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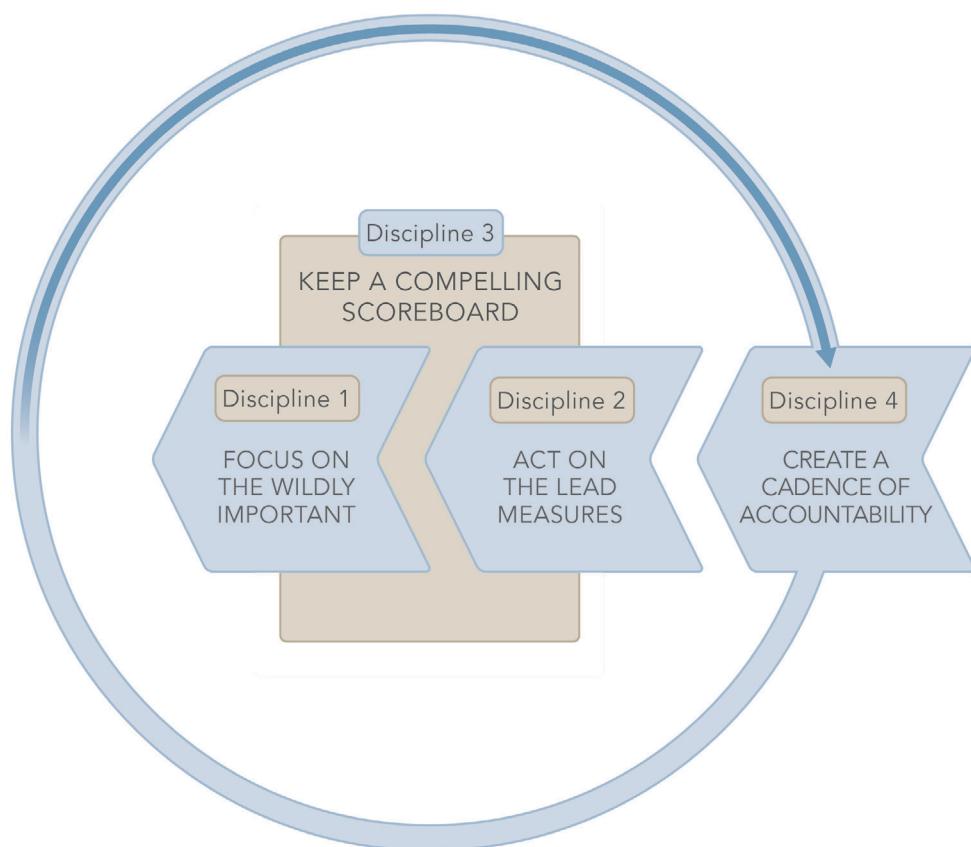
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## A Quick Overview of the 4 Disciplines of Execution

Although the 4 Disciplines of Execution may seem simple at first glance, they are not simplistic. They will profoundly change the way you approach your goals. Once you adopt them, you will never lead in the same way again, whether you are a project coordinator, lead a small sales team, or run a Fortune 500 company. We believe they represent a major breakthrough in how to move teams and organizations forward.

The 4 Disciplines are sequential and interdependent—they must be done in order, and done well to achieve breakthrough results.



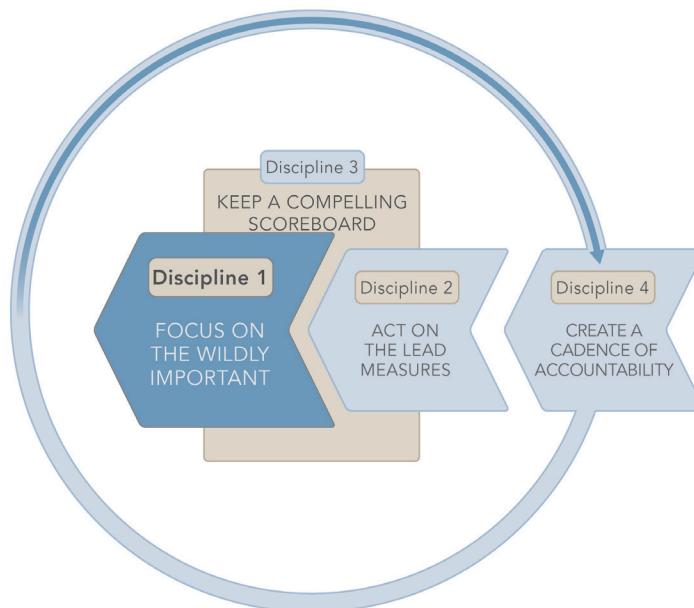
# 1

## Focus on the Wildly Important

Basically, the more you try to do, the less you actually accomplish. There will always be more good ideas than you and your team have the capacity to execute. That's why your first challenge is to focus on the wildly important.

Discipline 1: Focus on the Wildly Important requires you to go against your basic wiring as a leader and focus on less, so that your team can achieve more. When you implement Discipline 1, you start by selecting one, or at the most, two extremely important goals, instead of trying to significantly improve everything all at once. We call this a Wildly Important Goal (WIG), to make it clear to the team that this is the goal that matters most. Failure to achieve it will make every other accomplishment seem secondary, or possibly even inconsequential.

If you're currently trying to execute 5, 10, or even 20 important goals, the truth is that your team can't focus. When you narrow the focus of your team to one or two Wildly Important Goals, the team can easily distinguish between what is truly top priority and what is the "Whirlwind." They move from a loosely defined and difficult-to-communicate collection of objectives to a small, focused set of targets that are achievable.



# 2

## Act on the Lead Measures

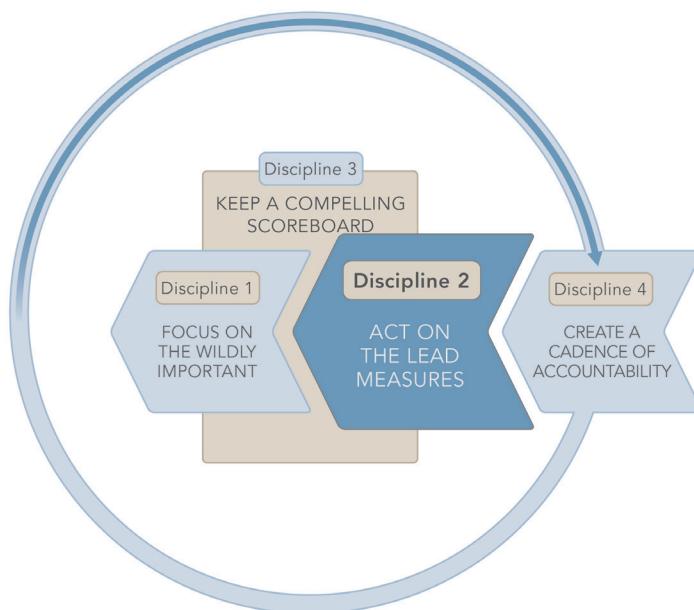
Whatever strategy you're pursuing, your progress and your success will be based on two kinds of measures: lag and lead.

Lag measures are the tracking measurements of the Wildly Important Goal. Revenue, profit, market share, and customer satisfaction are all lag measures, meaning that when you receive them, the performance that drove them is already in the past and cannot be fixed.

Lead measures measure the most high-impact things your team must do to reach the goal—the new behaviors that will drive success on the lag measures.

A good lead measure has two basic characteristics: it's predictive of achieving the goal and it can be influenced by the team members. Consider the simple goal of losing weight. While the lag measure is pounds lost, two lead measures might be a specific limit on calories per day and a specific number of hours of exercise per week. These lead measures are predictive because by performing them, you can predict what the scale (the lag measure) will tell you next week. They are influenceable because both of these new behaviors are within your control.

Acting on the lead measures is one of the little-known secrets of execution. Once you've identified your lead measures, they become the key leverage points for achieving your goal.



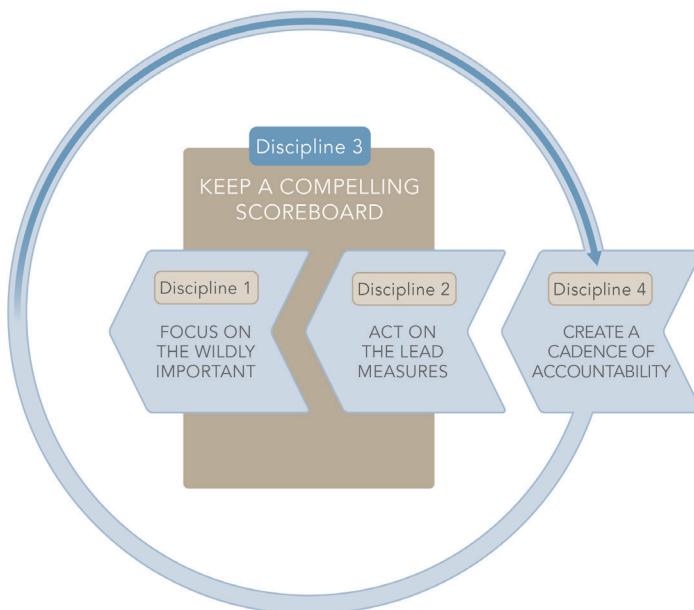
# 3

## Keep a Compelling Scoreboard

People play differently when they're keeping score. However, the truth of this statement is more clearly revealed by a change in emphasis: People play differently when they are keeping score. It's not about you keeping score for them.

