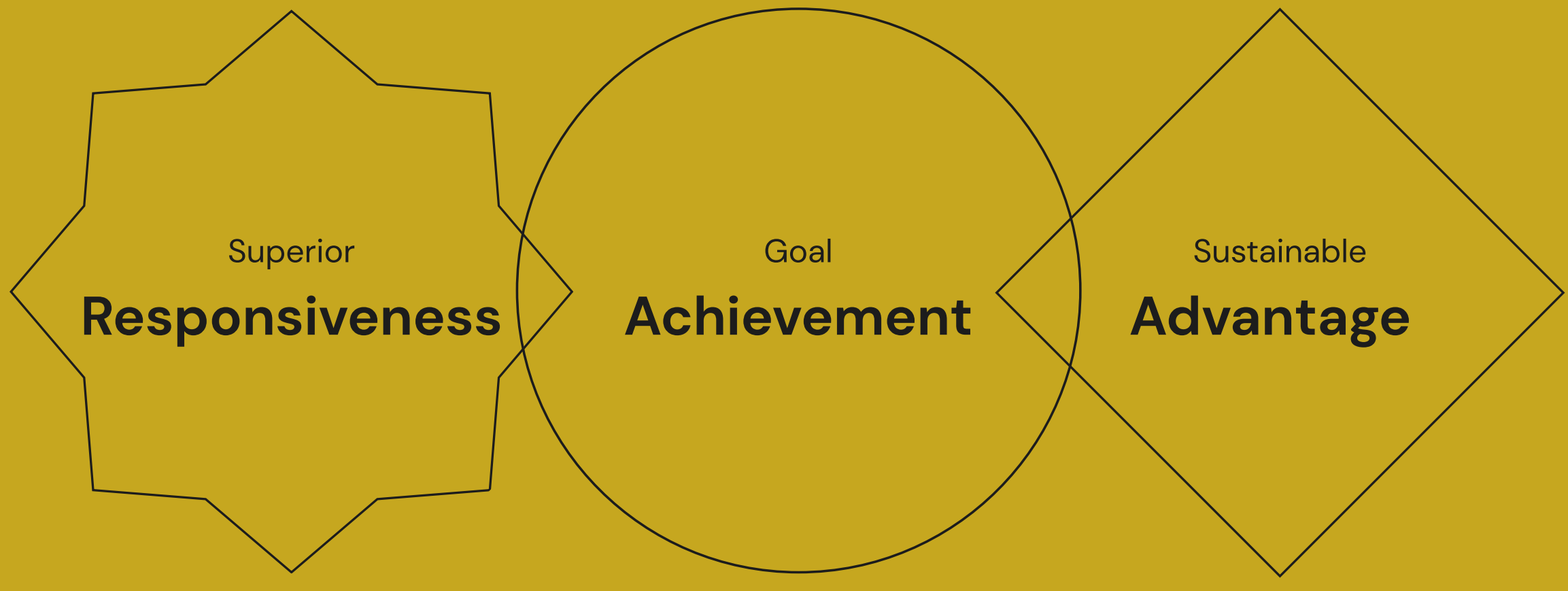




EXECUTION & AGILITY

Concepts Map

Impact



Pillar IV: Consistently maximize goal achievement

Sustainable growth requires being great in four pillars.
Below are the vital concepts for Pillar IV: Execution & Agility



Sprint Stacks

Less than 60% of planned value is realized in the fixed marathon approach to execution. Dynamic operating conditions reward those who are disciplined in stacking adaptive execution sprints. Implementation clarity, speed, responsiveness, and precision all benefit as a result.

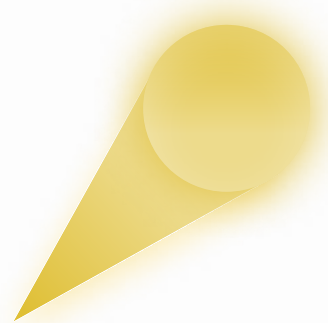


Ace the Memo

Initial communication sets the tone for execution efforts.

Effective memos are:

- 1) **Actionable:** The message sets reasonable expectations and describes the path forward in now.
next, and then terms.
- 2) **Credible** –The message provides the rationale for the decision.
- 3) **Emotional** – The message outlines the relevant incentives.v

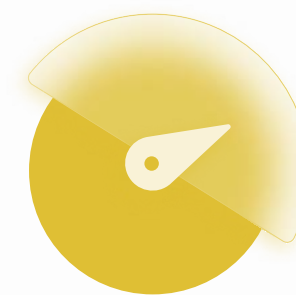


Means (un)to the End

Having the means to achieve an objective involves two forms of the word:

- 1) The approach to **pursue a goal**
- 2) The resources to **achieve the goal**

When people believe they have the right skills and flexibility to apply these skills they create more relevant methods to pursue the goal and better deal with challenges along the way. Coupled with the right resources the odds for success increase.

