

Execution

When you're already in Action

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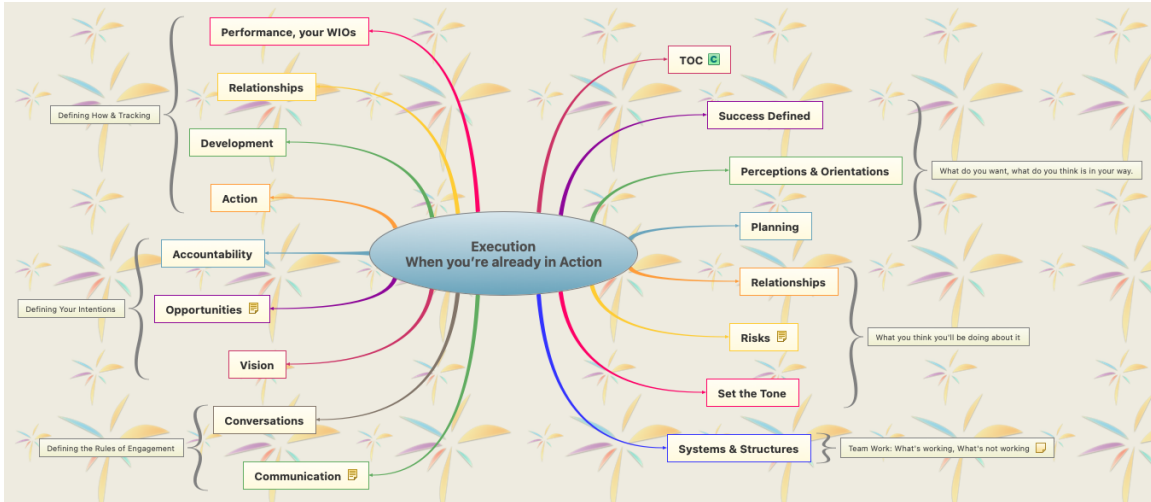
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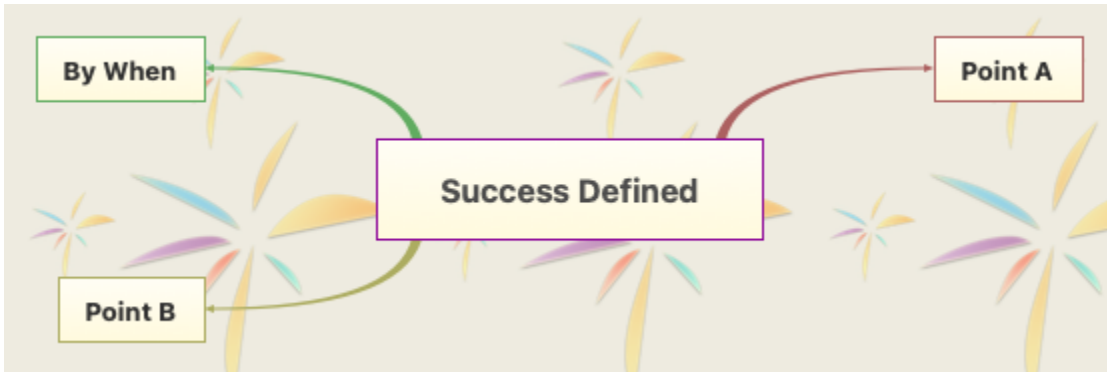
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2. Success Defined