Discipline 3 is the discipline of engagement. In principle, the highest level of performance always comes from people who are emotionally engaged. And, the highest level of engagement comes from knowing the score—that is, if people know whether they are winning or losing. This requires the creation of a simple but compelling scoreboard.

The kind of scoreboard that will drive the highest levels of engagement with your team will be one that is designed solely for, and often by, the players. It must be simple so that members of the team can determine instantly if they are winning or losing. If the scoreboard isn't clear, the game you want people to play will be abandoned in the Whirlwind of other activities. And if your team doesn't know whether or not they are winning the game, they are probably on their way to losing.



# 4

## Create a Cadence of Accountability

Discipline 4 is where execution really happens. The first three disciplines set up the game, but until you apply Discipline 4, your team isn't in the game. It is based on the principle of accountability: that unless we consistently hold each other accountable, the goal naturally disintegrates in the Whirlwind.

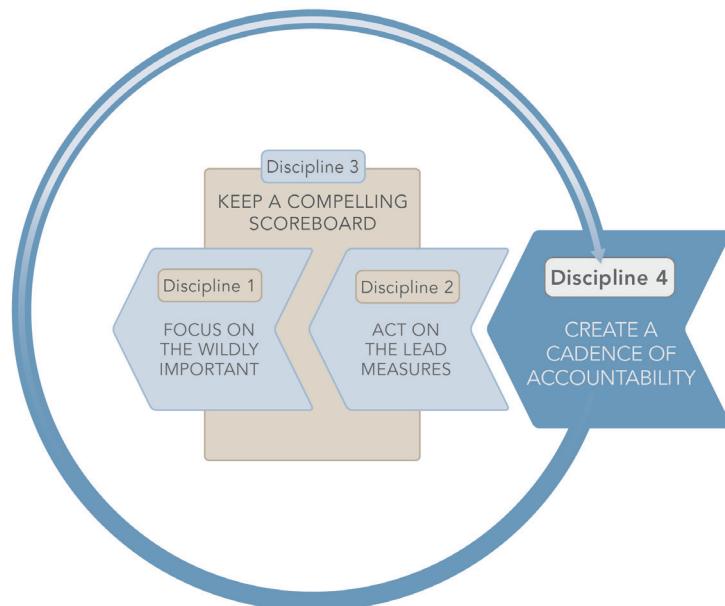
The cadence of accountability is a rhythm of regular and frequent meetings of any team that owns a Wildly Important Goal. These meetings happen at least weekly and ideally last no more than 20 to 30 minutes. In that brief time, team members hold each other accountable for producing results, despite the Whirlwind.

The magic is in the cadence. Team members must be able to hold each other accountable regularly and rhythmically. Each week, one by one, team members answer a simple question: "What are the one or two most important things I can do in the next week, outside the Whirlwind, that will have the biggest impact on the scoreboard?" Then, members report on whether they met the previous week's commitments, how well they are moving the lead and lag measures on the scoreboard, and their commitments for the coming week, all in only a few minutes.

The secret to Discipline 4, in addition to the repeated cadence, is that team members create their own commitments. Because they make their own commitments, their ownership of them increases. Team members will always be more committed to their own ideas than they will to orders from above. Making commitments to their team members, rather than solely to the boss, shifts the emphasis from professional to personal. The commitments go beyond their job performance to becoming promises to the team.

Because the team commits to a new set of objectives each week, this discipline creates a just-in-time weekly execution plan that adapts to challenges and opportunities that can never be foreseen in an annual strategic plan. In this way, the plan is adapting as fast as the business is changing. The result? The team can direct enormous energy to the Wildly Important Goal without getting blocked by the shifting Whirlwind of change all around them.

When your team begins to see the lag measure of a big goal moving as a direct result of their efforts, they will know they are winning. And, we have found nothing drives the morale and engagement of a team more than winning.

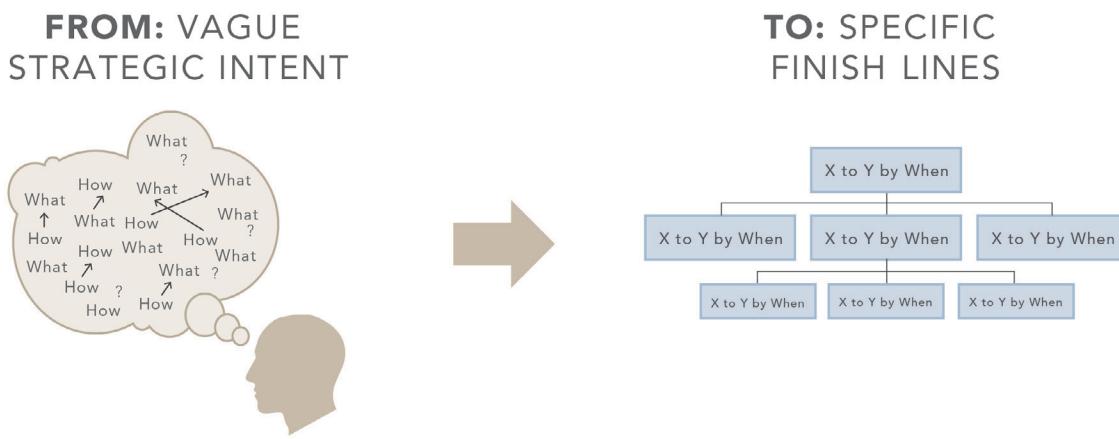


# The 4 Disciplines of Execution®

## 4 DISCIPLINES THINKING

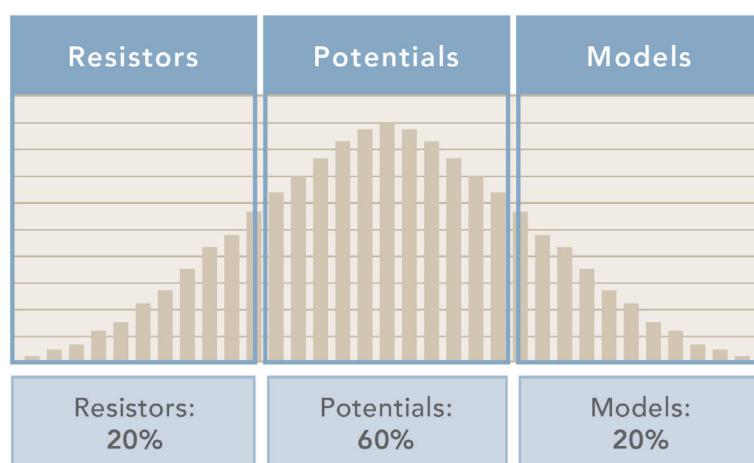
### 4 DISCIPLINES THINKING

Too many organizational goals are hazy and imprecise, leaving people wondering, “what” they are supposed to do and “how” they are supposed to do it. Discipline 1 provides clear, unmistakable finish lines so people know exactly what success looks like.



### MOVING THE MIDDLE

The performance of any group of people generally looks like the graph to the left. There is a big bulge in the middle. There is always a top 20 percent—the models, the bottom 20 percent—the resisters, and the middle 60 percent—the potentials, the majority who could do better if they were motivated to do so. What if that middle 60 percent performed more like the top 20 percent? What would it mean to your organization if your performance looked like the graph below, instead?



# The 4 Disciplines of Execution®

## 4 DISCIPLINES THINKING

### 4 DISCIPLINES GLOSSARY OF TERMS

#### 4 DISCIPLINES OF EXECUTION

An orderly pattern of conduct that leads to achievement of an organizational goal with excellence. The 4 Disciplines are based on deep research and fieldwork, as well as fundamental principles of human behavior, and are proprietary to Franklin Covey Co.

#### DISCIPLINE

A consistent regimen that leads to freedom of action. Without consistent discipline, the team loses the ability to achieve WIGs with precision and excellence, thus losing influence and scope for action.

#### DISCIPLINE 1

Focus on the Wildly Important: The practice of defining crucial goals and narrowing the team's focus to those goals. Work teams who practice Discipline 1 are totally clear on a few WIGs and the lag measures (see entry) for those goals.

#### DISCIPLINE 2

Act on the Lead Measures: The practice of consistently carrying out and tracking results on those high-leverage activities that will lead to achievement of WIGs. Work teams who practice Discipline 2 are clear on the lead measures of their goals and track them carefully.

#### DISCIPLINE 3

Keep a Compelling Scoreboard: The practice of visibly tracking key success measures on a goal. Work teams who practice Discipline 3 are continually preoccupied with moving the measures on the scoreboard.

#### DISCIPLINE 4

Create a Cadence of Accountability: The practice of regularly and frequently planning and reporting on activities intended to move the measures on the WIG scoreboard. Work teams who practice Discipline 4 make individual and collective commitments and account for those commitments in weekly WIG Sessions.

#### EXECUTION

The discipline of getting things done as promised— on time, on budget, and with quality; what “executives” are hired to do!

#### WILDLY IMPORTANT GOAL

WIG: A goal essential to carrying out the organization’s mission or strategy. Failure to achieve this goal will render all other achievements secondary.

