



The 4 Disciplines of  
**Execution**<sup>®</sup>

Team Launch

# Agenda



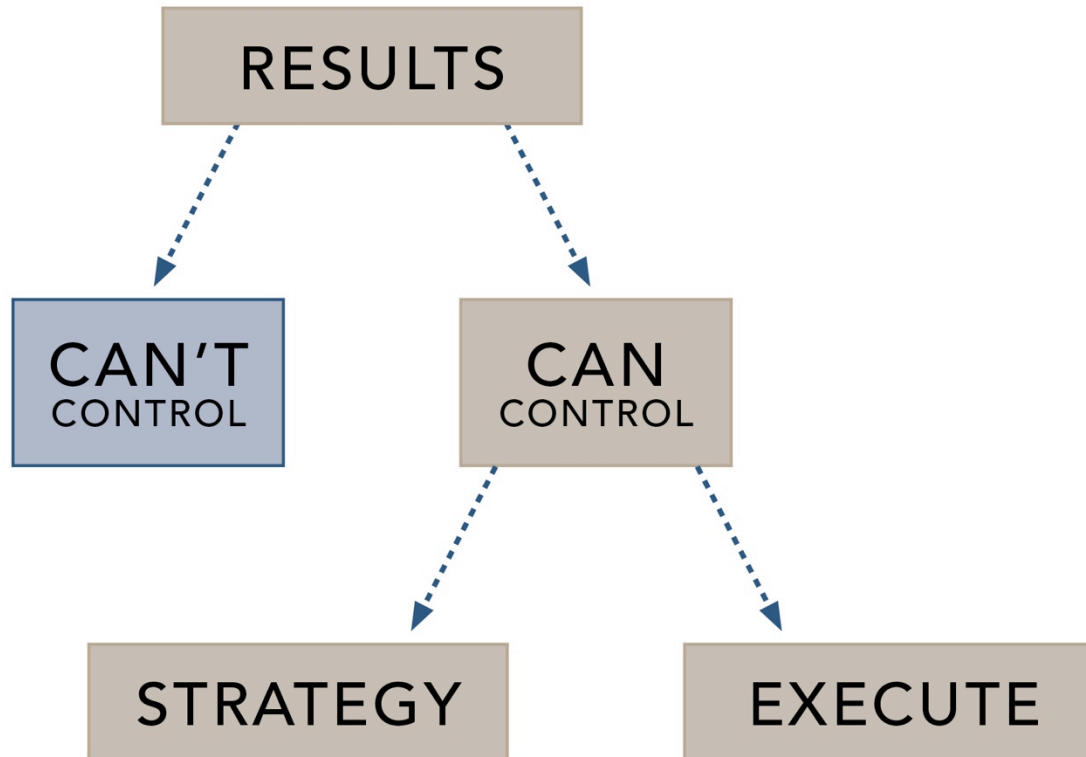
1. Overview the 4 Disciplines.
2. Ratify team WIGs and lead measures.
3. Build the team scoreboard.
4. Hold the first WIG Session.

