



The 4 Disciplines of
Execution®

mcchesney@4dx

The 4 Disciplines of Execution



- **10 Years**
- **3,000 Clients have Implementations 4DX**
- **The 4DX OS (Operating System)**
 - 120,000 active users (2,000 active organizations)
 - 8.3M hosted commitment sessions
 - 32M commitments made (87% completions percentage)
- **The 4DX Book is..**
 - A Wall Street Journal #1 National Best Seller
 - Sold 500,000 copies in the US.
 - Translated into 13 languages
 - Currently the best-selling book in the world on Strategy Execution.

Client Results



Canadian Natural Resource Ltd.

- Increase plant availability from 72% to 100%
- Achieved cost savings of over \$1B from 2014-2017

Sanofi (Global Biomedical)

- Tripled production of pediatric vaccine
- Cut cost by 30%

Marriott International

- Runs 4DX in every Marriott Managed Property in the Americas (for over 10 years)
- 5M commitments kept
- Achieved highest guest satisfaction in company history

Greenbrier (Leading Rail Manufacturer)

- Increase efficiency from 75% to 91%
- reduced plant downtime from 9% to 1.2%

Carnival Cruise Line

- Implemented 4DX in all 25 Ships (Hospitality and Engineering)
- Highest NPS in history (18 of 25 Ships)
- Won USA Today Best Cruise Line of the Year 2018

Wegmans Grocery

- #2 Best Place to Work (Behind Google)
- #2 Most Respected Company (Behind Amazon)

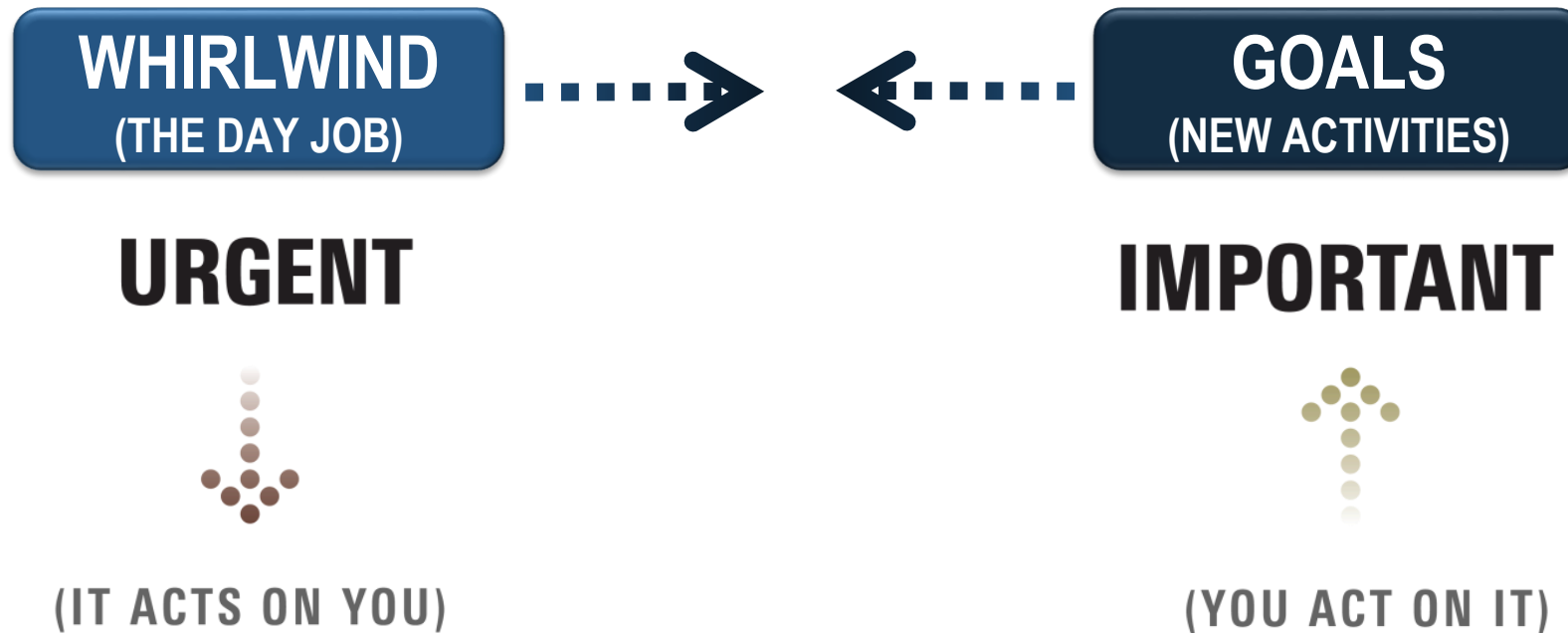
There are two kinds of strategies a leader will have to execute...