2.1. Point A

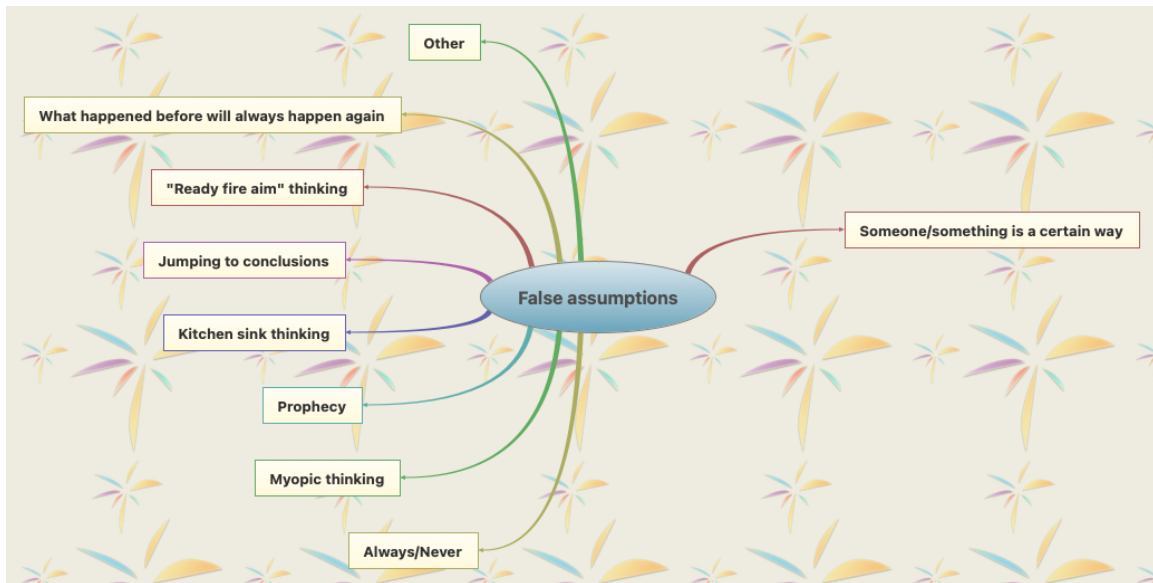
2.2. Point B

2.3. By When

3. Perceptions & Orientations



3.1. False assumptions



3.1.1. Someone/something is a certain way

3.1.2. Always/Never

3.1.3. Myopic thinking

3.1.4. Prophecy

3.1.5. Kitchen sink thinking

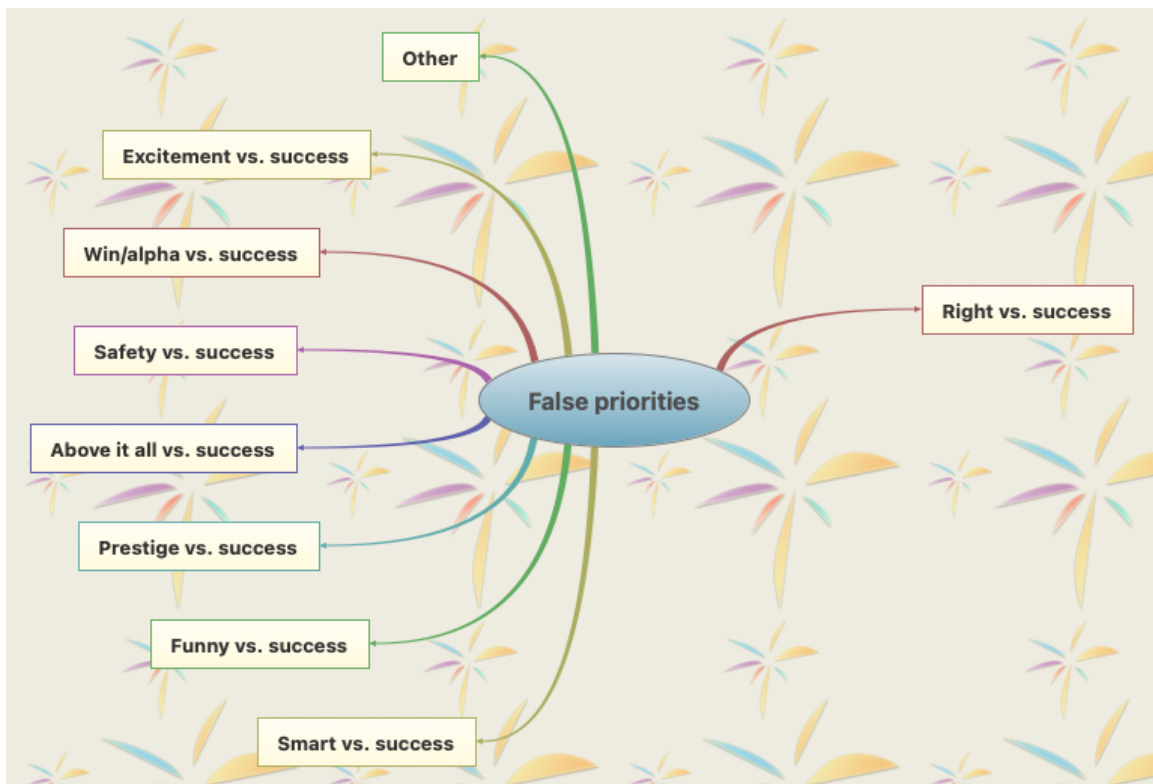
3.1.6. Jumping to conclusions

3.1.7. "Ready fire aim" thinking

3.1.8. What happened before will always happen again

3.1.9. Other

3.2. False priorities



3.2.1. Right vs. success

3.2.2. Smart vs. success

3.2.3. Funny vs. success

3.2.4. Prestige vs. success

3.2.5. Above it all vs. success

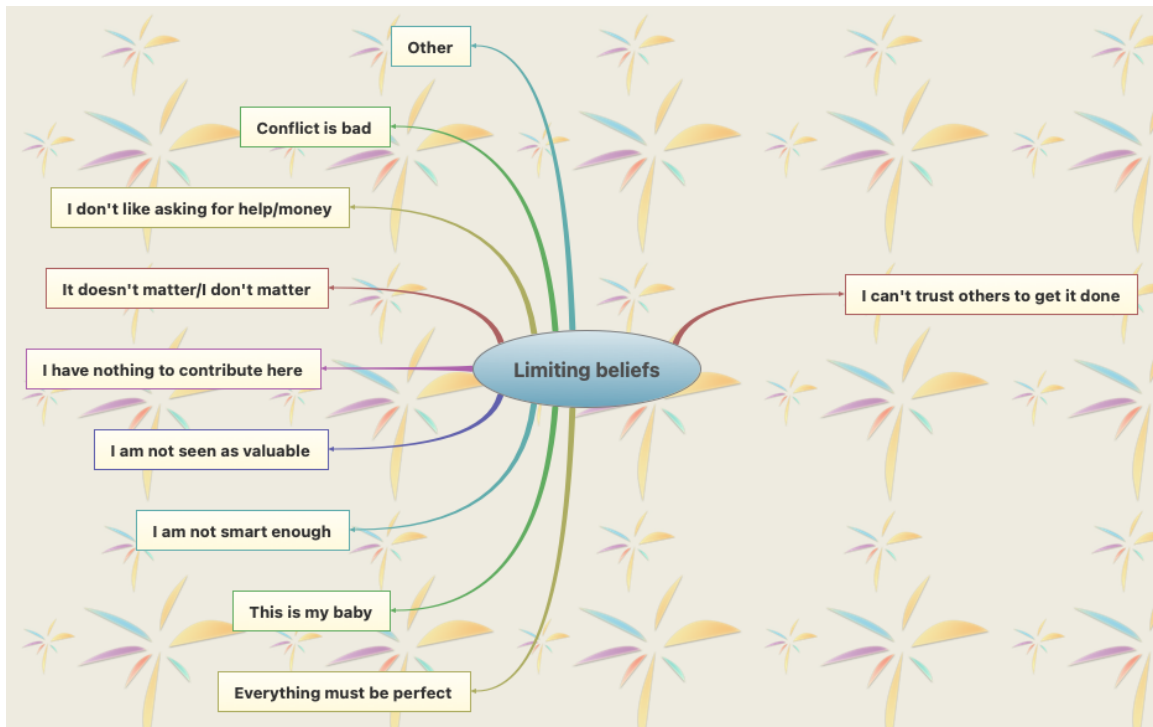
3.2.6. Safety vs. success

3.2.7. Win/alpha vs. success

3.2.8. Excitement vs. success

3.2.9. Other

3.3. Limiting beliefs



3.3.1. I can't trust others to get it done

3.3.2. Everything must be perfect

3.3.3. This is my baby

3.3.4. I am not smart enough

3.3.5. I am not seen as valuable

3.3.6. I have nothing to contribute here

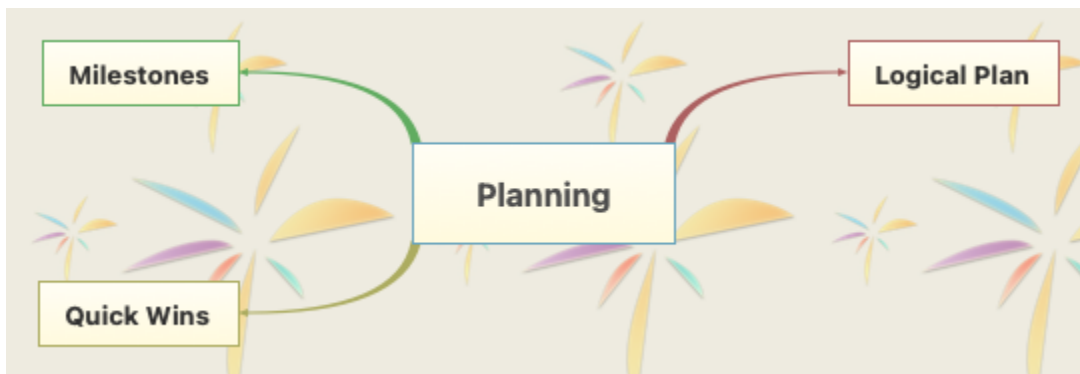
3.3.7. It doesn't matter/I don't matter

3.3.8. I don't like asking for help/money

3.3.9. Conflict is bad