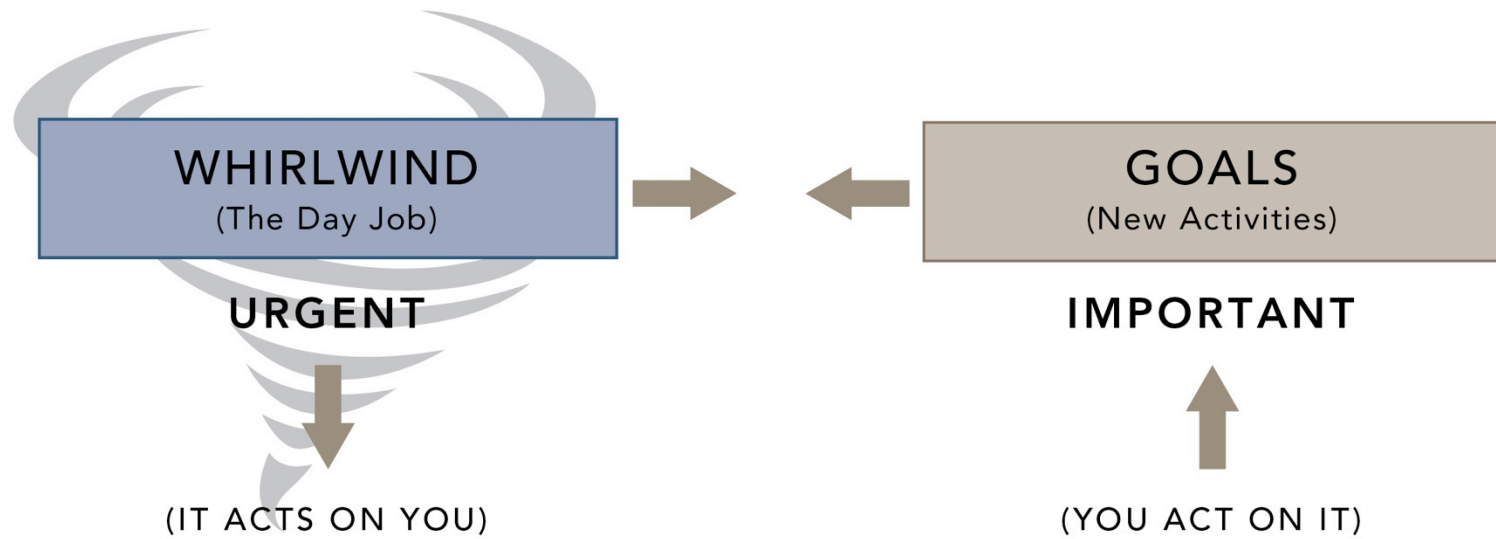


# Agenda



1. Overview the 4 Disciplines.
2. Ratify team WIGs and lead measures.
3. Build the team scoreboard.
4. Hold the first WIG Session.





# Video

Whirlwind





# Discipline 1

Focus on the Wildly Important





# Focus on Less to Achieve More



<b>NUMBER OF GOALS</b> (in addition to the whirlwind)	<b>2-3</b>	<b>4-10</b>	<b>11-20</b>
	↓	↓	↓
<b>GOALS ACHIEVED WITH EXCELLENCE</b>	<b>2-3</b>	<b>1-2</b>	<b>0</b>

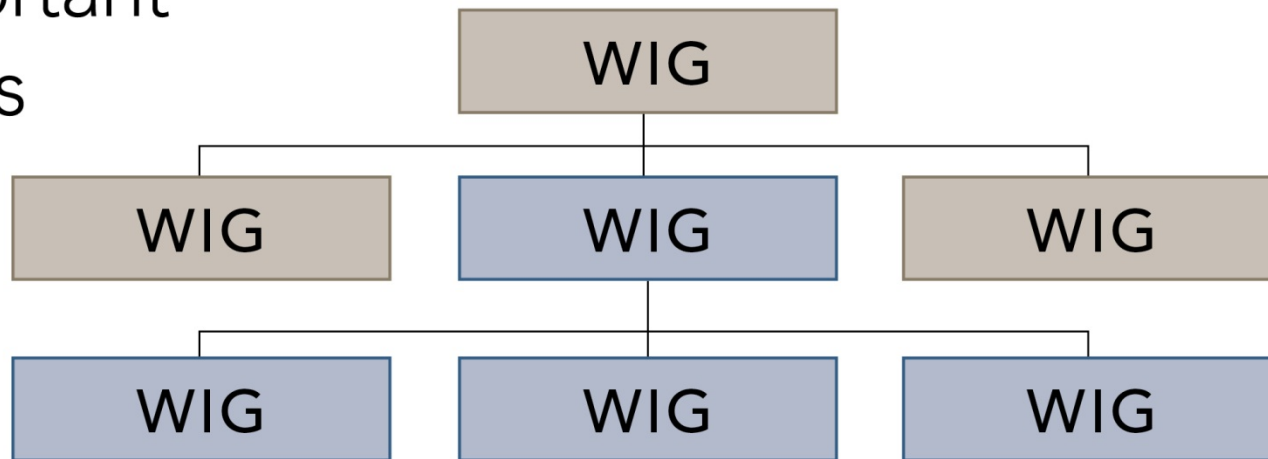


## WILDLY IMPORTANT GOAL (WIG)

A goal that makes all the difference. Failure to achieve this goal renders any other achievements secondary.