# The 4 Disciplines of Execution®

## AUTHOR BIOGRAPHIES

### CHRIS MCCHESENEY



Chris McChesney is the Global Practice Leader of Execution for Franklin Covey Co. and one of the primary developers of *The 4 Disciplines of Execution*. For more than a decade, he has led FranklinCovey's ongoing design and development of these principles, as well as the consulting organization that has achieved extraordinary growth in many countries around the globe and impacted hundreds of organizations. Chris has personally led many of the most noted implementations of the *4 Disciplines*, including the State of Georgia, Marriott International, Shaw Industries, The Ritz-Carlton Hotel Company, The Kroger Co., The Coca-Cola Co., Comcast, Frito-Lay, Lockheed Martin Corporation, and Gaylord Entertainment. This practical experience has enabled him to test and refine the principles contained in *The 4 Disciplines of Execution* from the boardroom to the front line of these and many other organizations.

Chris's career with FranklinCovey began by working directly with Dr. Stephen R. Covey and has continued for more than two decades to include roles as a Consultant, Managing Director, and General Manager within the organization. Chris launched the first *4 Disciplines of Execution Practice* in FranklinCovey's Southeast Region, and today has seen it expand around the globe. Throughout this period of significant growth and expansion, Chris has maintained a single focus: to help organizations get results through improved execution.

Known for his high-energy and engaging message, Chris has become a highly sought-after speaker, consultant, and advisor on strategy execution. He regularly delivering keynote speeches and executive presentations to leaders in audiences ranging from the hundreds to several thousand.

Chris and his wife Constance are the proud parents of five daughters and two sons. His love of family is combined with his passion for boating, water sports, coaching, and trying to keep up with his children.

For more information on Chris, visit [www.Chris-Mcchesney.com](http://www.Chris-Mcchesney.com).

# The 4 Disciplines of Execution®

## AUTHOR BIOGRAPHIES

### SEAN COVEY



Sean Covey is Executive Vice President of Global Solutions and Partnerships for FranklinCovey Company and oversees FranklinCovey's international operations in 141 countries around the globe. Sean also serves as FranklinCovey's Education Practice Leader, which is devoted to transforming education throughout the world through implementing principle-centered leadership.

As the Chief Product Architect for FranklinCovey, Sean organized and directed the original teams that conceived and created *The 4 Disciplines of Execution* and has been an avid practitioner and promoter of the methodology ever since. Sean has also overseen the design and development of most of FranklinCovey's other solutions, including *The 7 Habits of Highly Effective People*, *Leadership Greatness*, *Focus*, *The 5 Choices to Extraordinary Productivity*, and *The Leader in Me*.

Sean is a *New York Times* best-selling author and has written several books, including *The 6 Most Important Decisions You'll Ever Make*, *The 7 Habits of Happy Kids*, and *The 7 Habits of Highly Effective Teens*, which has been translated into 20 languages and sold over four million copies worldwide. He is a popular, versatile keynoter who regularly speaks to kids and adults and within schools and organizations. He has appeared on numerous radio and TV shows as well.

Sean graduated with honors from BYU with a bachelor's degree in English, and later earned his M.B.A. from Harvard Business School. As the starting quarterback for BYU, he led his team to two bowl games and was twice selected as the ESPN Most Valuable Player of the Game.

Born in Belfast, Ireland, Sean's favorite activities include going to movies, working out, hanging out with his kids, riding his motorcycle, and writing books. Sean and his wife Rebecca live with their children in the Rocky Mountains.

For more information on Sean, visit [www.SeanCovey.com](http://www.SeanCovey.com).

# The 4 Disciplines of Execution®

## AUTHOR BIOGRAPHIES

### JIM HULING



Jim Huling is the Managing Consultant for Franklin Covey Co.'s *The 4 Disciplines of Execution*. In this role, Jim is responsible for the *4 Disciplines* methodology, teaching methods, and the quality of delivery worldwide. Jim also regularly leads large-scale engagements, including the 4DX implementation for Marriott International, Inc., The Kroger Co., The Ritz-Carlton Hotel Company, and a number of large hospitals. He is a sought-after keynote speaker for events ranging from senior executive sessions to audiences in the thousands.

Jim's career spans over three decades of corporate leadership, from Fortune 500 organizations to privately-held companies, including serving as CEO of a company recognized as one of the "25 Best Companies to Work for in America." Prior to joining FranklinCovey, Jim was one of the first leaders to adopt *The 4 Disciplines of Execution* and used it to drive performance for almost five years. This experience enabled him to significantly enhance the methods by which the *4 Disciplines* is taught and implemented around the world.

Jim's teams have won national awards for customer service excellence, business ethics, and an outstanding culture, as well as numerous local and regional awards as a workplace of choice. Jim's personal awards also include being selected for the Turknett Leadership Character Award, recognizing CEOs who demonstrate the highest standards of ethics and integrity.

Jim holds a degree in computer science from the University of Alabama, a degree in music from Birmingham-Southern College, and serves on the boards of several local organizations, as well as the Siegel Institute for Leadership, Ethics, and Character.

Jim is most proud of his wonderful marriage of more than 30 years to his sweetheart Donna, and being Dad to two phenomenal adults, Scott and Sarah, and "Papa" to his three grandkids. He holds a third degree black belt in taekwondo, and is an avid runner, backpacker, and white-water rafter.

For more information on Jim, visit [www.JimHuling.com](http://www.JimHuling.com).

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR *THE 4 DISCIPLINES OF EXECUTION*

#### **Why did you write *The 4 Disciplines of Execution*?**

We wrote *The 4 Disciplines of Execution* to help leaders succeed at their single greatest challenge: achieving their most important goals despite a whirlwind of competing priorities. We always knew we would write this book, but before we put a single word on paper, we wanted to test the disciplines in literally hundreds of implementations all over the world. Our book is not about a new idea that we hope will be effective; it's about a set of principles that have enabled leaders to produce extraordinary results for more than a decade.

#### **Why do leaders have such difficulty in executing their strategy?**

There are two fundamental reasons that execution is so difficult. The first is that it requires people to change their behavior. Simply put, if you want to achieve goals you've never achieved before, you have to do things you've never done before. Changing human behavior is never easy, but it's even harder because of the second challenge: Implementing these changes in an environment that's already swirling with urgent priorities—what we call the “Whirlwind”. Together, these challenges can derail even the best leaders from achieving their goals.

#### **We all hear about strategy, strategy, strategy. How good is a strategy if it's not executed properly?**

We all know that even the most brilliant strategy can fail if it's not executed with excellence. But we've also learned that effective execution can actually improve the strategy of an organization by tapping into the commitment and creativity that high performance brings. 4DX defines specific rules for execution and when those rules are applied both the strategy and the results are affected in profound ways.

#### **Does the 4 Disciplines process need to start with the executive team in an organization?**

Not necessarily. We've had great success in organizations where the most senior leaders have been passionate adopters of 4DX, but we've also seen a single team use the 4 Disciplines to create results so exceptional that 4DX then spread throughout the entire company—a campfire that became a wildfire.

#### **Why is it necessary to limit the number of goals upon which an organization focuses?**

There's only one real reason to narrow your focus to one or two critical goals: so that you can put enormous energy behind them to produce significant results. This is why the choice of these goals is so critical that we call them Wildly Important.

#### **How do you know if you have a good Lead Measure?**

A good lead measure is defined by two important characteristics. First, the team can take ownership for performing it—a characteristic we call influenceable. Second, as performance on the Lead Measure improves, it produces disproportionate progress toward achieving the goal, making success on the Lead Measure predictive of success on the goal.

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR *THE 4 DISCIPLINES OF EXECUTION*

**If the lead measure is moving but the Lag Measure isn't, what is the problem?**

It could be one of four problems. First, you may just need to give the Lead Measure a little more time. Cause and effect relationships are not always immediate and it may take longer than you think for the effect of the Lead Measure to be seen on the goal.

Second, the scorekeeping on the Lead Measure may not be accurate enough. If the score lacks precision, you may have a false view of the team's real performance.

Third, you may be moving the Lead Measure, but not far enough. This is similar to reducing your calorie intake, but not reducing it enough to actually lose weight.

Fourth, you could have a Lead Measure that is not predictive – meaning it does not actually affect the Lag Measure. Although this conclusion is disappointing, it highlights another advantage of 4DX – the ability to quickly determine whether a particular Lead Measure gives the team leverage for achieving their goal. This determination can avoid wasted time and energy and allows you to focus your team more effectively. Good execution actually helps your refine your strategy.

**Discipline 3 is Keep a Compelling Scoreboard. Are you suggesting creating a competitive work environment? What does the scoreboard do for employee morale and engagement?**

Defining a goal and Lead Measures can represent a winning game for your team, but it's still a game that's on the drawing board, not one that's being played on the field. Designing a compelling scoreboard—one that's designed for the players—gets your team in the game and more importantly, playing to win, which increases employee morale and engagement. But remember, to be a player's scoreboard it has to be simple, visible, have the right lead and lags, and tell you immediately if you are winning or losing. It's a radically different approach to tracking performance.