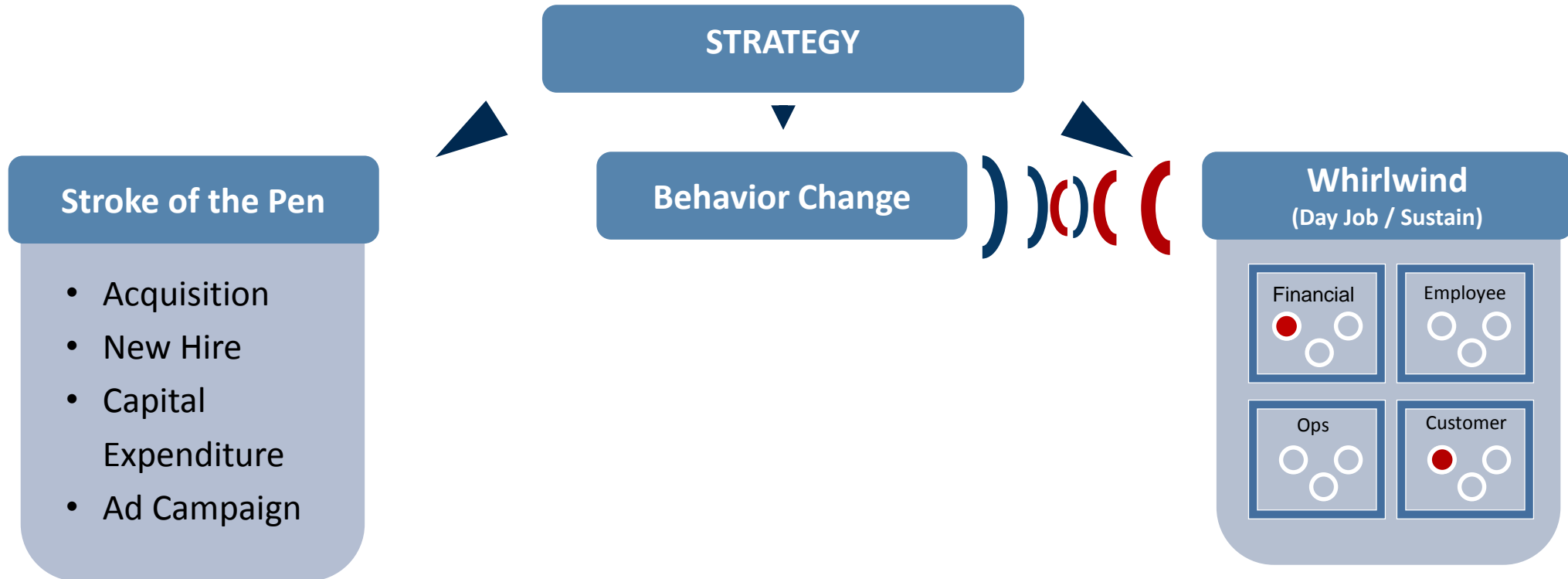
STROKE OF THE PEN

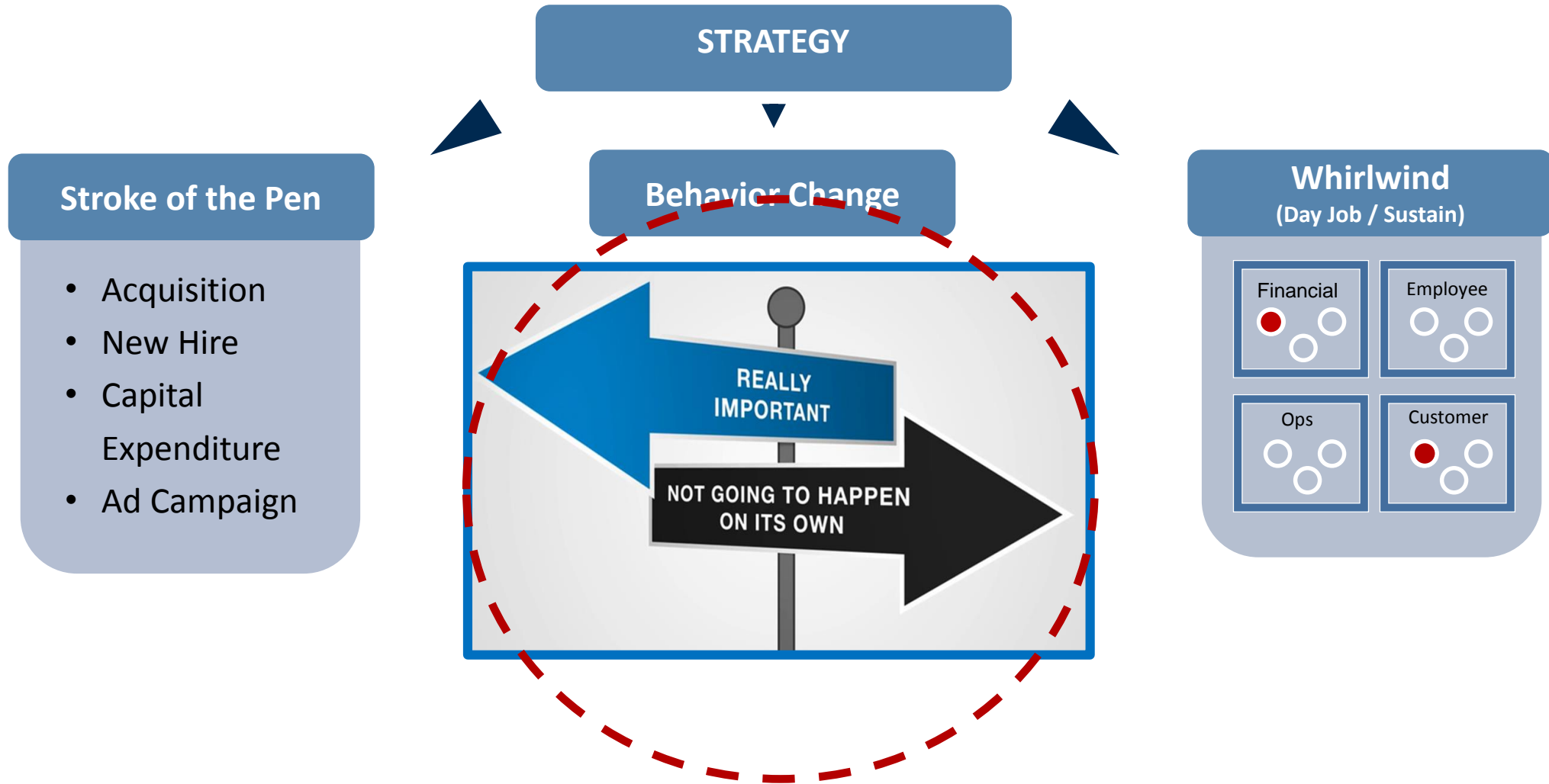
- ✓ Expansion of Staff
- ✓ Change in Policy or Programs
- ✓ Hardware Upgrade
- ✓ Strategic Acquisition
- ✓ Media Buy