# Identifying the Wildly Important Goals

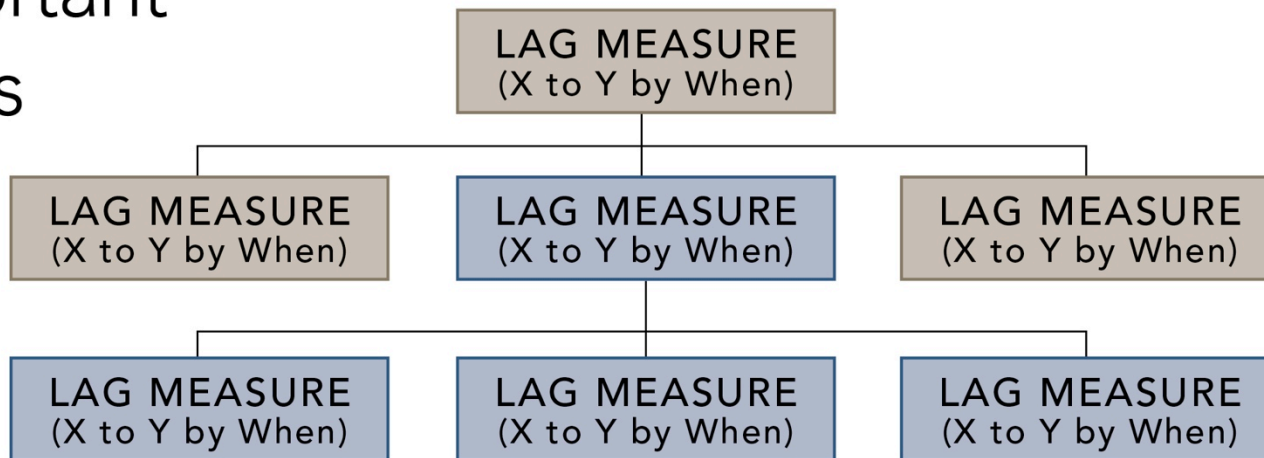
**Wildly  
Important  
Goals**



# Establish a Finish Line



## Wildly Important Goals



## X TO Y BY WHEN

**"X"**

The starting  
value for  
the WIG

**"Y"**

The ending  
value for  
the WIG

**BY  
WHEN**

The date by  
which the  
WIG must be  
achieved

# Video

It's Wildly Important





# Discipline 2

Act on the Lead Measures







# Lead Measures



## LAG MEASURE

MEASURES THE GOAL.

Decrease total body weight  
from X to Y by 12/31.

Improve math grade from  
X to Y by 12/31.

## LEAD MEASURE

MEASURES SOMETHING  
THAT LEADS TO THE GOAL.  
IS SOMETHING WE CAN  
INFLUENCE.