**Discipline 4 is Create a Cadence of Accountability. Why is it important for team members to hold each other accountable instead of just the "boss" holding the team accountable?**

When accountability only exists between each team member and their boss, its effect is limited. But, when team members feel accountable to each other, their performance shifts from being professional to being personally important. Our experience has consistently shown that people will work hard to avoid disappointing their boss, but they will work harder to avoid disappointing their team. The result is a dramatically increased level of performance and follow-through.

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR **THE 4 DISCIPLINES OF EXECUTION**

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**What are other benefits in using the 4 Disciplines as a process inside an organization, besides strategy execution?**

One of the most surprising benefits for us was the increased level of morale and engagement in the teams using 4DX. While this was not one of our specific objectives in developing 4DX, it has become one of the most important areas of impact we see. When a team begins to feel they are winning on a goal of true significance, people feel a stronger connection to the organization and to each other, as well as greater satisfaction in the work they are doing.

An additional benefit is the continuity and sustainability of 4DX. The disciplines are literally an operating system that once adopted, can be used over and over again for achieving the team's most critical goals, no matter how the strategy changes from year to year.

Finally, as the team members work in a cadence of accountability each week, they begin to see their teammates regularly following through on commitments and producing results. This visible demonstration of dependability builds trust and respect within in a team, often to unprecedented levels. As one of our clients said in the book, "They walk with a swagger because they know they are winners."

**Please share some examples of how businesses have used the 4 Disciplines process and what the results were?**

One of the greatest strengths of 4DX is the ability of the disciplines to drive changes in human behavior. Today, we consistently see organizations and teams whose strategies actually depend on new behaviors – strategies such as increasing customer satisfaction, expanding to new services, increasing speed of delivery – strategies that cannot be achieved without getting people to do things differently. In these few examples, as well as the many examples documented in our book, you see the results that these changes can bring:

The Towne Park organization, one of the country's largest valet parking companies doubled the revenue of the company twice using the 4 Disciplines.

The Georgia Department of Human Services, after years ranked as one of the lowest performing departments in the country, reduced repeat cases of child maltreatment by a stunning 60%.

The Chicago region of Comcast went from last place (out of more than a dozen regions) to #2 in just under two years using the 4 Disciplines in every aspect of the operation.

The Marriott Marquis in NYC, the largest and most profitable Marriott hotel in the world, produced the highest guest satisfaction, event satisfaction, and the highest revenue and profit in the thirty year history of the property during their first year using 4DX.

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR **THE 4 DISCIPLINES OF EXECUTION**

**Are the 4 Disciplines only applicable in the business world or do they transcend to other areas such healthcare or government?**

Interestingly, some of our greatest results have come from implementations of 4DX in health care, state government, and military organizations. We've seen government teams achieve results that directly affected the health and well-being of children, such as the Georgia Department of Human Services example quoted earlier, as well as hospitals that have reduced perioperative incidents (things that go wrong in surgery) by over 50 percent, literally saving lives on the operating table.

We've also seen teams in the public sector delivering astounding cost reductions, such as a public utility that reduced costs by \$60 million through innovations in alternate energy sources and a state department that found a surprising \$1.5 million in reduced vehicle expense.

Finally, we've seen some of our most dramatic results in hospitals that have significantly increased the level of patient satisfaction. Several hospitals have reached the top 10 percent ranking nationally.

Our website, 4DXBook.com, includes video case studies of the results we have achieved in health care and state government, as told by the leaders themselves.

**What types of changes take place within an organization when starting to implement the disciplines?**

The first, and most obvious change, is the increase in focus. When an organization goes from a large group of goals they hope to achieve to a critical few that absolutely must be achieved, the teams respond immediately. They know that if "everything is priority one" then nothing really is, so narrowing the focus to a critical few establishes them as Wildly Important Goals.

The second change is in the accountability. Most commitments made in teams are actually conditional - the person is committed to following through, "unless something big comes up." Of course, something big always comes up, so most commitments are forgotten in the Whirlwind of the week. 4DX changes commitments from conditional to unconditional – meaning each individual is personally committed to making them happen, despite the demands of their week. This change alone dramatically increases the results a team produces, but also begins to build trust and respect in the team. Their engagement is not because the organization is winning, or even that you as their leader are winning—it's because they are winning.

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR *THE 4 DISCIPLINES OF EXECUTION*

#### **What are the biggest obstacles to implementing the 4 Disciplines?**

The first obstacle is getting the leader to narrow their focus. This is not only hard in the beginning, it's hard to sustain because leaders are always drawn to new ideas. While innovation is important, without focus the team cannot succeed – so leaders must learn to say “no” or “not now” to new ideas until the results on the strategy have been achieved.

The second obstacle is focusing on leading outcomes or behaviors, rather than overall results. Leaders are most often measured and compensated based on results, and over time, most of their focus is on these outcomes. Unfortunately, this focus doesn't drive the highest performance – it's like driving a car while looking in the rearview mirror. 4DX asks a leader to put a disproportionate focus on the outcomes or behaviors that will lead to results.

#### **What if you have people on your team who don't want to implement the 4 Disciplines? How do you engage them in the process?**

It is very common to see some people who will naturally resist any kind of change. One of the keys things we've learned about changing human behavior is “when there's no involvement, there's no commitment.”

So, the process we use to launch 4DX is designed around getting buy-in and a high degree of involvement up front. We have found that if these people, who we refer to as resisters, get the chance to help create the game, they are much more willing to play the game.

#### **Does the 4 Disciplines of Execution have a personal application, as well?**

It happens all the time. People approach us after a 4DX work session, look around to make sure no one is listening, and whisper, “Do you think 4DX would work in my personal life?” Our answer? Absolutely. Although we didn't set out to find a better way to accomplish personal goals, we discovered that 4DX is a profound methodology for achieving any goal of any kind, whether at work or at home. Not surprisingly, the principles of focus, leverage, engagement, and accountability, which undergird each of the disciplines, seem to work at any level, be it organizational, team, or personal.

So many of the wildly important things in our lives never get the attention we should give them because they aren't urgent. Caring for our health, helping our children, getting more education, strengthening our marriage—these things tend to take second place to the whirlwind of urgencies that require our attention right now.

Could it be that the missing link is an operating system for changing human behavior—a system like 4DX? Do we think 4DX can apply to your personal life? Our answer is a resounding yes! In fact, we think the principles in this book can help you to achieve any great purpose you have in mind.

# The 4 Disciplines of Execution®

## QUESTIONS AND ANSWERS

### QUESTIONS AND ANSWERS FOR *THE 4 DISCIPLINES OF EXECUTION*

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#### Is there software for automating the 4 disciplines process, especially as it relates to accountability?

Yes. My4dx.com is a customized tool offered exclusively through FranklinCovey. It provides a personal portal for each individual on the team to build and track their scoreboards and commitments. It also helps you answer these questions: What percentage of people on my team or within my organization are updating their scoreboards, making weekly commitments against lead measures, and holding WIG sessions? What are their results? Are they on track to achieve their WIG?

The primary capabilities automated in my4dx.com are:

1. Your team's organizational structure and team members
2. Your WIG and "from X to Y by When" Lag Measure, as well as your week by week targets for performance
3. Your Lead Measures and their daily or weekly performance standard
4. Your team's commitments from last week and status on follow through, as well as commitments for next week
5. At-a-glance summary tracking of WIGs, Lead Measures, WIG Sessions and Commitments

Visit [www.my4dx.com](http://www.my4dx.com) for more information.

# The 4 Disciplines of Execution®

## PRESS RELEASE

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A BREAKTHROUGH APPROACH TO EXECUTION  
THAT PRODUCES SUPERB RESULTS EVERY TIME

## THE 4 DISCIPLINES OF EXECUTION:

*Achieving Your Wildly Important Goals*

By Chris McChesney, Sean Covey, and Jim Huling

“*The 4 Disciplines of Execution* offers more than theories for making strategic organizational change. The authors explain not only the ‘what’ but also ‘how’ effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read!”

—Clayton Christensen, Professor, Harvard Business School and  
author of *The Innovator’s Dilemma*

It is one thing to establish goals, but quite another thing to execute them. MBA programs focus heavily on strategy, but offer virtually no training in execution—and it’s execution that keeps leaders awake at night.

Best-selling author Sean Covey, coauthors Chris McChesney and Jim Huling, and the Franklin Covey organization have spent more than a decade studying why execution so often fails, what can be done to fix it, and what it takes to achieve Wildly Important Goals (WIGs). They have worked with more than 13,000 teams and 200,000 people in hundreds of organizations in every kind of industry, as well as in schools and in government agencies worldwide.

The result of their findings is an essential new book, *THE 4 DISCIPLINES OF EXECUTION: Achieving Your Wildly Important Goals*, by Chris McChesney, Sean Covey, and Jim Huling (Free Press/April 24, 2012/\$28.00 hardcover), which provides a simple, repeatable, proven formula for achieving the goals you simply must reach. These 4 Disciplines of Execution (4DX) allow leaders to effectively deal with the most difficult aspect of creating breakthrough results: *executing a strategy that requires a change in behavior*.

Underlying the 4 Disciplines is the concept of the Whirlwind—the massive amount of energy necessary just to keep an operation going on a day-to-day basis. The Whirlwind is the real enemy of strategic execution. While a new strategy is important, the Whirlwind is *urgent*, and urgency wins out every time. *THE 4 DISCIPLINES OF EXECUTION* shows how to separate Wildly Important Goals (WIGs) from the Whirlwind so that breakthrough results can be achieved, while still sustaining the urgent work necessary to keep the organization running.

