
EXECUTING THE PLAN

*Ranulfo P. Payos
Ernesto G. Espinosa
Orlando S. Zorilla*

Introduction

A. Definition Of Execution

Execution is the process of carrying out a plan or course of action. According to Larry Bossidy and Ram Charan, it is often the “missing link” in organizations – the gap between goals and results. Execution is more than tactics; it is a disciplined system that involves analysis, questioning, and follow-through. It connects strategy with reality, aligns people with organizational goals, and ensures that promised outcomes are achieved.

B. Execution as a Competency

Execution as a is the ability to turn plans into results. Leaders must ensure plans are implemented effectively.

According to Bossidy and Charan, successful execution requires seven essential behaviors:

1.Know your people and your business

2.Insist on realism

3.Set clear goals and priorities

3.Follow through

4.Reward high performers

5.Expand people's capabilities

6.Know yourself

C. The Planning and Execution Quadrant

1. Neither Planner nor Executioner – Takes no action; achieves nothing.
2. Executioner – Implements without planning; execution is often flawed.
3. Planner – Plans well but fails to execute; work remains unfinished.
4. Planner and Executioner – The ideal leader; plans and executes effectively, ensuring success.

D. Execution as the Link Among Management Functions

Execution connects the core management functions of organizing, staffing, and leading:

Organizing clarifies roles and responsibilities.

Staffing ensures the right people are in key positions.

Leading drives implementation and motivates teams.

Effective execution relies on organizing work systems, guiding teams, and strong communication.

E. Communication and Motivation

Communication and motivation are essential for effective execution.

Communication (top-down, bottom-up, or horizontal) ensures understanding, teamwork, and harmony; poor communication causes conflicts.

Motivation inspires employees to perform their best, helping leaders engage and drive their teams toward results.

F. Motivational Theories

Motivation influences execution, and Douglas McGregor's Theory X and Theory Y explains how:

Theory X assumes people dislike work, avoid responsibility, and need strict supervision.

Theory Y assumes people enjoy work, are self-motivated, and perform well when committed.

Understanding motivation helps leaders create an environment where employees feel valued and are driven to contribute to organizational success.

2. Chris Argyris Immature-Infant End

- 1. Being passive**
- 2. Being dependent**
- 3. Being unaware of self**
- 4. Being subordinate**
- 5. Possessing a short time perspective**
- 6. Having casual and shallow interests**
- 7. Being capable of behaving in only a few ways**

Natural Movement with Maturation

1. Increasing activity
2. Independence
3. Awareness of, and control over self
4. Aspiring to occupy an equal or superior position
5. Having long-term perspectives
6. Developing deeper interests
7. Being capable of behaving in many ways to satisfy needs

3. Abraham Maslow's Hierarchy of Needs

An individual's needs form a staircase. At any stage of his/her life, the individual has specific needs. The needs progress until he/she is able to achieve the highest need. It is important for a manager to determine the kind of need the employee has at a certain point in his/her career so that the manager can effectively motivate him/her. Once the need is satisfied, it ceases to become a motivator.

The Dynamics of Teamwork

Effective teamwork and execution require results-focused collaboration, strong relationships, and understanding leadership styles. Organizations must adapt internally as quickly as the external environment changes, aligning strategy, culture, and people management to achieve lasting success.

Thank you

For your attention