3.3.10. Other

4. Planning



4.1. Logical Plan



4.1.1. Action

4.1.2. Milestone/Success Factor

4.1.3. Person Responsible

4.1.4. By When

4.1.5. Contingencies

4.2. Quick Wins



4.2.1. Item

4.2.2. Requirement for Success

4.2.3. Action Steps

4.2.4. By Whom

4.2.5. By When

4.2.6. How We Track Progress

4.2.7. How We Communicate Progress

4.3. Milestones



4.3.1. Key Items

4.3.2. Requirement for Success

4.3.3. Action Steps

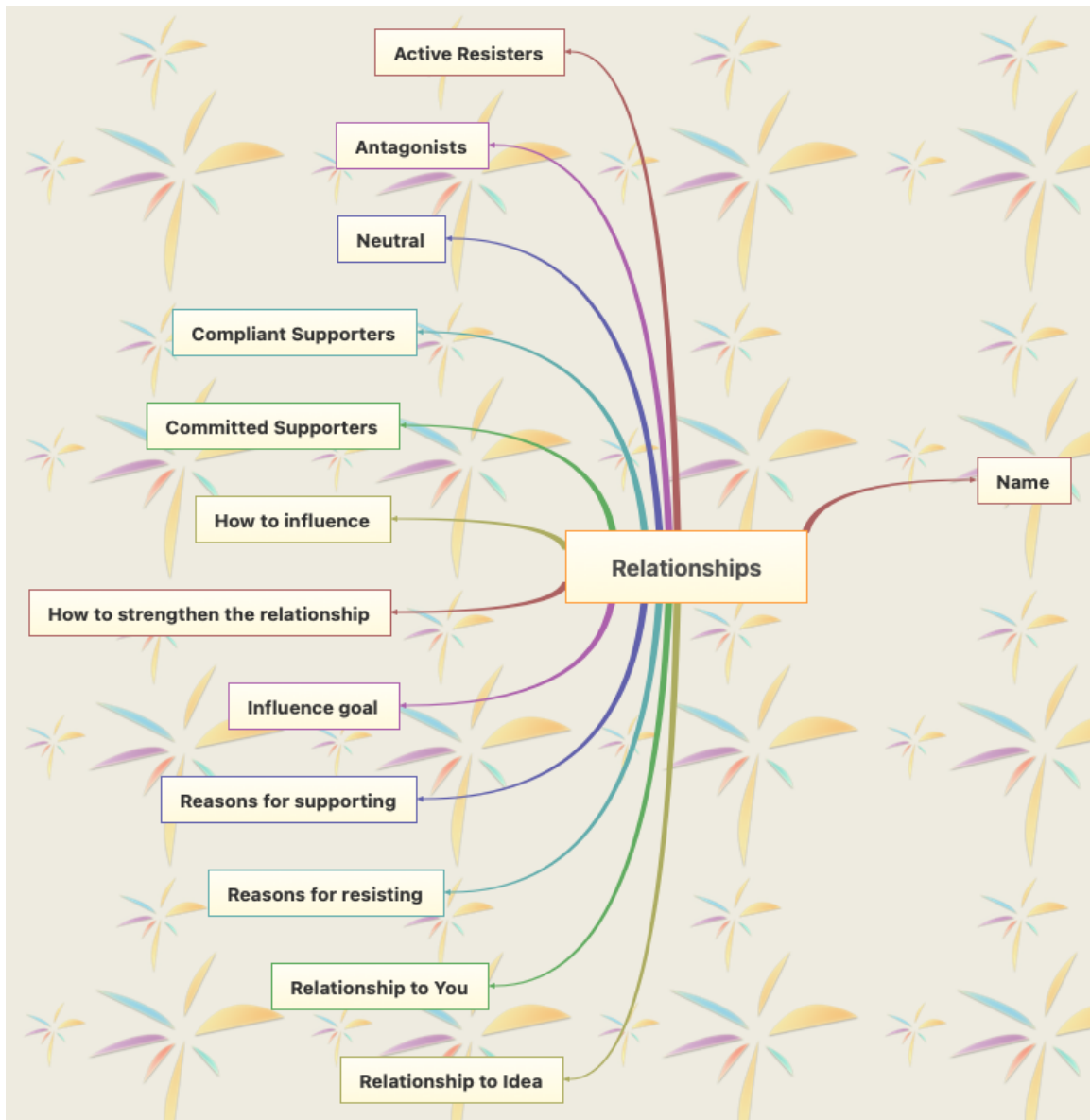
4.3.4. By Whom

4.3.5. By When

4.3.6. How We Track Progress

4.3.7. How We Communicate Progress

5. Relationships



5.1. Name

5.2. Relationship to Idea

5.3. Relationship to You

5.4. Reasons for resisting

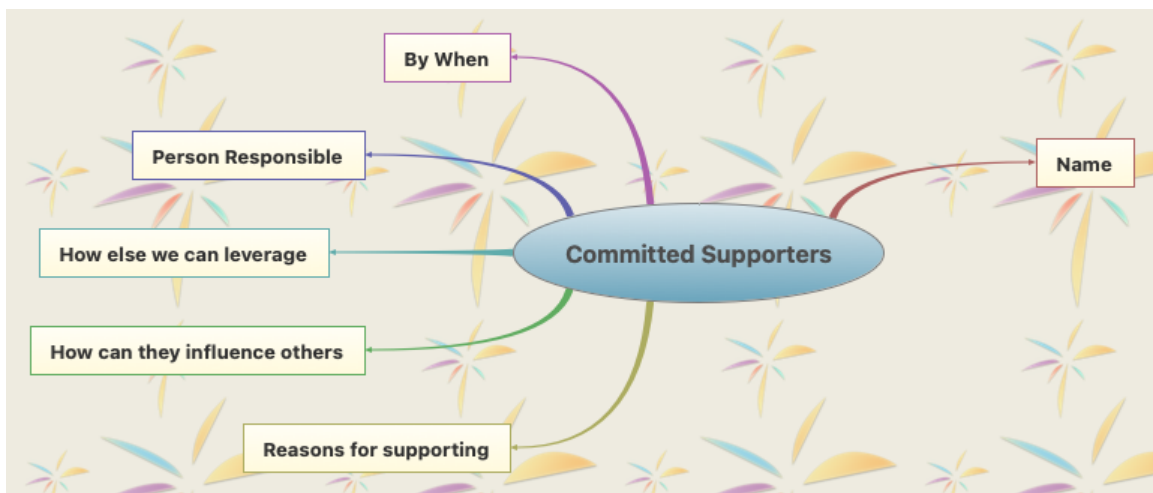
5.5. Reasons for supporting

5.6. Influence goal

5.7. How to strengthen the relationship

5.8. How to influence

5.9. Committed Supporters



5.9.1. Name

5.9.2. Reasons for supporting

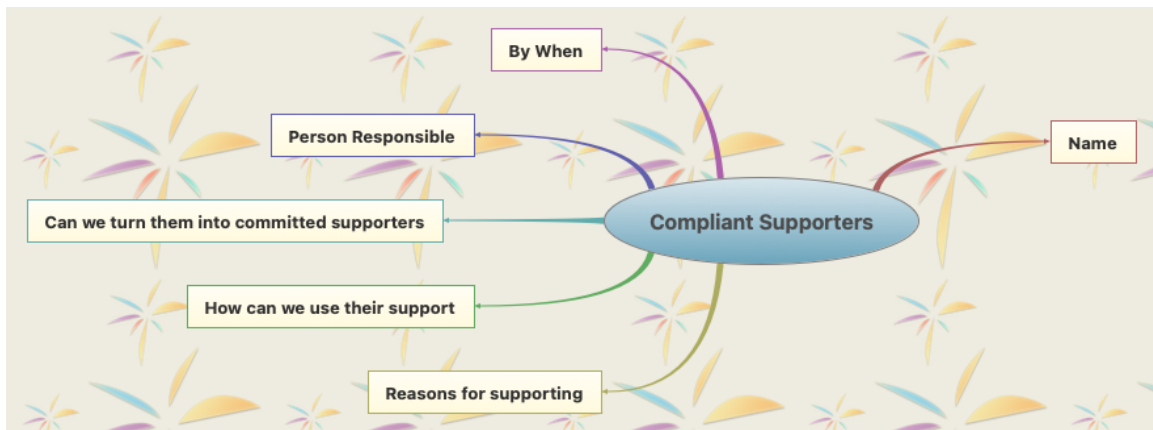
5.9.3. How can they influence others

5.9.4. How else we can leverage

5.9.5. Person Responsible

5.9.6. By When

5.10. Compliant Supporters



5.10.1. Name

5.10.2. Reasons for supporting