# The 4 Disciplines of Execution®

## PRESS RELEASE

The 4 Disciplines of Execution are sequential and interdependent—they must be done in order and done well to achieve breakthrough results. They are:

1. **Focus on the Wildly Important.** Give your best effort to those few goals that really matter instead of giving mediocre effort to dozens of goals.
2. **Act on the Lead Measures.** Carefully track the lead measures and let the lag measures take care of themselves.
3. **Keep a Compelling Scoreboard.** Make sure everybody knows the score at all times so they can tell if they are winning or not.
4. **Create a Cadence of Accountability.** Hold frequent, regular accountability sessions whose only purpose is to advance the Wildly Important Goals.

These disciplines are deceptively simple to state, but they are not simplistic. They will profoundly change the way you approach your goals, and represent a major breakthrough in how to move teams and organizations forward. When done correctly, the 4 Disciplines of Execution lead to superb results every time.

For more information on *The 4 Disciplines of Execution*, see the electronic presskit by visiting [www.4dxbook.com](http://www.4dxbook.com)

### ABOUT THE AUTHORS

**Chris McChesney** is the Global Practice Leader of Execution for Franklin Covey Co. and one of the primary developers of *The 4 Disciplines of Execution*. For more than a decade, he has led FranklinCovey's ongoing design and development of these principles, as well as the consulting organization that has achieved extraordinary growth in many countries around the globe and impacted hundreds of organizations.

**Sean Covey** is Executive Vice President of Global Solutions and Partnerships for Franklin Covey Co. and oversees FranklinCovey's international operations in 141 countries around the globe. As the Chief Product Architect for FranklinCovey, Sean organized and directed the original teams that conceived and created *The 4 Disciplines of Execution* and has been an avid practitioner and promoter of the methodology ever since.

**Jim Huling** is the Managing Consultant for Franklin Covey's *The 4 Disciplines of Execution*. Jim's career spans more than three decades of corporate leadership, from Fortune 500 organizations to privately held companies, including serving as CEO of a company recognized as one of the "25 Best Companies to Work for in America." Prior to joining FranklinCovey, Jim was one of the first leaders to adopt *The 4 Disciplines of Execution*.

# The 4 Disciplines of Execution®

## PRESS RELEASE

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**TITLE:** *THE 4 DISCIPLINES OF EXECUTION:  
Achieving Your Wildly Important Goals*

**AUTHOR:** Chris McChesney, Sean Covey, and Jim Huling

**IMPRINT:** Free Press

**PUB DATE:** April 24, 2012

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# The 4 Disciplines of Execution®

## LETTER TO PRESS

Dear Editor/Writer/Host/Producer:

It is one thing to establish goals, but quite another thing to execute them. MBA programs focus heavily on strategy, but offer virtually no training in execution—and it's execution that keeps leaders awake at night.

Best-selling author Sean Covey, coauthors Chris McChesney and Jim Huling, and the Franklin Covey organization have spent more than a decade studying why execution so often fails, what can be done to fix it, and what it takes to achieve Wildly Important Goals(WIGs). They have worked with more than 13,000 teams and 200,000 people in hundreds of organizations in every kind of industry, as well as in schools and in government agencies worldwide.

The result of their findings is an essential new book, *THE 4 DISCIPLINES OF EXECUTION: Achieving Your Wildly Important Goals*, by Chris McChesney, Sean Covey, and Jim Huling (Free Press/April 24, 2012/\$28.00 hardcover), which provides a simple, repeatable, proven formula for achieving the goals you simply must reach. These 4 Disciplines of Execution (4DX) allow leaders to effectively deal with the most difficult aspect of creating breakthrough results: executing a strategy that requires a change in behavior.

Underlying the 4 Disciplines is the concept of the Whirlwind—the massive amount of energy necessary just to keep an operation going on a day-to-day basis. The Whirlwind is the real enemy of strategic execution. While a new strategy is important, the Whirlwind is urgent, and urgency wins out every time. *THE 4 DISCIPLINES OF EXECUTION* shows how to separate Wildly Important Goals (WIGs) from the Whirlwind so that breakthrough results can be achieved, while still sustaining the urgent work necessary to keep the organization running.

The 4 Disciplines of Execution are sequential and interdependent—they must be done in order and done well to achieve breakthrough results. They are:

**Discipline 1: Focus on the Wildly Important.** Give your best effort to those few goals that really matter instead of giving mediocre effort to dozens of goals.

**Discipline 2: Act on the Lead Measures.** Carefully track the lead measures and let the lag measures take care of themselves.

**Discipline 3: Keep a Compelling Scoreboard.** Make sure everybody knows the score at all times so they can tell if they are winning or not.

**Discipline 4: Create a Cadence of Accountability.** Hold frequent, regular accountability sessions whose only purpose it to advance the Wildly Important Goals(WIG).

These disciplines are deceptively simple to state, but they are not simplistic. They will profoundly change the way you approach your goals, and represent a major breakthrough in how to move teams and organizations forward. When done correctly, the 4 Disciplines of Execution lead to superb results every time.

# The 4 Disciplines of Execution®

## LETTER TO PRESS

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Chris McChesney is the Global Practice Leader of Execution for Franklin Covey Co. and one of the primary developers of *The 4 Disciplines of Execution*. Sean Covey is Executive Vice President of Global Solutions and Partnerships for Franklin Covey Co., and oversees FranklinCovey's international operations in 141 countries around the globe. Jim Huling is the Managing Consultant for Franklin Covey's *The 4 Disciplines of Execution*.

If you are interested in featuring *The 4 Disciplines of Execution*, in interviewing the authors, or if you would like to receive a copy of the book, please contact us.

For more information please visit [www.4dxbook.com](http://www.4dxbook.com) (presskit)

Best wishes,

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# The 4 Disciplines of Execution®

## ENDORSEMENTS

### FRANKLINCOVEY CLIENTS WHO HAVE ENDORSED AND/OR ADOPTED THE 4 DISCIPLINES OF EXECUTION

Press: As per FranklinCovey's agreement with clients, please contact Debra.Lund@FranklinCovey.com before contacting a FranklinCovey client listed below.

A. P. Moller-Maersk	ETEC
AGA Gas AB, a member of the Linde Group	Euromaster Denmark A/S
AkzoNobel	Frito-Lay
American Airlines	Gaylord Entertainment
AT & T	Gaylord Opryland Resort & Convention Center
Bladex, Foreign Trade Bank of Latin America, Inc.	General Growth Properties, Inc.
Blue Cross Blue Shield	Georg Fischer Piping Systems, Ltd.
Boston Scientific Corporation	Global Payments, Inc.
Brickman Group	Grant Thornton
Brownells	Grupo Enterro, Guatemala
Cable ONE Inc.	Grupo Progreso S. A., Guatemala
California University of Pennsylvania	Harley-Davidson
Canadian Tire	HCR ManorCare
Cegos Italia S.p.A.	Highmark, Inc.
Comcast Corporation	HSBC Bank
Corporación BI, Guatemala	Huntington Bank
Department of Human Services, State of Georgia	Husky Injection Molding Systems, Ltd.
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El Paso Corporation	Infosys Limited
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	Marriott International, Inc.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### FRANKLINCOVEY CLIENTS WHO HAVE ENDORSED AND/OR ADOPTED THE 4 DISCIPLINES OF EXECUTION

McDonald's Corporation	State Farm Insurance
Micare Enterprises	Swift Transportation Corporation
Michigan Department of Transportation	The Coca-Cola Company
Morris Communications Company, LLC	The Kroger Co.
Nash Finch Company	The Ritz Carlton Hotel Company
NCH Corporation	The Smithfield Packing Company, Inc.
Nestlé Purina Petcare	The State of Georgia, 2003–2011
Northrop Grumman Corporation	Thrivent Financial for Lutherans
Oklahoma Department of Human Services	Tigo, Guatemala
Partsmaster	Towne Park, Ltd.
Petco	Transitions Optical
Pfizer Inc.	Turner Broadcasting System, Inc.
Phillips Plaza	Tyco Electronics Corporation
Quality Food Centers (QFC)	Under Armour, Inc.
RC Beverage Co.	Verizon Wireless Inc.
Retail Products Group	Walmart Stores, Inc.
Sam's Club	Walmart Supercenters, Mexico & Central America
Savannah Morning News	Whirlpool Corporation
Sears Roebuck and Co.	Younger Brothers Companies
South Carolina Department of Social Services	Zions Bancorporation

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"What Six Sigma and Lean are to manufacturing, *The 4 Disciplines of Execution* is to executing your strategy. 4DX is a practical methodology that can solve every leader's #1 challenge: execution."

—Ram Charan, coauthor of the best-selling *Execution: The Discipline of Getting Things Done* and author of *What the CEO Wants You to Know*.

"Many of the foundational values of Marriott are embodied within *The 4 Disciplines of Execution*. By utilizing this process inside our organization, our leaders and teams have been able to set and achieve extraordinary goals, which have had a significant impact on making 'Our Guests' Experience' truly remarkable. Any organization can create these same kinds of breakthrough results if they apply the principles and processes taught in this book!"