PREDICTIVE

INFLUENCEABLE

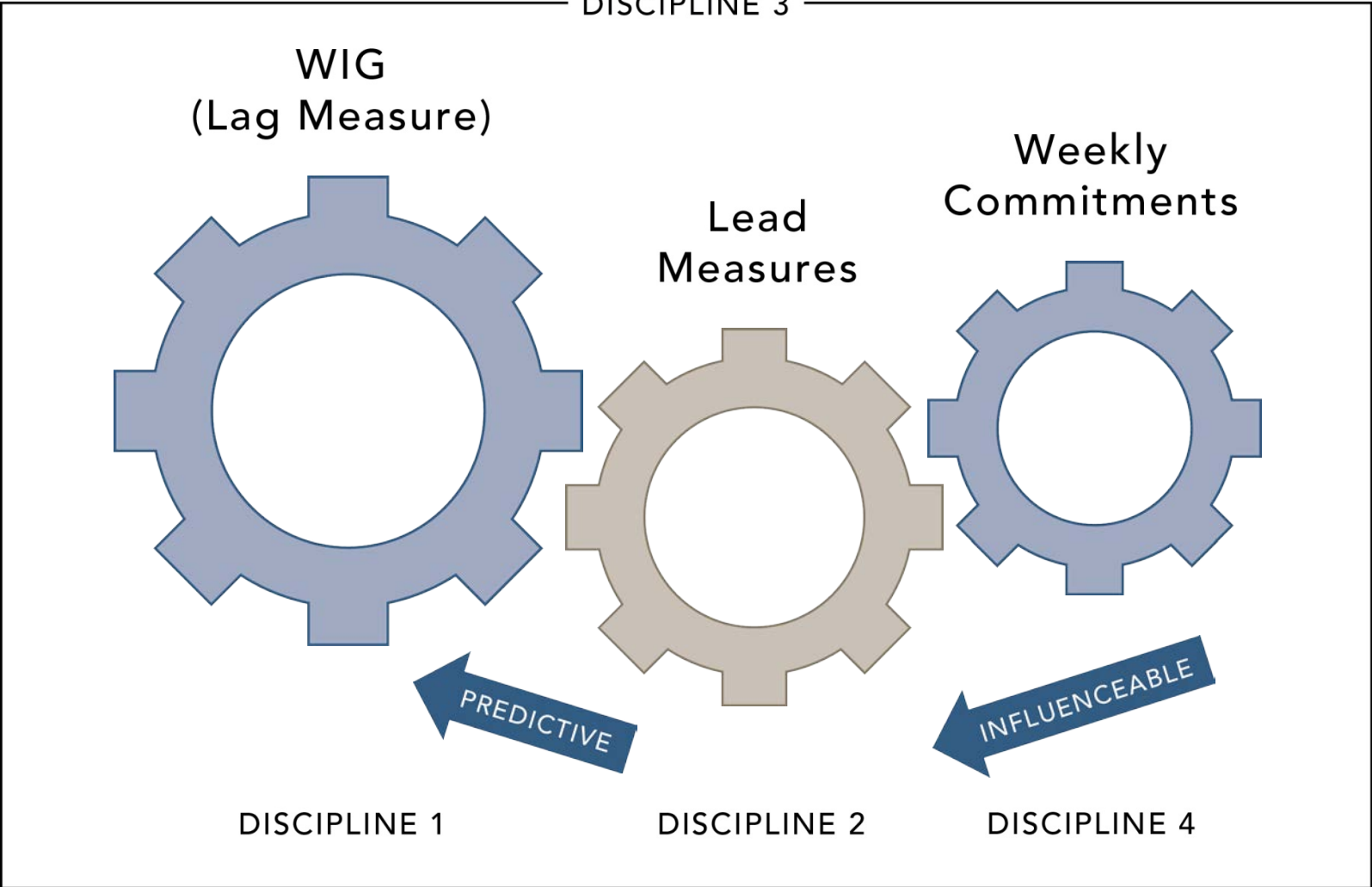
Limit calories to 2100 or less  
per day (diet).  
Run 12 miles per week  
(exercise).

Review homework five times  
per week for completion  
and accuracy.