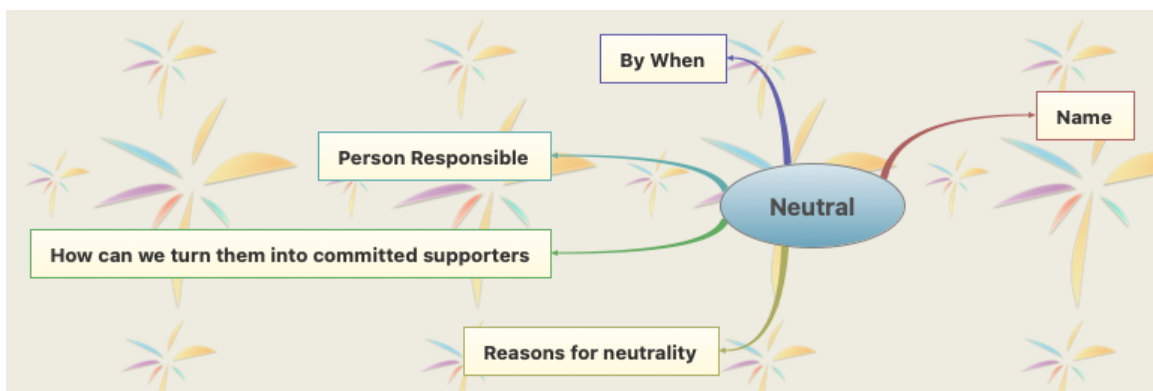
5.10.3. How can we use their support

5.10.4. Can we turn them into committed supporters

5.10.5. Person Responsible

5.10.6. By When

5.11. Neutral



5.11.1. Name

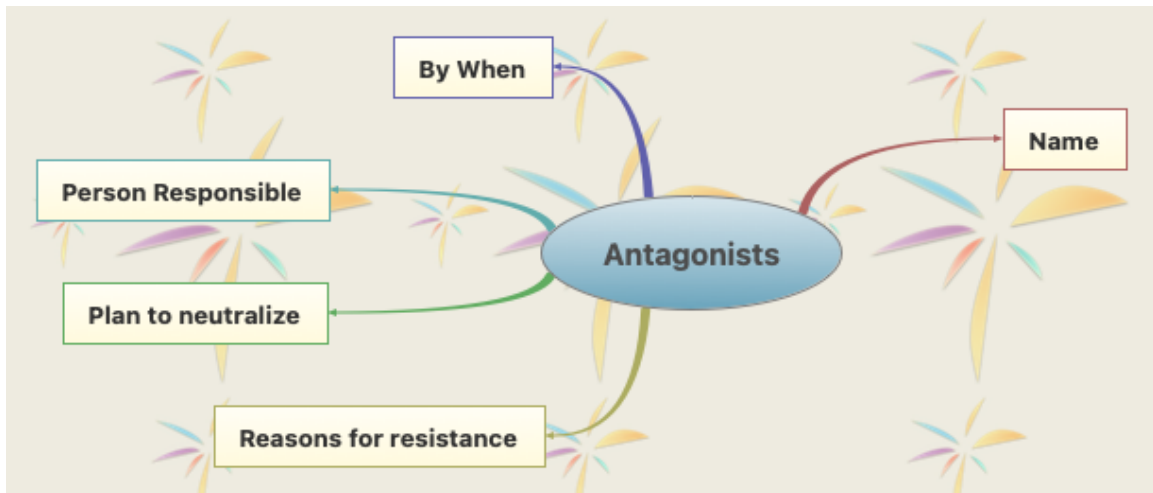
5.11.2. Reasons for neutrality

5.11.3. How can we turn them into committed supporters

5.11.4. Person Responsible

5.11.5. By When

5.12. Antagonists



5.12.1. Name

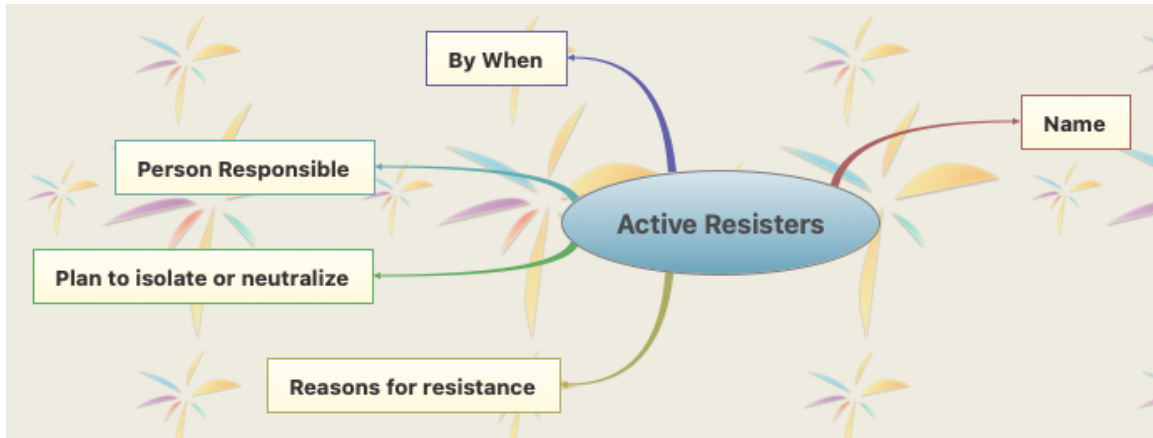
5.12.2. Reasons for resistance

5.12.3. Plan to neutralize

5.12.4. Person Responsible

5.12.5. By When

5.13. Active Resisters



5.13.1. Name

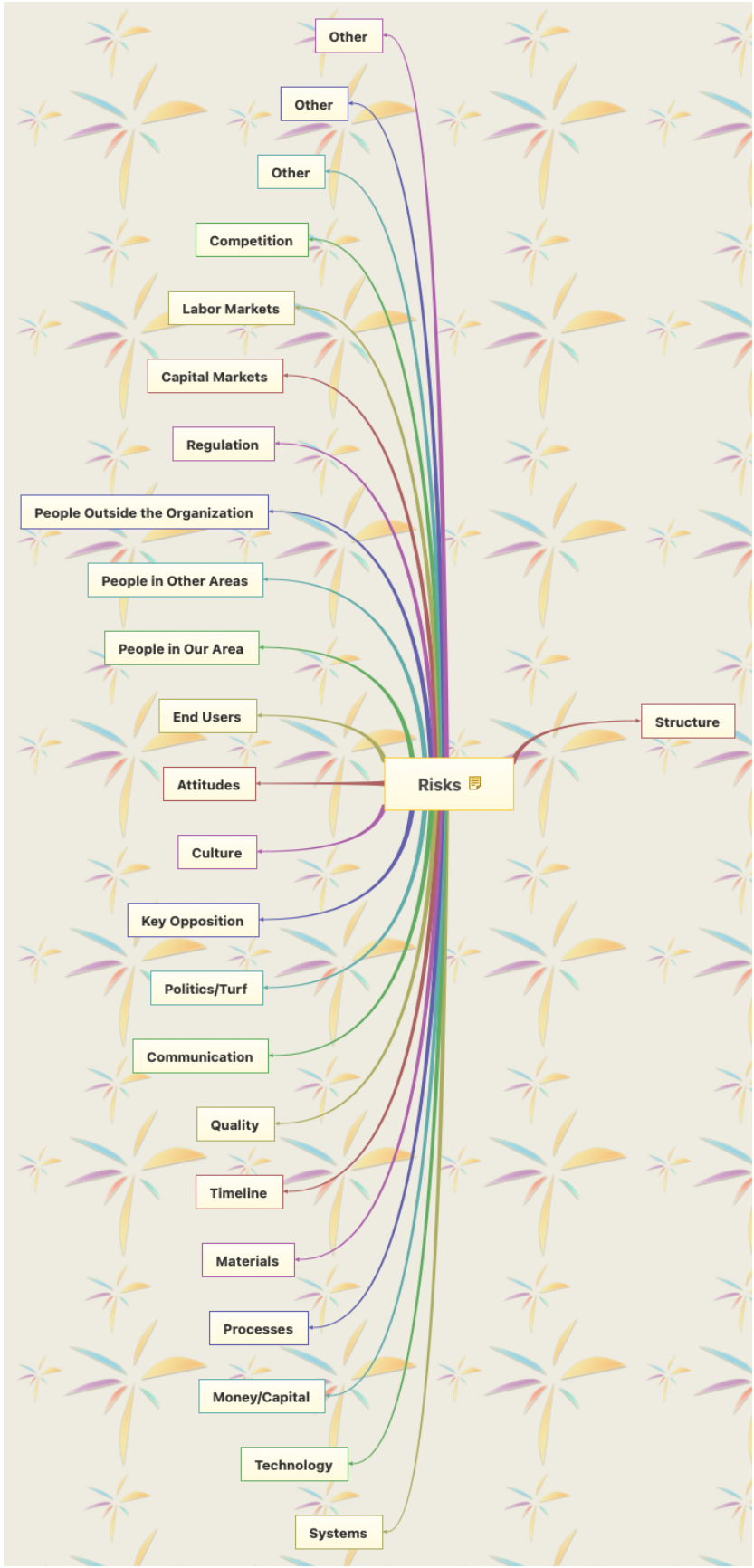
5.13.2. Reasons for resistance

5.13.3. Plan to isolate or neutralize

5.13.4. Person Responsible

5.13.5. By When

6. Risks



Describe the Risk

Plan to anticipate it

Plan to handle it if it occurs

Person responsible

By when

6.1. Structure

6.2. Systems

6.3. Technology

6.4. Money/Capital

6.5. Processes

6.6. Materials

6.7. Timeline

6.8. Quality

6.9. Communication

6.10. Politics/Turf

6.11. Key Opposition

6.12. Culture

6.13. Attitudes

6.14. End Users