—J. W. Marriott, Jr., Chairman and Chief Executive Officer, Marriott International, Inc.

"Customers are loyal to a brand when they can trust it to deliver a consistently outstanding experience. This requires the commitment of everyone up and down the organization to innovate new ways to economically delight customers so they become promoters. *The 4 Disciplines of Execution* offers a proven process for engaging the hearts and minds of every employee toward this vital goal. I highly recommend this book to any leader committed to making customer loyalty a mission-critical goal."

—Fred Reichheld, Bain Fellow, inventor of the Net Promoter® System, and author of *The Ultimate Question 2.0*.

"In a business world where the essence of leadership centers around strategy, this book highlights the true requirements of any organization to focus on the principles of execution. At The Ritz-Carlton, I believe the only way to strengthen operational excellence is through flawless execution. The application of Focus, Leverage, Engagement, and Accountability, as discussed in *The 4 Disciplines of Execution*, are key to our success and make exceptional reading for today's business leaders."

—Herve Humler, President and Chief Operations Officer, The Ritz-Carlton Hotel Company.

"*The 4 Disciplines of Execution* contains principles and processes that do indeed work. I do believe that 'execution excellence' is the ultimate competitive differential of this decade. As we have partnered with FranklinCovey to apply the methodology and process globally throughout our organization, it has not only had a significant impact on our organization's business results, it has been transformational for me as a leader, both personally and professionally."

—Jeff Simmons, President, Elanco Animal Health, Eli Lilly and Company.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"The 4 Disciplines of Execution helps leaders, teams, and frontline employees narrow their focus and spend their time executing those things that will bring the highest return for their organization and customers. This book is a must-read for any leader who wants to achieve that which is extraordinary in their company!"

—Diana Thomas, US Vice President of Training and Learning Development, Hamburger University, McDonald's Corporation.

"The 4 Disciplines of Execution offers more than theories for making strategic organizational change. The authors explain not only the 'what' but also 'how' effective execution is achieved. They share numerous examples of companies that have done just that, not once, but over and over again. This is a book that every leader should read!"

— Clayton Christensen, Professor, Harvard Business School, and author of *The Innovator's Dilemma*.

"In place of the top-down, control-oriented management techniques of the Industrial Age, the 4 Disciplines offer a release-oriented, Knowledge Worker Age approach to executing goals and strategies, an approach that engages people's hearts and minds toward a common goal unlike anything I've seen. Truly a profound work!"

— Stephen R. Covey, #1 New York Times best-selling author of *The 7 Habits of Highly Effective People* and *The 3rd Alternative: Solving Life's Most Difficult Problems*.

"Marriott was founded on the philosophy 'Take care of your employees and they'll take care of your customers.' Through the principles of *The 4 Disciplines of Execution*, we've been able to give our people a powerful tool for staying focused on what is most important to us: 'Our Guests' Experience.' I highly recommend this book for anyone who wants to create breakthrough results!"

— David Grissen, President, The Americas, Marriott International, Inc.

"The State of Georgia had unprecedented success as a result of implementing the principles outlined in *The 4 Disciplines of Execution*. We certified hundreds of leaders to take the disciplines to every department, achieving unprecedented results in customer service, quality improvement, and cost reduction. These execution principles are a must for any government agency that is seeking to be world-class."

— The Honorable Sonny Perdue, Governor of Georgia, 2003–2011.

"The 4 Disciplines' practical guidance on goal-setting and measurement resonates with groups at all levels in our organization. Many teams have applied this intuitive approach to build engagement and increase execution and accountability."

— Dave Dillon, Chairman and Chief Executive Officer, The Kroger Co.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"We believe that the 4 Disciplines of Execution are the keys to growth and success. For years we have struggled with creating focus for our people. We have used priority sheets, standards of performance measures, and other methods. We have fallen in love with the concepts of 'Whirlwind' and 'WIG'! When you read this book, you will never look at work or life the same!"

— Danny Wegman, Chief Executive Officer, Wegmans Food Markets, Inc., #1 on Fortune's 2005 list of the "100 Best Companies to Work For."

"You don't have a strategy problem, you have an execution problem! *The 4 Disciplines of Execution* tells you everything you need to know to make your Wildly Important Goals a reality. This simple, effective model is easy to understand, easy to apply, and delivers results. I've used it in my personal life, with my family, and in my organization. It works!"

— Richard Stocking, President and Chief Operating Officer, Swift Transportation.

"I've seen many great initiatives fail because of the inability to make the transition from strategy to execution. The authors here have developed a real-world, practical guide for navigating through the obstacles to success. While reading this book, I thought over and over again to myself, 'I wish I would have had this resource ten years ago.'"

— Terry D. Scott, 10th Master Chief Petty Officer of the Navy, April 2002–July 2006, Retired.

"Few things in business are harder than finding the handful of simple actions that every employee can take to help the company achieve its most important objectives. The 4 Disciplines provide a simple, common-sense way to help achieve real results."

— Rob Markey, Partner, Bain & Company, and coauthor of *The Ultimate Question 2.0*.

"*The 4 Disciplines of Execution* methodology and process, contained in this book, have been extremely helpful to our organization. It has allowed us to align and cascade our Wildly Important Goals throughout our teams, which has resulted in an increase in employee engagement and improved client service and project delivery. As we continue to invest in our employees, this process remains critical to achieving our overall corporate goals."

— Andrew Frawley, President, Epsilon

"Genius and simplicity describe *The 4 Disciplines of Execution*. If you want to succeed with your strategic plan, utilizing this process and methodology will pay dividends. Focusing one's efforts on lead measures will result in success. And, the process of continual, quick accountability checkups encourages excellence."

— Walter Levy, Co-President and Co-Chief Executive Officer, NCH Corporation

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

“‘Wildly Important Goals,’ ‘lead measures,’ ‘compelling scoreboard,’ ‘cadence of accountability’—*The 4 Disciplines of Execution* delivers the essential battle cry every leader and organization requires, plus the guidelines on how to respond. The disciplines allow any leader the ability to move beyond the vision into the flawless execution of strategy. This book is a great gift to any leader in any organization.”

— Frances Hesselbein, President and Chief Executive Officer, The Frances Hesselbein Leadership Institute, and founder of The Peter F. Drucker Foundation for Nonprofit Management.

“Well done! Disciplined leveraging of this work will profoundly help raise the standard of executional excellence in any and all organizations.”

— Douglas R. Conant, Chief Executive Officer, retired, Campbell Soup Company, and *New York Times* best-selling author.

“I’ve practiced and embraced the principles and process found in this book for many years and can attest this is a great framework to help organizations achieve their strategic goals.”

— Roger Morgan, President and Chief Executive Officer, Retail Products Group.

“*The 4 Disciplines of Execution* is a practical guide for organizational excellence. It provides a simple, actionable approach for success at all levels of any organization. The process creates maniacal focus and leads to uncommon results. Though the word ‘proactive’ is overused and underachieved in business, the 4DX process truly creates proactive momentum and sustainable results.”

— Matt Oldroyd, President and Chief Executive Officer, Partsmaster.

“Each person comes to this world packed with unlimited capacity. He can accomplish wonders. There is nothing in life more exhilarating than to achieve something important to him and to achieve it with excellence. In *The 4 Disciplines of Execution*, the authors have captured the principles and procedures that are key to human achievement.”

— Mohammed Yunus, Nobel Peace Prize Winner, 2006.

“Having worked in higher education administration for 35 years, with increasing management responsibility at both a private and public university, I have learned that the greatest obstacle any higher-education leader faces is the challenge of execution (i.e., successfully and consistently achieving the institution’s key strategic goals). Although *The 4 Disciplines of Execution* begins as it must with theory, the greatest contribution of this book to educational administrators is its powerful focus on the fundamentals of the process of execution. For that reason, this book is must reading for every college and university administrator with responsibility for achieving strategic goals.”

— Angelo Armenti, Jr., Ph.D., President, California University of Pennsylvania.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"Military leaders recognize that people are central and essential to achieving the organization's mission. The value of *The 4 Disciplines of Execution* centers on connecting everyone specifically, concretely, and visibly to the fulfillment of that mission. Every single person has a clear role to play, is measured on it, and can celebrate his or her contribution to its achievement. Whether delivering combat aircraft to the navy or dramatically improving an urban public-education system, the focus on executing a few critical goals with excellence makes the difference between failure or success."

— Captain John W. Scanlan, USN, retired, Chief Financial Officer, Cleveland Municipal School District.

"*The 4 Disciplines of Execution* is a leadership breakthrough enabling strategy into execution. Based on significant research, the book demystifies moving from 'knowing to doing.' With this approach everyone wins! Most important, employees are more engaged in their work. Employees clearly understand and experience how their efforts and results contribute to the execution of a company's strategy. Their work is meaningful. It contributes to a team, and they can be proud of what they have accomplished."

—Tom Halford, General Manager and Marketing, Whirlpool.

"Having spent years working with organizations whose goal was to achieve greatness, I highly recommend reading *The 4 Disciplines of Execution*! It is truly a how-to manual for teams committed to achieving their wildest dreams and a must-read for leaders who have chosen to achieve greatness!"

— Ann Rhoades, President, People Ink; former Executive Vice President, JetBlue; former Chief People Officer, Southwest Airlines; and author of *Built on Values*.