LOSE WEIGHT

IMPROVE  
GRADES

# Piping: Lead Measures Drive the Lag Measures



# Video

Lead Measures





# Discipline 3

Keep a Compelling Scoreboard



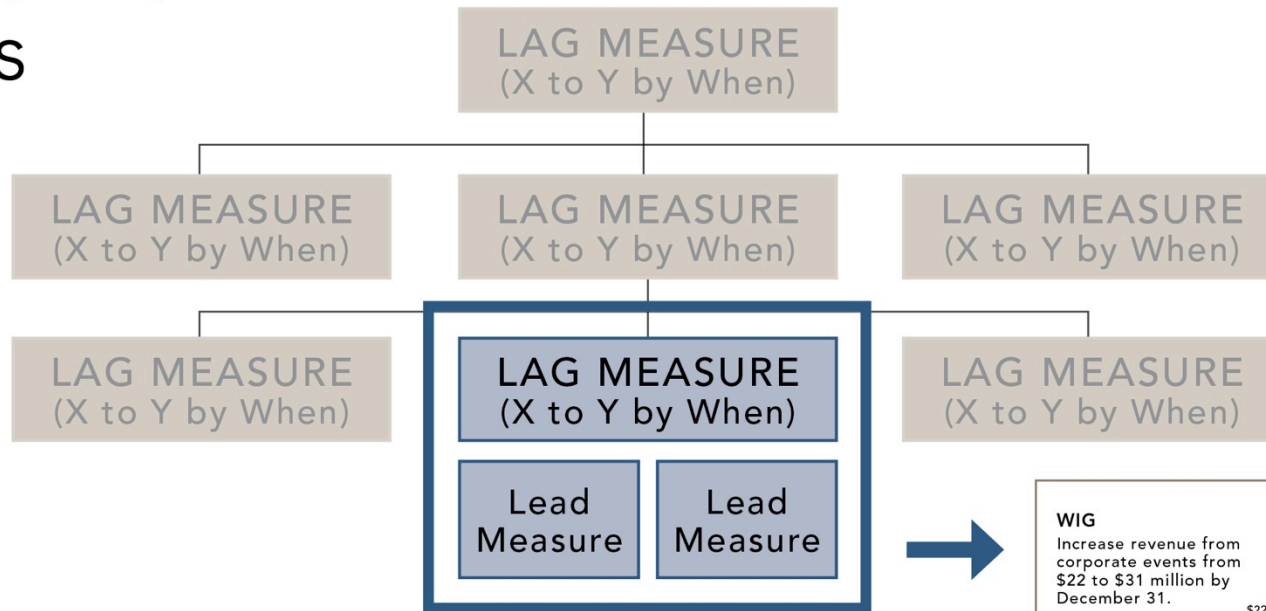
# Why Do We Need a Scoreboard?



“PEOPLE PLAY  
DIFFERENTLY WHEN **THEY**  
ARE KEEPING SCORE.”

# Capture the Team Game

## Wildly Important Goals



Team "Game"

**WIG**  
Increase revenue from corporate events from \$22 to \$31 million by December 31.

ASSOCIATE	1	2	3	4	5	6	7	AVG
JOHN	1	1	2	2	3	4	X	2
MIKE	2	2	3	3	4	X	X	2.8
KAREN	1	2	3	X	X	3	2	2
JEFF	2	1	X	X	1	1	1	1
EMILY	1	X	X	1	1	2	4	2.5
RICHARD	X	X	2	2	3	4	4	2.5
BETH	X	1	1	2	4	X	2.5	
TOTAL	7	7	10	10	13	16	20	2.5

**Lead Measure**  
Complete two quality site visits per associate per week.

**Lead Measure**  
Upsell our premium bar package to 90% of all events.





## COMPELLING PLAYERS' SCOREBOARDS:

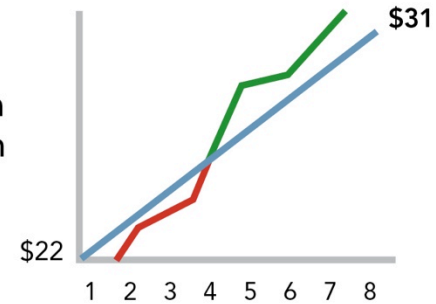
- Are simple.
- Are highly visible to the players.
- Have the right lead and lag measures.
- Tell us immediately if we are winning or losing!

# Basic Scoreboard Design

- Are simple.
- Are highly visible to the players.
- Have the right lead and lag measures.
- Tell us immediately if we are winning or losing!

## WIG

Increase revenue from corporate events from \$22 to \$31 million by December 31.



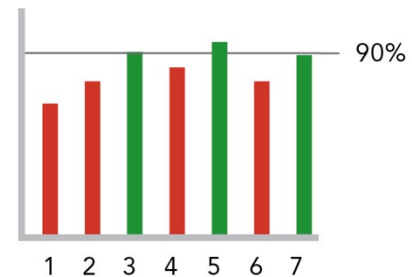
## Lead Measure

Complete two quality site visits per associate per week.

ASSOCIATE	1	2	3	4	5	6	7	AVG
KIM	1	1	2	2	4	X	X	2
BOB	2	2	3	2	X	X	3	2.4
KAREN	1	3	2	X	X	2	2	2
JEFF	0	0	X	X	1	1	1	.6
EMILY	3	X	X	4	3	2	4	2.8
RICHARD	X	X	2	2	2	4	4	2.8
BETH	X	1	2	5	2	4	X	2.8
TOTAL	7	7	11	15	12	13	14	2.3

## Lead Measure

Upsell our premium bar package to 90% of all events.