6.15. People in Our Area

6.16. People in Other Areas

6.17. People Outside the Organization

6.18. Regulation

6.19. Capital Markets

6.20. Labor Markets

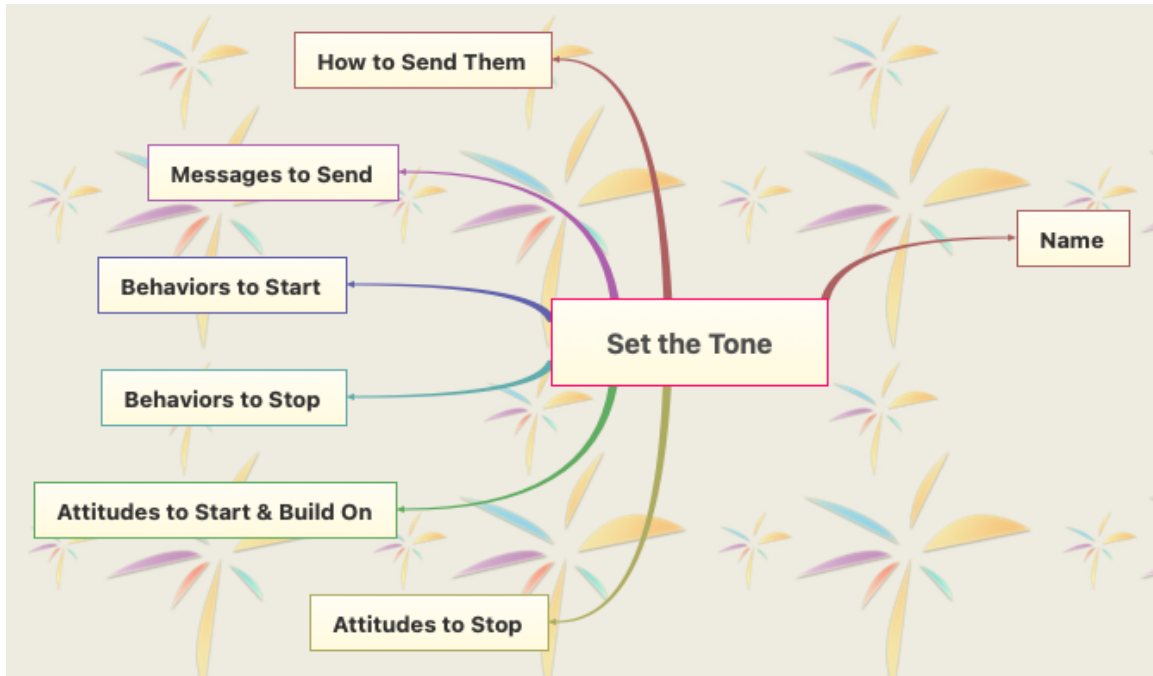
6.21. Competition

6.22. Other

6.23. Other

6.24. Other

7. Set the Tone



7.1. Name

7.2. Attitudes to Stop

7.3. Attitudes to Start & Build On

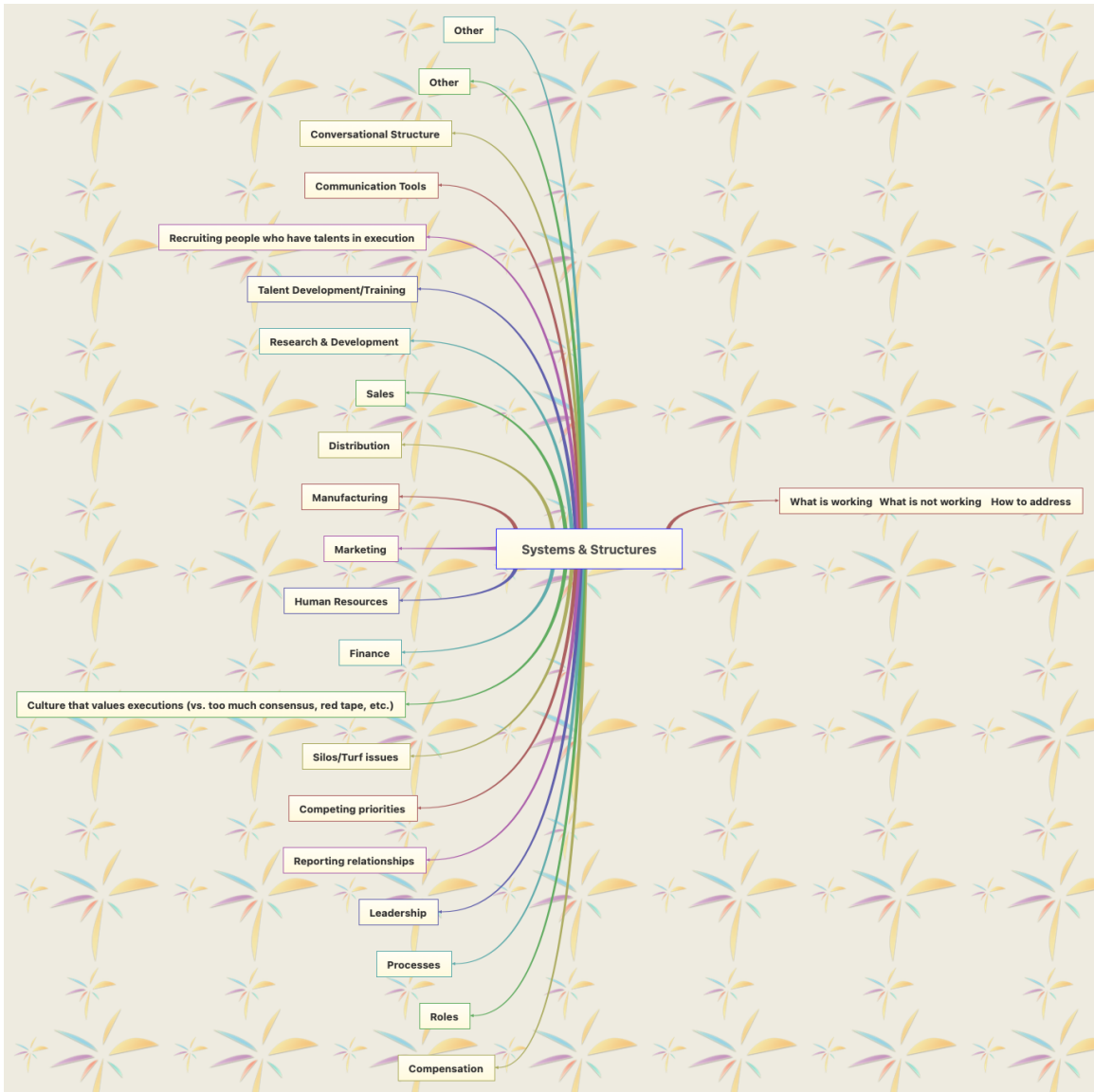
7.4. Behaviors to Stop

7.5. Behaviors to Start

7.6. Messages to Send

7.7. How to Send Them

8. Systems & Structures



8.1. What is working What is not working How to address

8.2. Compensation

8.3. Roles

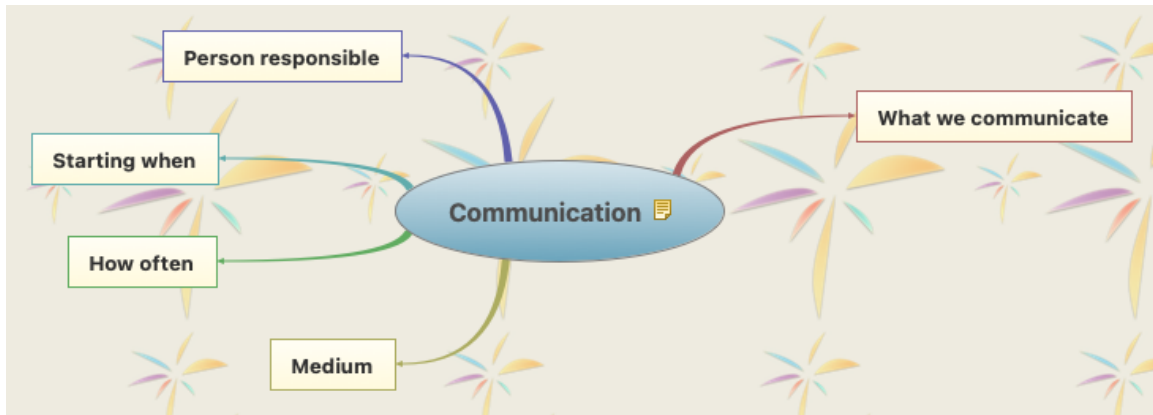
8.4. Processes

8.5. Leadership

- 8.6. Reporting relationships
- 8.7. Competing priorities
- 8.8. Silos/Turf issues
- 8.9. Culture that values executions (vs. too much consensus, red tape, etc.)
- 8.10. Finance
- 8.11. Human Resources
- 8.12. Marketing
- 8.13. Manufacturing
- 8.14. Distribution
- 8.15. Sales
- 8.16. Research & Development
- 8.17. Talent Development/Training
- 8.18. Recruiting people who have talents in execution
- 8.19. Communication Tools
- 8.20. Conversational Structure
- 8.21. Other