"*The 4 Disciplines of Execution* offers not only a clear description of the critical relationship of execution to viable strategy, but also specific recommendations for increasing the likelihood of success. The approaches recommended will ensure focus, line-of-sight from tasks to goals, and the production of simple dashboards to give vital and timely feedback. As important as these, however, are the authors' granular examples, suggestions, and prescriptions."

— Joel Peterson, Chairman, JetBlue Airways; Robert L. Joss Consulting Professor of Management, Stanford Graduate School of Business; founding Partner, Peterson Partners.

"*The 4 Disciplines of Execution* has a powerful way of inviting every frontline employee to commit to and then execute on the highest priority goals of their agency. As a leader in the public sector, I found myself revisiting these principles over and over again at a time when resources were dwindling, while the need for human services was rising."

— B. J. Walker, former Commissioner, Department of Human Services, State of Georgia.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"My first experience with *The 4 Disciplines of Execution* was in a meeting with a group of frontline managers who were reporting their first six-month results. I saw a room full of winners. After applying these disciplines and this methodology throughout my entire organization, we saw improved employee engagement and teamwork during a time of downsizing, and we achieved our stretch business objectives."

—Alex M. Azar II, President, Lilly USA, LLC.

"*The 4 Disciplines of Execution* is a principle-based system that simplifies the complexities of everyday execution and gets us consistent value increase over time. Thank you, FranklinCovey, for cracking the execution code!"

— Juan Bonifasi, Chief Executive Officer, Grupo Entero, Guatemala.

"Keeping the eyes on execution is the single most important task for a leader. This book provides great guidance for leaders who want to stay focused on their most important goals. It is a practical guide to creating a cadence of accountability throughout their organizations. The book is as relevant in Europe as in the rest of the world, a great read, and a great method to achieve strong results over time."

— Sanna Rydberg, Head of Healthcare, sub-Region Europe North, AGA Gas AB, a member of the Linde Group.

"The best way to prove the validity and effectiveness of any business concept or methodology is to apply it to real situations and observe the results obtained. At Bladex, we have had the opportunity to apply the principles proposed by *The 4 Disciplines of Execution* as a means to successfully achieve the strategic objectives of the organization. Our experience leads us to affirm that, with consistency, once the degree of maturity in the application of these principles is attained, the desired objectives are gratifyingly achieved and justify the efforts required in the adoption process. The key lies in the discipline of the process."

— Miguel Moreno, Executive Vice President and Chief Operating Officer, Bladex, Foreign Trade Bank of Latin America, Inc.

"After approximately seven months working with *The 4 Disciplines of Execution*, we have seen the following improvements in my area; a cost savings from 5.9 percent to 26.1 percent and an improved bottom line from 3.7 percent to 43.3 percent. But most important, a quantum increase in employee engagement and trust."

—Per Birkemose, Regional Manager, Euromaster Denmark.

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"The most important thing for us in using *The 4 Disciplines of Execution* was to have a real impact in the achievement of our goals, and that has been the case. The methodology has been an extraordinary tool to align the efforts of all our 7,168 collaborators toward the corporate goals, each knowing their role and the impact of this in our corporation. We also obtained additional benefits, such as an increased exchange of best practices, greater integration and teamwork, and even a tough but healthy competition between the different areas, generating enormous benefit for our organization."

— Ricardo E. Fernández, Chief Operations Officer, Corporación BI, Guatemala

"All leaders must read *The 4 Disciplines of Execution* to help them consistently achieve breakthrough results. The 4D execution process is a true competitive advantage in present global markets and fast-paced business environments."

— Giulio M. Zafferri, Associated Senior Management Consultant, Cegos Italia S.p.A.

"The implementation of the methodology of *The 4 Disciplines of Execution* in our company has had a positive influence in the corporate culture to such extent that today each member of the organization understands the business priorities and knows the correct path to materialize them. Today we have a better view with regard to what we expect from each team, and we have a common language that makes people feel more engaged, since their valuable individual contribution is better acknowledged. The methodology not only allows us to have an adequate follow-up on the fulfillment of the Wildly Important Goals, but it has also influenced a more effective management of the way in which meetings are held, thus producing a better focus and prioritization. I really recommend the *4 Disciplines* as an effective method to lead and set the course for the execution of strategy."

— Luis Fernando Valladares Guillen, Chief Executive Officer, Tigo, Guatemala

"Beyond theories, *The 4 Disciplines of Execution* process is a truly useful guide on strategy execution. It has kept our organization focused on what really matters to achieve the objectives. This book is a great instrument for our business leaders to avoid the most common pitfalls in the execution of our strategy, based on our multiple business areas across the world."

—Dr. Pietro Lori, President, Georg Fischer Piping Systems

# The 4 Disciplines of Execution®

## ENDORSEMENTS

### PRAISE FOR THE 4 DISCIPLINES OF EXECUTION

"The implementation of *The 4 Disciplines of Execution* at Progreso has been a great learning experience for everybody in the company. We have been able to work as a team—the board of directors and the top management—to establish what is wildly important for the company and at the same time define a cadence of accountability with the different business units, making sure everybody understands what is expected of them, but more important, being able to follow through week by week on the things that really help achieve results. The *4 Disciplines* also helped us implement a leadership agenda based on the core values of the company, but with special emphasis on a culture of execution through performance-based management. For me, learning about the *4 Disciplines of Execution* has changed the way I set goals in my life. Now, with every activity in which I get involved, I recommend or try to apply these concepts in goal setting and follow-through."

— José Miguel Torrebiarte, President, Grupo Progreso, Guatemala.

"Over the last 20 years in charge of operations, I have made it a priority for associates and supervisors to execute our core operational routines. With *The 4 Disciplines of Execution*, we have been very effective in institutionalizing the adoption of these routines and have gained a common visibility around our Wildly Important Goals. These three goals have been shared with every associate from the 212 Supercenter stores located across Mexico. This effort has increased satisfaction and teamwork, resulting in an improvement in the quality of the work life of our associates."

— Guadalupe Morales, Vice President of Operations, Walmart Supercenters, Mexico and Central America.

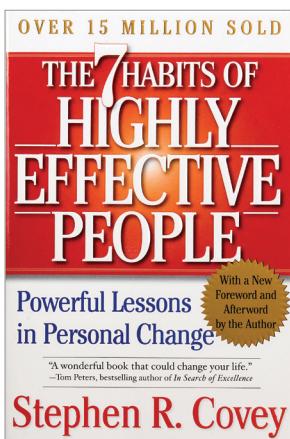
"Working in a business environment characterized by a lot of changes and varied information, the *4 Disciplines of Execution* have really given us a step change in organizational efficiency through prioritizing and setting up transparent goals and actions in close cooperation with the employees."

— Jens Erik Pedersen, Senior Vice President, Power Production, DONG Energy, Denmark.

# The 4 Disciplines of Execution®

## BEST-SELLING BOOKS

### OTHER BEST-SELLING BOOKS BY FRANKLIN COVEY



#### *The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change*

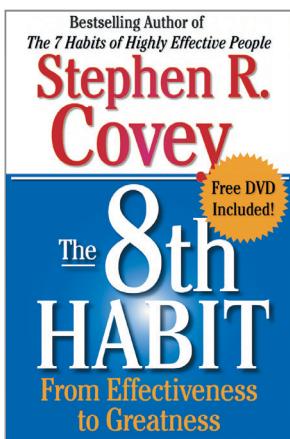
*The 7 Habits of Highly Effective People* is a holistic, integrated approach to solving personal and professional problems by becoming principle-centered. With sales of over 15 million copies in 38 languages, this revolutionary guidebook shows you how to achieve peace of mind within and build trust without by seeking the roots of human behavior in character and by learning principles rather than merely practices.

Since the book's original publication, the 7 Habits have changed not only the way people around the world think about personal achievement and influence, but also the way they act on these thoughts.

With pointed anecdotes and penetrating insights, Stephen R. Covey reveals how actions follow from who we are. He shows how we can end self-defeating behavior at home, and at work by adopting the 7 Habits of Highly Effective People. Covey shows how the 7 Habits are not a quick fix but rather a timeless step by step pathway to the principles of fairness, integrity, service, and human dignity that give us the security to adapt to change in our family and business lives—as well as the wisdom and power to take advantage of the opportunities such change creates.

*The 7 Habits of Highly Effective People* is one of the great classics of its time. It has become an international phenomenon. Stephen R. Covey and the book will forever be remembered for re-imagining these time-honored principles and bringing them to the world anew.

#### *The 8th Habit: From Effectiveness to Greatness*



The world is a vastly changed place in the 15 years since Stephen R. Covey wrote *The 7 Habits of Highly Effective People*, which has benefited tens of millions of people in business, government, schools and families, and most importantly, individuals.

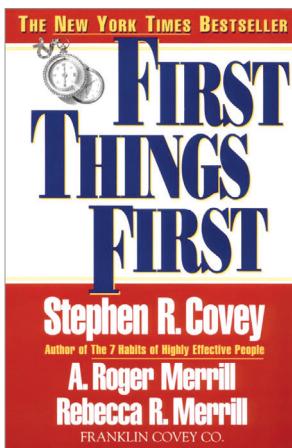
Being effective as individuals and organizations is no longer merely an option—survival in today's world requires it. In order to thrive, innovate, excel, and lead in what Covey calls the new Knowledge Worker Age, we must build on and move beyond effectiveness. The call of this new era in human history is for greatness; it's for fulfillment, passionate execution, and significant contribution.