# Video

Thirteen





# Discipline 4

Create a Cadence of Accountability



# Discipline 4—WIG Sessions and WIG Huddles



## WIG SESSIONS

- Leader to leader, leader and team.
- 15–20 minutes.
- Leaders make personal commitments.

### CADENCE:

- Review last week's commitments.
- Update the scoreboard.
- Make commitments for next week.

## WIG HUDDLES

- Leader and team.
- 5 minutes.
- Team commits to improve the lead measures.

### CADENCE:

- Review performance on the scoreboard.
- Commit to improve lead-measure results.
- Recognize performance.

# WIG Session Cadence



1. Report on last week's commitments.
2. Review and update the scoreboard.
3. Make commitments for next week.

# Key Question for Determining Weekly Commitments



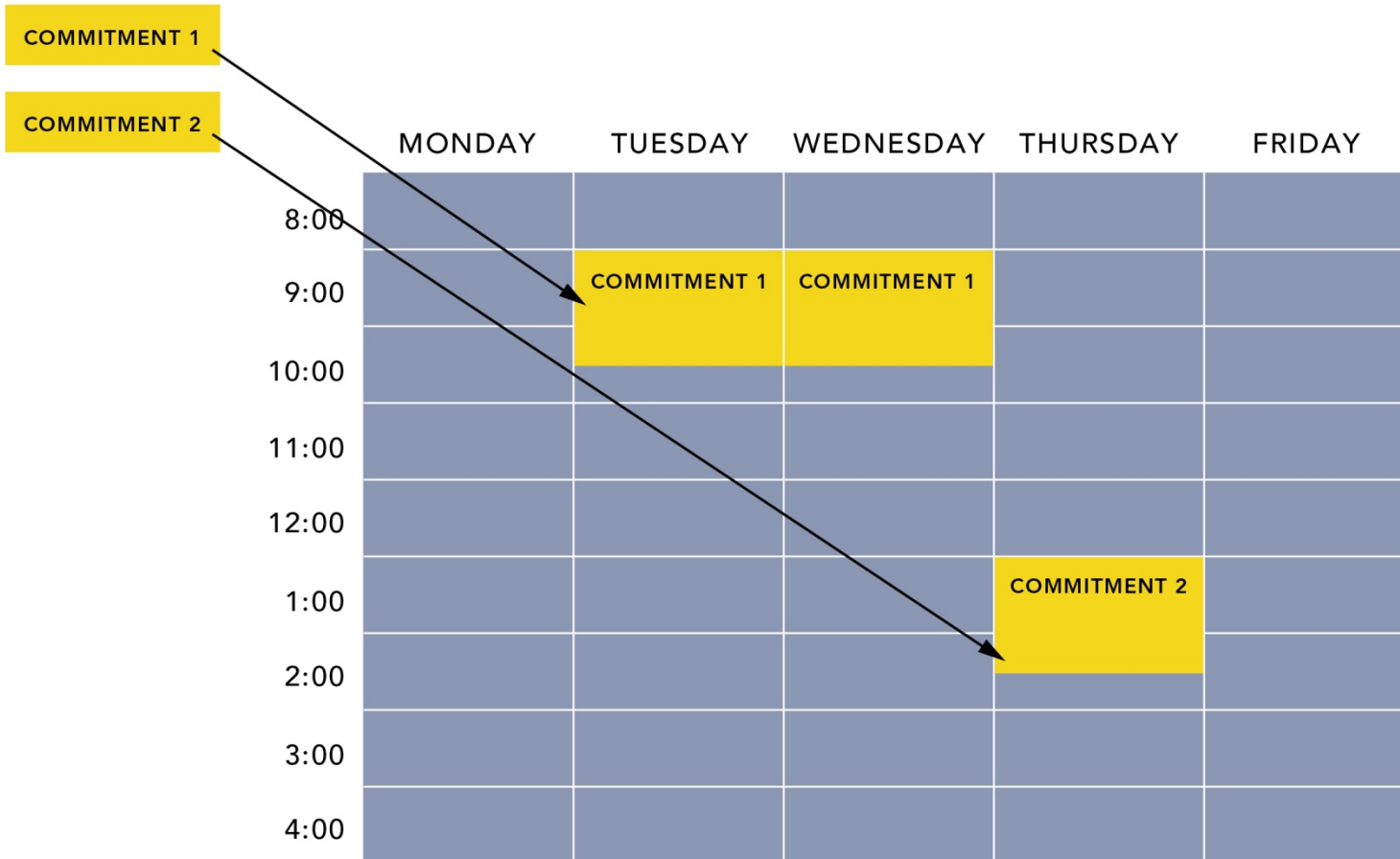
What are the **one or two** most important things **I** can do **this week** to impact the team's performance on the **scoreboard**?