8.22. Other

9. Communication



Idea joggers

Email

Blog

Text

Town hall meeting

Video

Memo

Walking the hall

Unit meeting

Newsletter

9.1. What we communicate

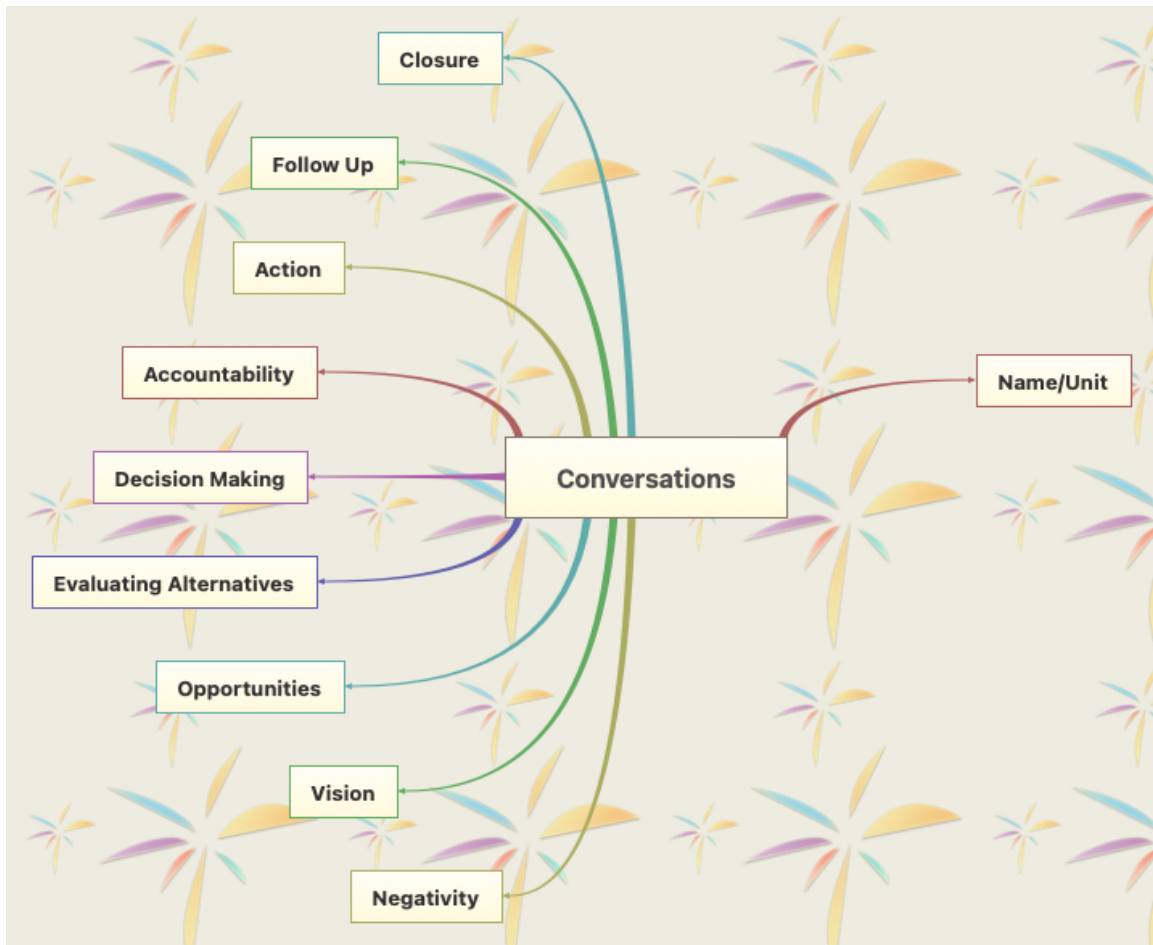
9.2. Medium

9.3. How often

9.4. Starting when

9.5. Person responsible

10. Conversations



10.1. Name/Unit

10.2. Negativity

10.3. Vision

10.4. Opportunities

10.5. Evaluating Alternatives

10.6. Decision Making

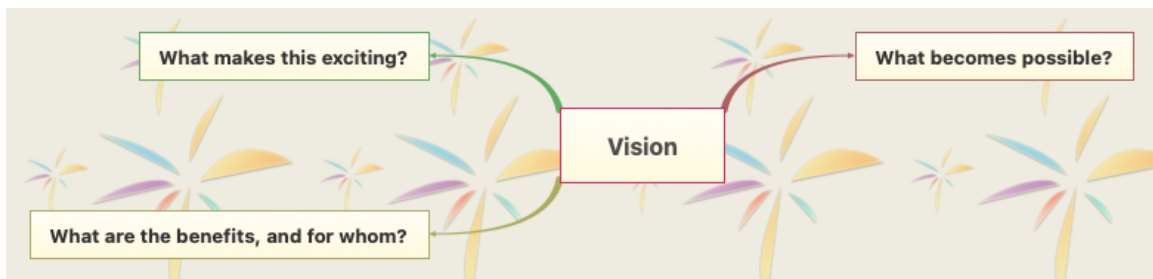
10.7. Accountability

10.8. Action

10.9. Follow Up

10.10. Closure

11. Vision



11.1. What becomes possible?

11.2. What are the benefits, and for whom?

11.3. What makes this exciting?

12. Opportunities



For each possible opportunity, choose the one that has the greatest advantage.

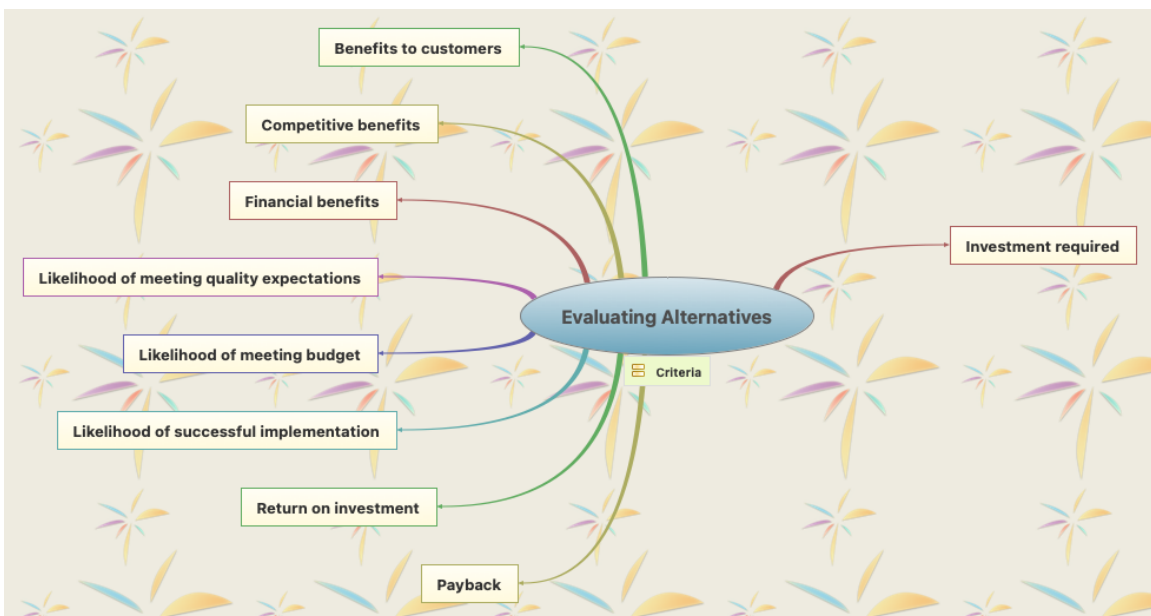
12.1. How it supports the vision

12.2. Pros

12.3. Challenges

12.4. Evaluating Alternatives

Criteria



12.4.1. Investment required

12.4.2. Payback

12.4.3. Return on investment

12.4.4. Likelihood of successful implementation

12.4.5. Likelihood of meeting budget

12.4.6. Likelihood of meeting quality expectations

12.4.7. Financial benefits

12.4.8. Competitive benefits

12.4.9. Benefits to customers

12.5. How will decisions be made to choose the key opportunity(ies) from among many that the organization will implement?