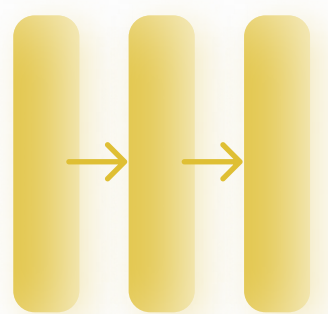


Maximizing Mechanisms

It is tempting to reach for controls to improve execution. But controls stifle creativity, increase complexity, and concentrate power. Maximizing mechanisms step in when improvement is the goal, but discipline alone is not enough. Call them amplifiers — they sharpen implementation efforts by increasing transparency, improving precision, and diffusing power.

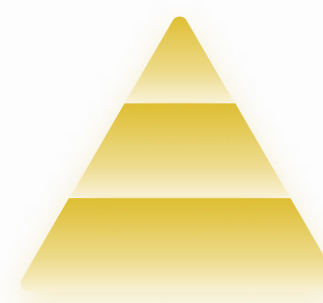
Three questions distinguish maximizing mechanism:

- 1) Does it increase or decrease transparency?
- 2) Does it generate more or less precision?
- 3) Does it concentrate or diffuse power?



APO Measurement

Effective measurement should influence becoming – not just reflect past events. This requires a staged approach. First, focus on input action quality to reward great effort and gain quick directional insights to learn and adjust. Next, measure output production to understand input action capacity. Then, outcome measurement captures the sum result relative to the goal. Value realized and time to achieve it both benefit from this approach.



Precision Pyramid

Three categories of actions improve execution and agility:

- 1) **Delete** – remove what causes process friction
- 2) **Simplify** – make actions in the process easier
- 3) **Leverage** – make greater use of what works well

Teams that candidly and consistently delete, simplify, and leverage deliver higher goal achievement.

The Difference is in the Research

Concepts that stand the test of time are grounded in rigorous research. Dr. Tom Hunsaker's research into sustainable growth practices sets the standard.

GEOGRAPHY

5

5 continents



DURATION

10

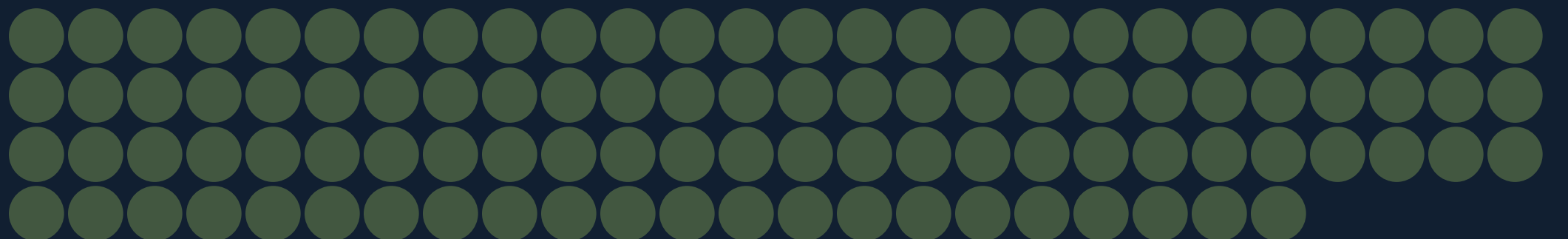
Over 10 years (and counting)



PERIOD

100

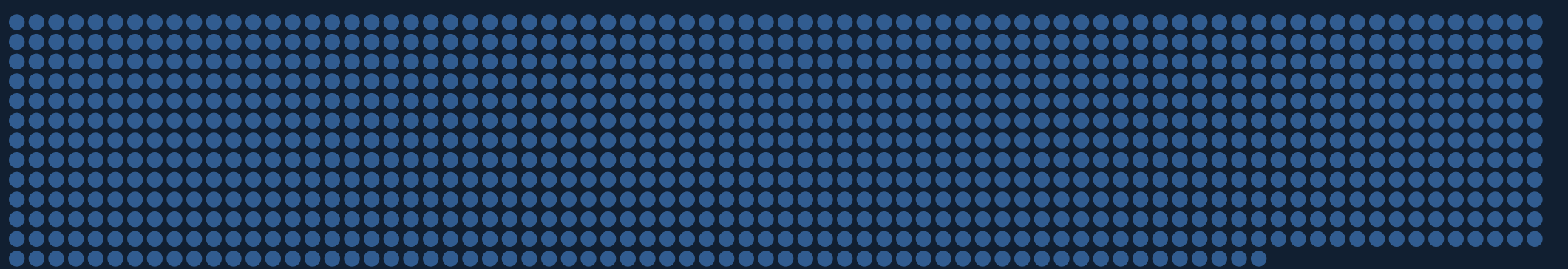
Over 100 years of practice



BREADTH

1,000

1,000s of enterprises



DEPTH

10,000

10,000s of managers



Impact

Dozens of dedicated features and cases in Harvard Business Review and MIT Sloan Management Review and multiple bestselling books.

**Harvard
Business
Review**

MIT Sloan
Management Review

Standard-setting practices in the four sustainable growth pillars:

**Mindset &
Culture**

**Strategy &
Change**

**Innovation &
Analytics**

**Execution &
Agility**