# Commitments Must Be Forced Into the Whirlwind



## Work Compass



# Video

Store 334





# Agenda



1. Overview the 4 Disciplines.
- 2. Ratify team WIGs and lead measures.**
3. Build the team scoreboard.
4. Hold the first WIG Session.

# WIGs and Lead Measures



Wildly Important Goal

Team Wildly Important Goal

Lead Measure

Lead Measure



## BACKGROUND

1. Our overall WIG and why it was chosen
2. Our team WIG and why it was chosen
3. How our lead measures were developed

## TEAM DISCUSSION

4. Clarifying questions
5. Feedback

# Agenda



1. Overview the 4 Disciplines.
2. Ratify team WIGs and lead measures.
- 3. Build the team scoreboard.**
4. Hold the first WIG Session.

# Building Our Team Scoreboard



## **Motivating**

Can we tell where we are and where we should be?

## **Simple**

Can we tell within five seconds if we are winning?

## **Updateable**

Can we update it easily?

## **Complete**

Can we see both the lead and lag measures?

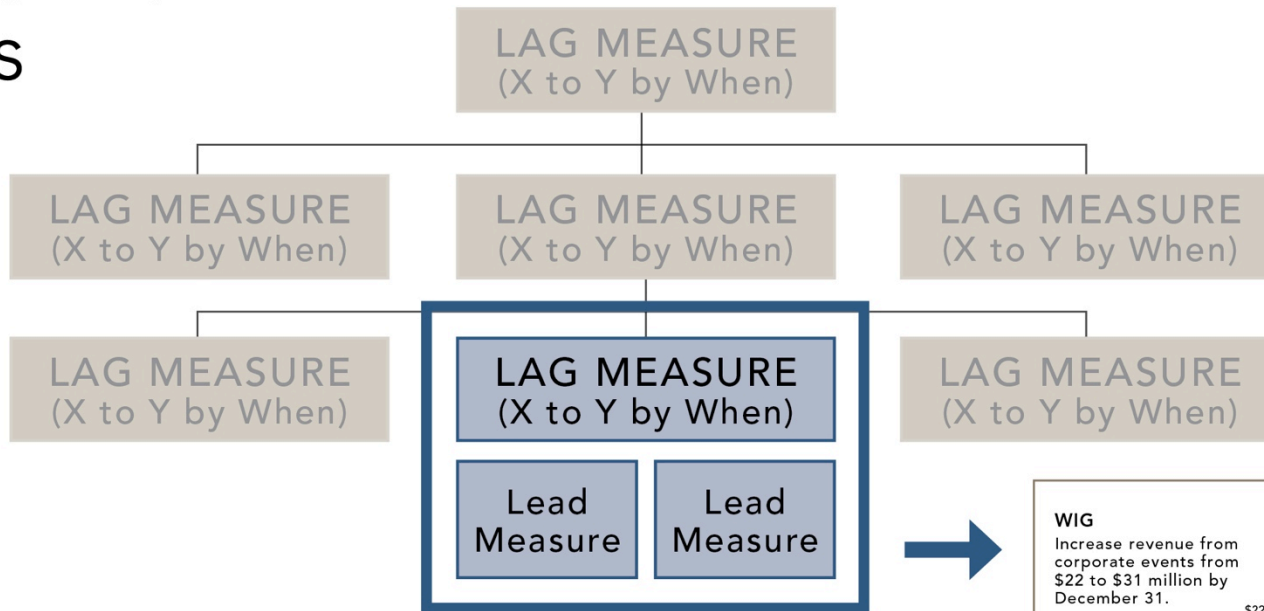
## **Accessible**

Can the whole team view it easily and often?