13.Accountability



13.1. Who

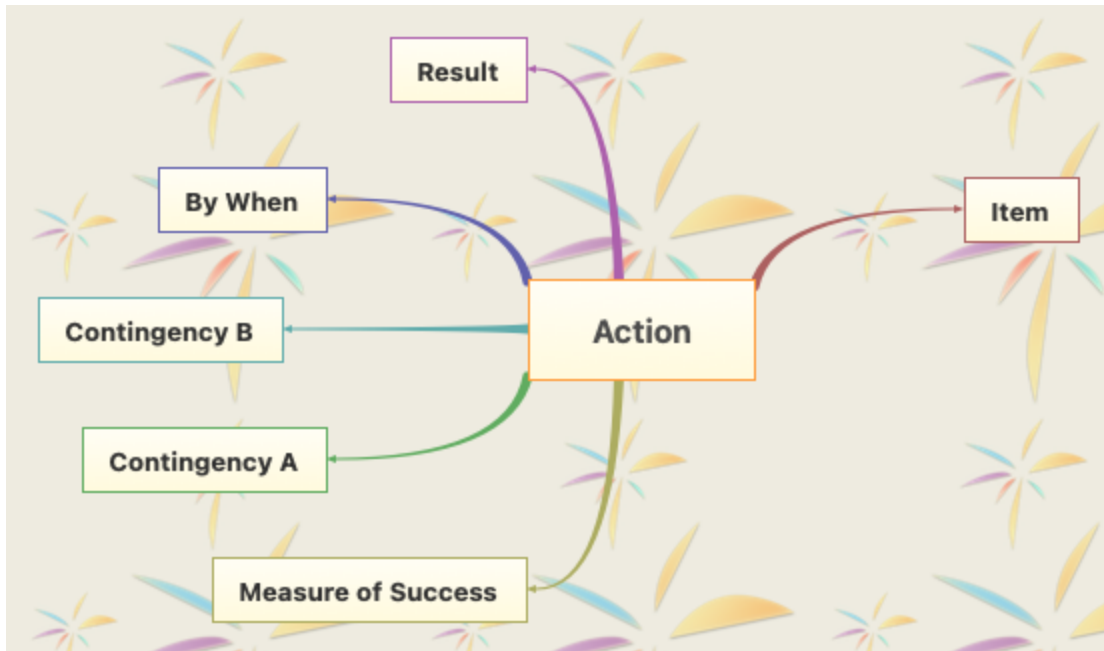
13.2. For What

13.3. By When

13.4. Requests

13.5. Requests Granted?

14.Action



14.1. Item

14.2. Measure of Success

14.3. Contingency A

14.4. Contingency B

14.5. By When

14.6. Result

15. Development



15.1. For Your Career



15.1.1. Assignments and experience I need

How I will acquire it

15.1.2. My strengths that I can build on

How I will build on them

15.1.3. Knowledge and skills I need to move forward

How I will acquire them

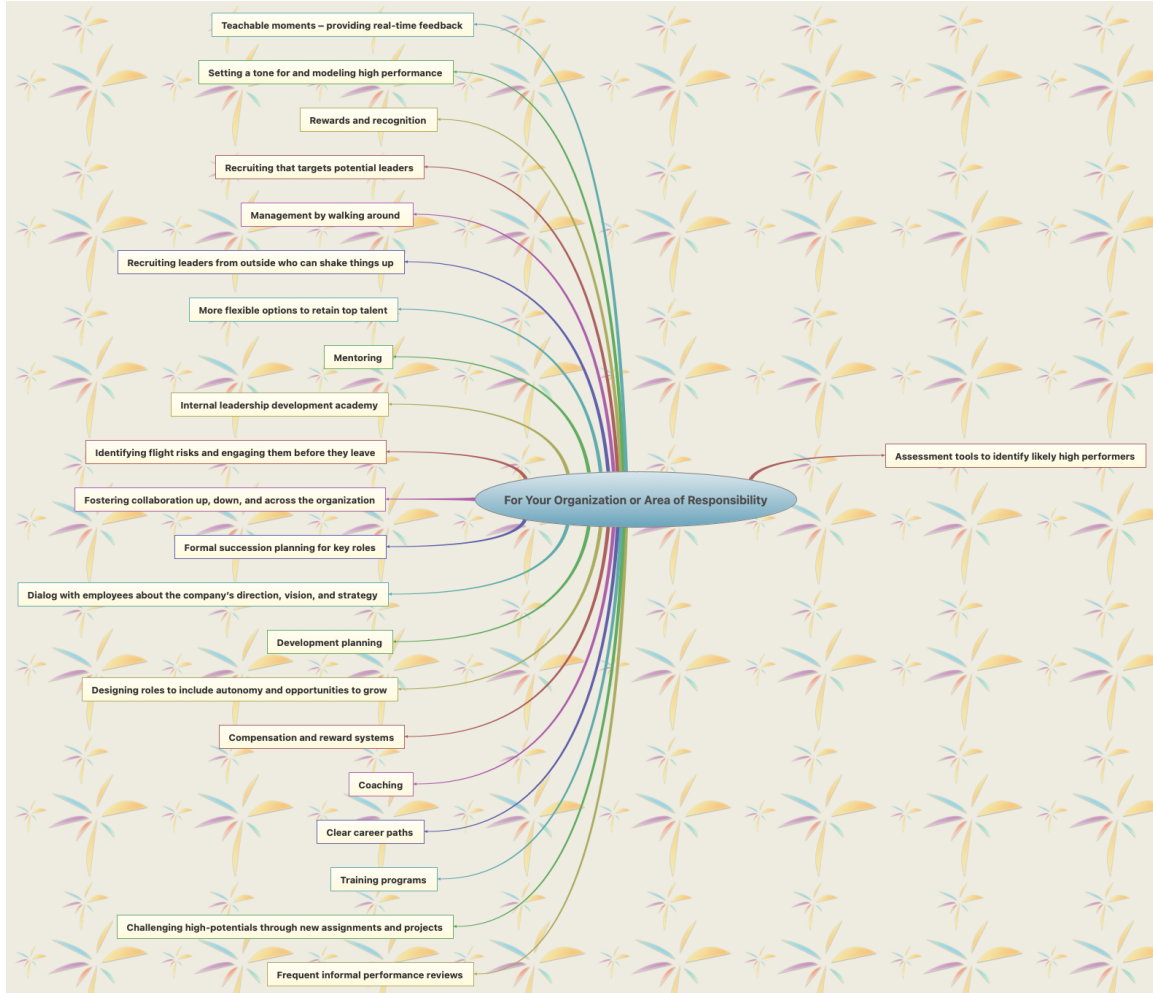
15.1.4. Behaviors that might be holding me back

How I will eliminate or change it

15.1.5. Attitudes that might be holding me back

How I will shift them

15.2. For Your Organization or Area of Responsibility



15.2.1. Assessment tools to identify likely high performers

15.2.2. Frequent informal performance reviews

15.2.3. Challenging high-potentials through new assignments and projects

15.2.4. Training programs

15.2.5. Clear career paths

15.2.6. Coaching

15.2.7. Compensation and reward systems

15.2.8. Designing roles to include autonomy and opportunities to grow

15.2.9. Development planning

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15.2.13. Identifying flight risks and engaging them before they leave

15.2.14. Internal leadership development academy

15.2.15. Mentoring

15.2.16. More flexible options to retain top talent

15.2.17. Recruiting leaders from outside who can shake things up

15.2.18. Management by walking around

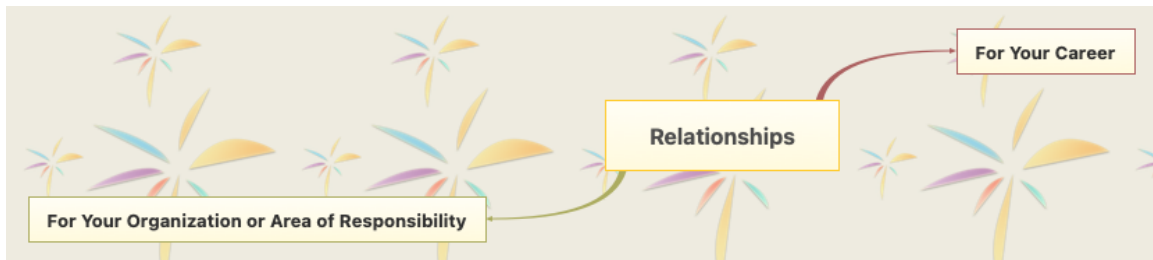
15.2.19. Recruiting that targets potential leaders

15.2.20. Rewards and recognition

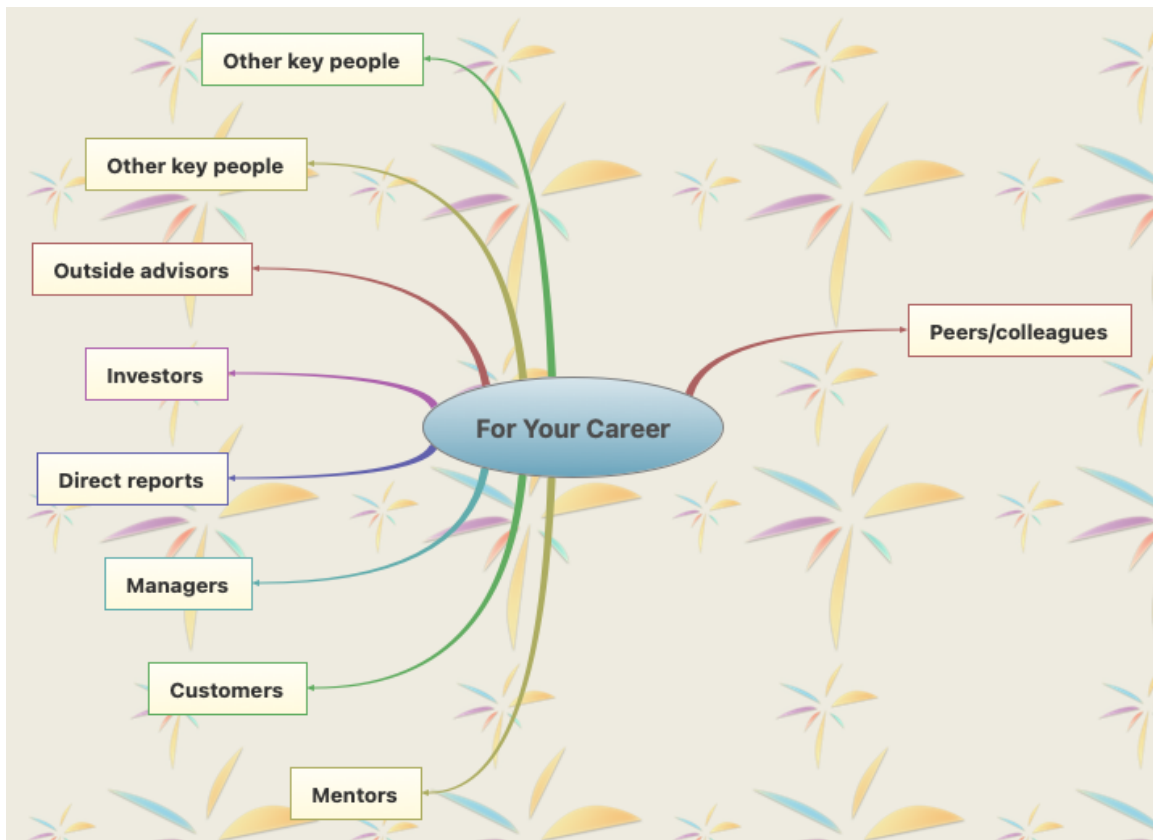
15.2.21. Setting a tone for and modeling high performance