Accessing the higher levels of human genius and motivation in today's new reality requires a sea change in thinking: a new mind-set, a new skill-set, a new tool-set—in short a whole new habit. The crucial challenge of our world today is this: to find our voice and inspire others to find theirs. It is what Covey calls the 8th habit.

So many people feel frustrated, discouraged, unappreciated, and undervalued—with little or no sense of voice or unique contribution. The 8th Habit is the answer to the soul's yearning for greatness, the organizations' imperative for significance and superior results, and humanity's search for its "voice." Profound, compelling, and stunningly timely, this ground breaking new book of next-level thinking gives a clear way to finally tap the limitless value creation promise of the Knowledge Worker Age. The 8th Habit will transform the way we think about ourselves and our purpose in life, about our organizations, and about humankind.

# The 4 Disciplines of Execution® BEST-SELLING BOOKS

## OTHER BEST-SELLING BOOKS BY FRANKLIN COVEY



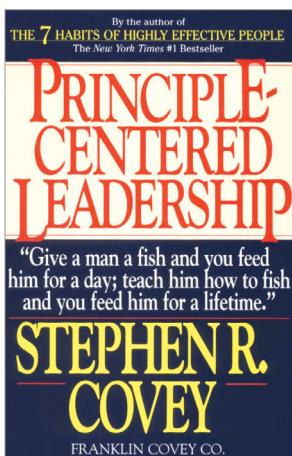
### First Things First

In the spirit of *The 7 Habits of Highly Effective People*, the #1 nationwide best-seller, *First Things First* is a revolutionary guide to managing your time by learning how to balance your life.

Traditional time management suggests that working harder, smarter, and faster will help you gain control over your life, and that increased control will bring peace and fulfillment. The authors of *First Things First* disagree. In the first real breakthrough in time management in years, Stephen R. Covey, A. Roger Merrill, and Rebecca R. Merrill apply the insights of *The 7 Habits of Highly Effective People* to the daily problems of people who must struggle with the ever-increasing demands of work and home life. Rather than focusing on time and things, *First Things First* emphasizes relationships and results. And instead of efficiency, this new approach emphasizes effectiveness.

*First Things First* offers a principle-centered approach that will transform the quality of everything you do by showing how it involves the need to live, to love, to learn and to leave a legacy. With the wisdom and insight that made *The 7 Habits of Highly Effective People* a #1 best-seller, *First Things First* empowers readers to define what is truly important; to accomplish worthwhile goals; and to lead rich, rewarding, and balanced lives.

### Principle-Centered Leadership



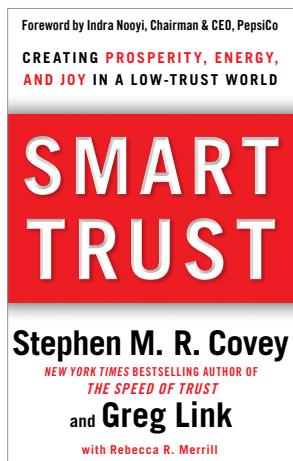
Ineffective people try to manage their time around priorities, says Stephen R. Covey, whereas effective people lead their lives and manage their relationships according to principles—natural laws and governing values that are universally valid. Leadership is the ability to apply these principles to problems, resulting in quality, productivity, profitability and win-win relationships.

Covey invites readers to center their lives and leadership around timeless principles. He shows how no person or organization can be content to stay where they are—how the goals of excellence and total quality express an innate human need for progress in personal, interpersonal and organizational life.

Drawing on twenty-five years of teaching and consulting, Covey writes about the key to managing expectations, the six conditions of effectiveness, and the patterns of organization excellence. He explains how nothing fails like success, how to understand people's potential rather than just their behavior, and how to "manage from the left, lead from the right." With the integrity, sensitivity, and insights that made *The 7 Habits of Highly Effective People* a nationwide best-seller, *Principle-Centered Leadership* demonstrates how lifelong learning can empower relationships at work and at home.

# The 4 Disciplines of Execution® BEST-SELLING BOOKS

## OTHER BEST-SELLING BOOKS BY FRANKLIN COVEY



### Smart Trust

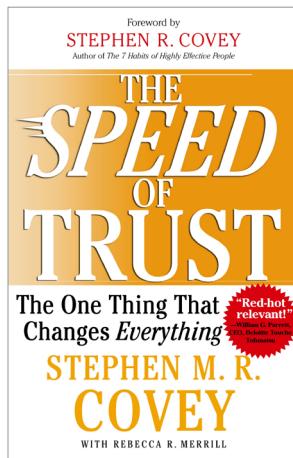
After illustrating the global relevance of trust with his book *The Speed of Trust* by selling more than one million copies in 22 languages, Stephen M. R. Covey again illuminates the hidden power of trust to change lives and impact organizations in *Smart Trust*. In a compelling and readable style, he and longtime business partner Greg Link share enlightening principles and anecdotes of people and organizations that are not only achieving unprecedented prosperity from high-trust relationships and cultures, but—even more inspiring—also attaining elevated levels of energy and joy.

The sustainable success these leaders and enterprises are exhibiting is paradoxically being produced in what has proved to be the lowest trust climate in years, if not decades. *Smart Trust* shows what they are doing and the five actions they are commonly taking to prosper, against the odds, in the same circumstances causing so many others to fail.

They show why trust is fast becoming the most consequential life and leadership skill of our time—a career-critical competency required to navigate and compete in this perilous 21st-century interdependent, global economy. Covey and Link teach how to cut through traditional either/or thinking to extend “Smart Trust,” enabling you to exercise sound judgment in a low-trust world by minimizing risk and maximizing possibilities.

*Smart Trust* has met the strict scrutiny of business leaders around the globe and is validated by research from multiple sources that confirms that high-trust organizations outperform low-trust organizations by nearly three times.

### The Speed of Trust



In the readable and riveting style of *The Tipping Point*, Stephen M. R. Covey uncovers the overlooked and underestimated power of trust in a page-turning look into what he calls “the one thing that changes everything.” A groundbreaking and paradigm-shifting book, *The Speed of Trust* challenges our age-old assumption that trust is merely a soft, social virtue and instead demonstrates that trust is a hard-edged, economic driver—a learnable and measurable skill that makes organizations more profitable, people more promotable, and relationships more energizing. Written from his informed perspective as the former CEO of a \$100 million enterprise, Covey draws on his pragmatic experience growing Covey Leadership Center (founded by his father, Dr. Stephen R. Covey) from a shareholder value of less than \$3 million to a value of more than \$160 million.

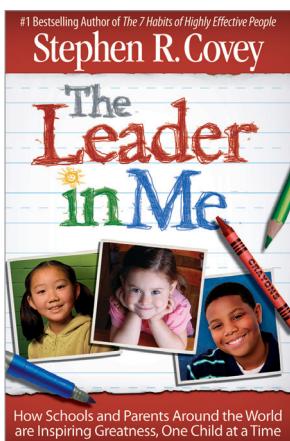
In this powerful book, Stephen M. R. Covey articulates why trust has become the key leadership competency of the new global economy. Covey convincingly makes the case that trust is a measurable accelerator to performance and that when trust goes up, speed also goes up while cost comes down, producing what Covey calls a “Trust Dividend.”

Covey reveals the 13 Behaviors common to high-trust leaders throughout the world and persuasively demonstrates actionable insights that will enable you to shift your behavior to increase—and inspire—trust in the important relationships in your life.

# The 4 Disciplines of Execution®

## BEST-SELLING BOOKS

### OTHER BEST-SELLING BOOKS BY FRANKLIN COVEY



#### *The Leader in Me: How Schools and Parents Around the World Are Inspiring Greatness, One Child at a Time*

The world has entered an era of the most profound and challenging change in human history. Most of our children are not prepared, and we know it.

Parents around the world see the change and know that the traditional three R's—reading, writing, and arithmetic—are necessary but not enough. Their children need to become far more responsible, creative, and tolerant of differences. They need to increase their ability to think for themselves, take initiative, get along with others, and solve problems.

Business leaders are not finding people whose skills and character match the demands of today's global economy, including strong communication, teamwork, and analytical, technological, and organizational skills. They need young people who are self-motivated, creative, and have a strong work ethic.

How will we bridge this ever-widening gap? *The Leader in Me* is the story of the extraordinary schools, parents, and business leaders around the world who are preparing the next generation to meet the great challenges and opportunities of the 21st century.

The best way to prepare the next generation for the future is to emphasize the value of communication, cooperation, initiative, and unique, individual talent—for nothing undermines confidence more than comparison. Whether in the classroom or at home, it is never too early to start applying leadership skills to everyday life. Drawing on the many techniques and examples that have already seen incredible success around the world, *The Leader in Me* shows how easy it is to incorporate these skills into daily life. It is a timely answer to many of the challenges facing today's young people, businesses, parents, and educators—one that is perfectly matched to the global demands of the 21st century.

For more information, please visit [www.theleaderinme.org](http://www.theleaderinme.org).