# Building Our Team Scoreboard

## Wildly Important Goals



Team "Game"

**WIG**  
Increase revenue from corporate events from \$22 to \$31 million by December 31.

ASSOCIATE	1	2	3	4	5	6	7	AVG
JOHN	1	1	2	2	3	4	X	2
MIKE	2	2	3	3	4	X	X	2.8
KAREN	1	2	3	X	X	3	2	2
JEFF	2	1	X	X	1	1	1	1
EMILY	1	X	X	1	1	2	4	2.5
RICHARD	X	X	2	2	3	4	4	2.8
BETH	X	1	1	2	4	X	2.5	
TOTAL	7	7	13	13	15	18	24	2.5

**Lead Measure**  
Complete two quality site visits per associate per week.

**Lead Measure**  
Upsell our premium bar package to 90% of all events.

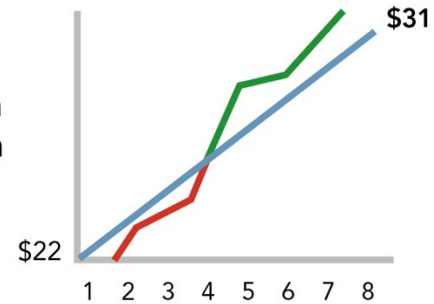
# Building Our Team Scoreboard

Two Rules for Scoreboard Design:

1. WIG on top, leads underneath.
2. Words on the left, graphs on the right.

## WIG

Increase revenue from corporate events from \$22 to \$31 million by December 31.



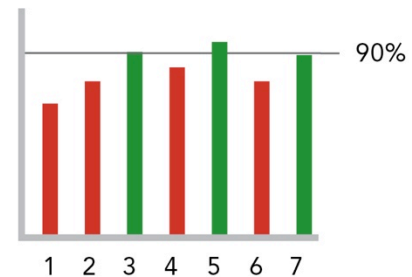
## Lead Measure

Complete two quality site visits per associate per week.

ASSOCIATE	1	2	3	4	5	6	7	AVG
KIM	1	1	2	2	4	X	X	2
BOB	2	2	3	2	X	X	3	2.4
KAREN	1	3	2	X	X	2	2	2
JEFF	0	0	X	X	1	1	1	.6
EMILY	3	X	X	4	3	2	4	2.8
RICHARD	X	X	2	2	2	4	4	2.8
BETH	X	1	2	5	2	4	X	2.8
TOTAL	7	7	11	15	12	13	14	2.3

## Lead Measure

Upsell our premium bar package to 90% of all events.



# Building Our Team Scoreboard



1. Brainstorm ideas for personalizing the scoreboard.
2. Choose an overall theme for the team scoreboard.
3. Determine individual responsibilities for building the scoreboard.
4. Establish needed materials and budget.
5. Set the deadline for completing the scoreboard.

# Agenda



1. Overview the 4 Disciplines.
2. Ratify team WIGs and lead measures.
3. Build the team scoreboard.
- 4. Hold the first WIG Session.**



# Holding the First WIG Session

1. Same day, same time, same place, every week.
2. 15–20 minutes.
3. Each of us makes a personal commitment.
4. We hold each other accountable.
5. No whirlwind.

What are the one or two most important things I can do this week to impact the team's performance on the scoreboard?

## CADENCE

1. Review last week's commitments.
2. Review/update the scoreboard.
3. Make commitments for next week.

# Video

WIG Session





# WIG Session Cadence



1. Report on last week's commitments.
2. Review and update the scoreboard.
3. Make commitments for next week.



# Key Question for Determining Weekly Commitments



What are the **one or two** most important things **I** can do **this week** to impact the team's performance on the **scoreboard**?



# Holding the First WIG Huddle

1. Same day, same time, same place, every week.
2. 5–7 minutes.
3. We are accountable for performing our lead measures.
4. We will recognize top performance.
5. No whirlwind.

## CADENCE

1. Review last week's performance.
2. Discuss how to improve results.
3. Commit to top performance.



The 4 Disciplines of  
**Execution**<sup>®</sup>

Team Launch