15.2.22. Teachable moments – providing real-time feedback

16. Relationships



16.1. For Your Career



16.1.1. Peers/colleagues

16.1.2. Mentors

16.1.3. Customers

16.1.4. Managers

16.1.5. Direct reports

16.1.6. Investors

16.1.7. Outside advisors

16.1.8. Other key people

16.1.9. Other key people

16.2. For Your Organization or Area of Responsibility



16.2.1. Peers/colleagues

16.2.2. Customers

16.2.3. Managers

16.2.4. Direct reports

16.2.5. Mentors

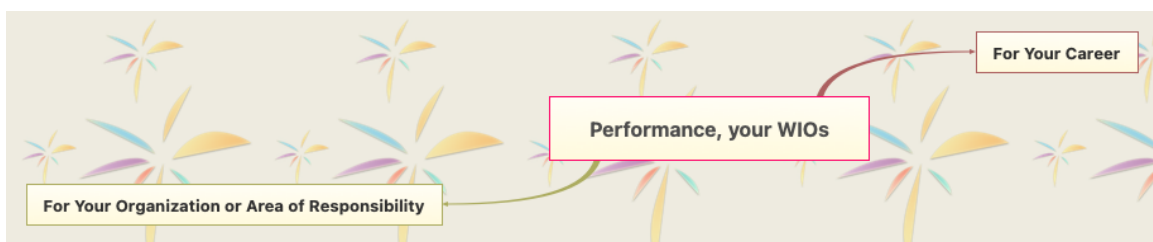
16.2.6. Investors

16.2.7. Outside advisors

16.2.8. Other key people

16.2.9. Other key people

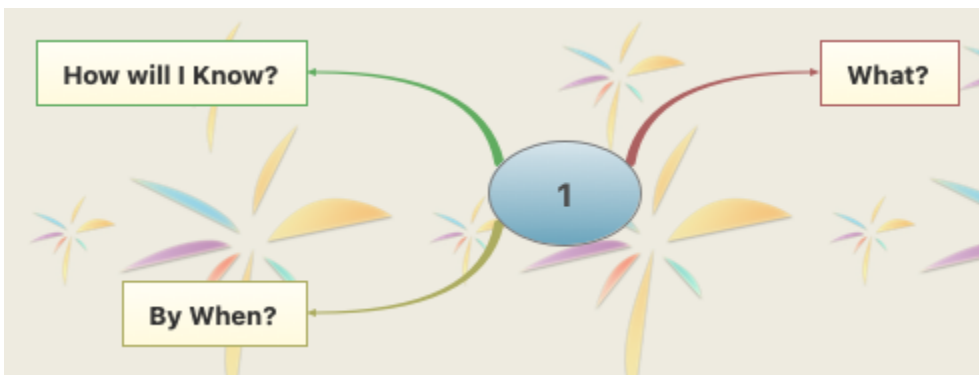
17. Performance, your WIOs



17.1. For Your Career



17.1.1. 1

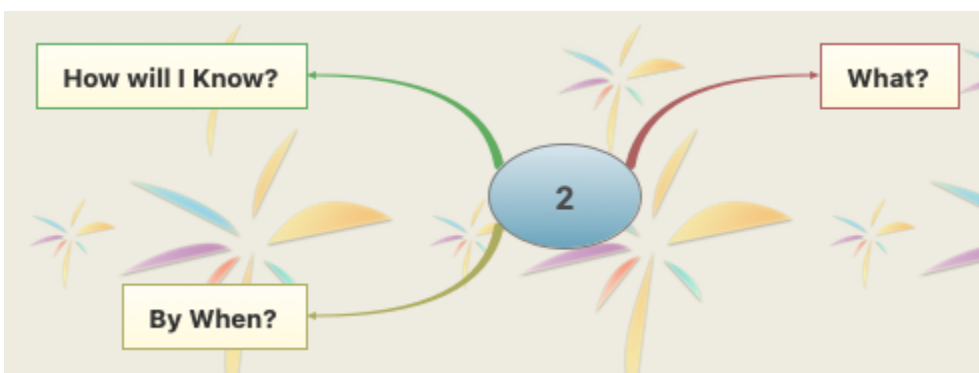


What?

By When?

How will I Know?

17.1.2. 2

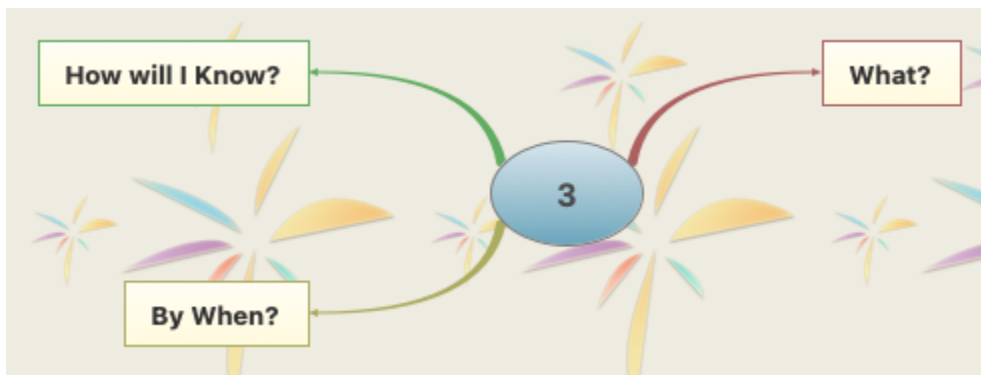


What?

By When?

How will I Know?

17.1.3. 3



What?

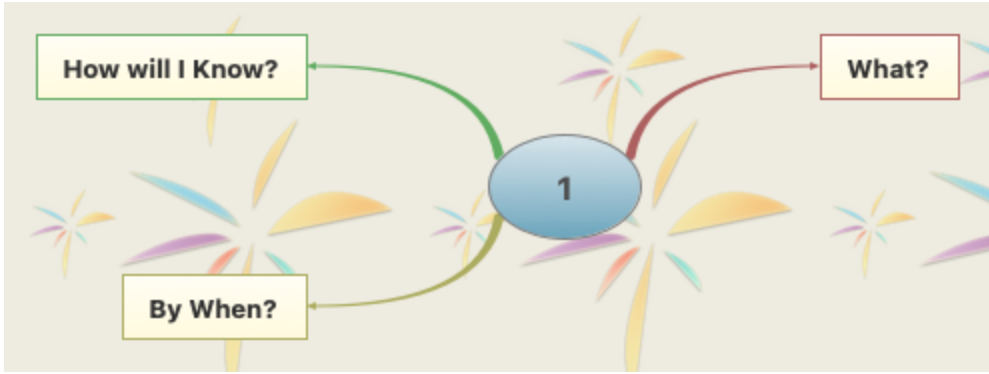
By When?

How will I Know?

17.2. For Your Organization or Area of Responsibility



17.2.1. 1

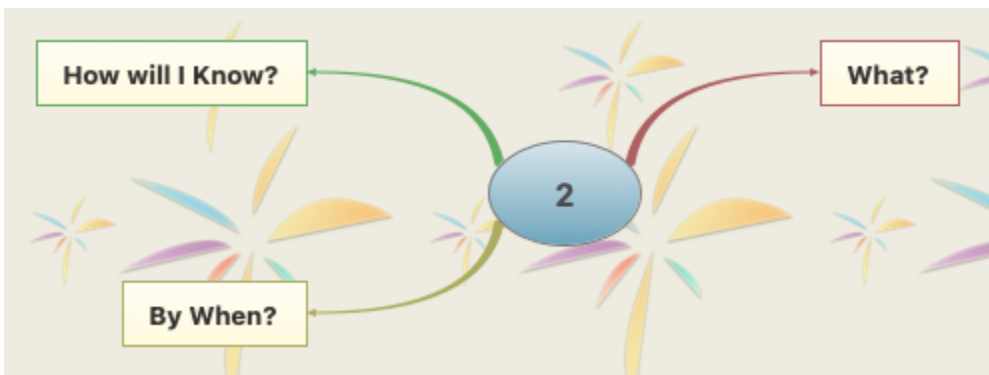


What?

By When?

How will I Know?

17.2.2. 2

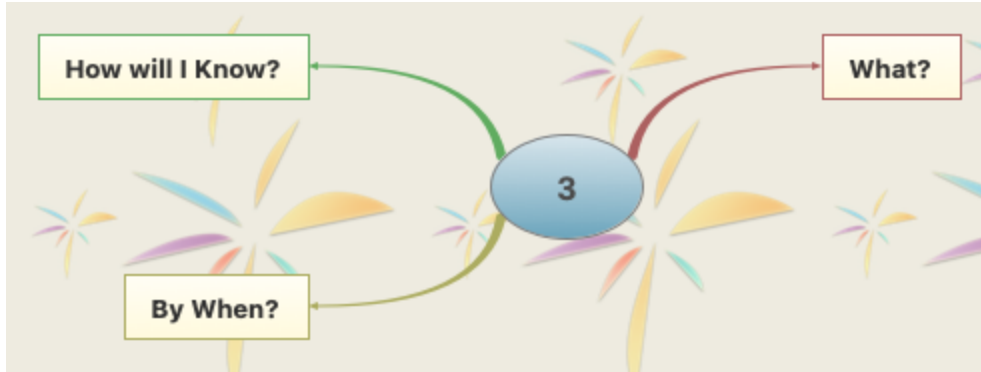


What?

By When?

How will I Know?

17.2.3. 3



What?

By When?

How will I Know?

What you think you'll be doing about it([Relationships](#), [Risks](#), [Set the Tone](#))

What do you want, what do you think is in your way.([Success Defined](#), [Perceptions & Orientations](#), [Planning](#))

Team Work: What's working, What's not working([Systems & Structures](#))

Defining the Rules of Engagement([Communication](#), [Conversations](#))

Defining Your Intentions([Vision](#), [Opportunities](#), [Accountability](#))

Defining How & Tracking([Action](#), [Development](#), [Relationships](#),
[Performance, your WIOs](#))