BEHAVIOR CHANGE

- ✓ Operational Consistency
- ✓ Improved Customer Experience
- ✓ Higher Quality Services
- ✓ Faster Responsiveness
- ✓ Process Adoption









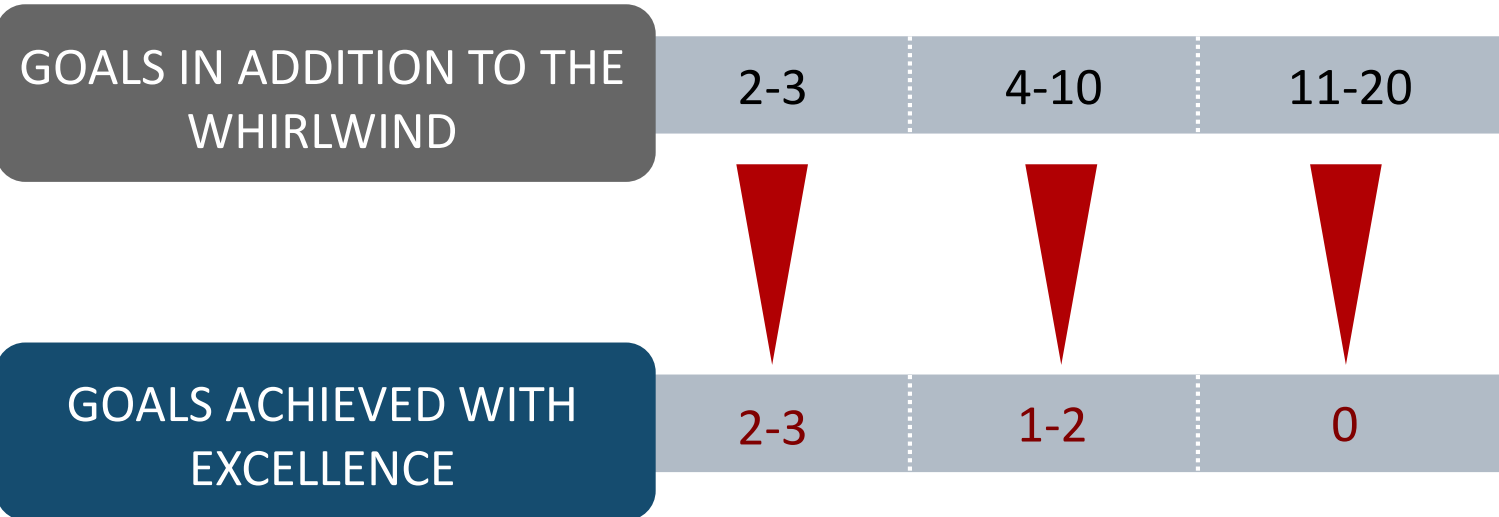
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Discipline 1

Focus on the Wildly Important





-There will always be more
good ideas than there is
capacity to execute-

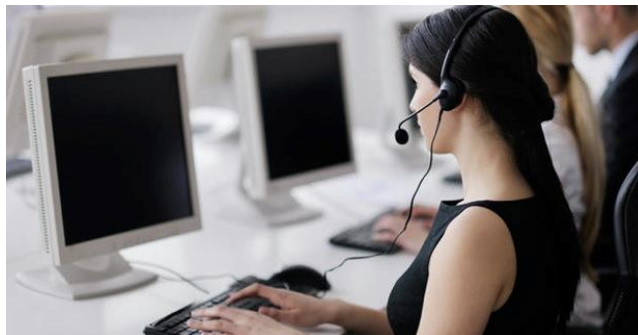
Execution 4:37

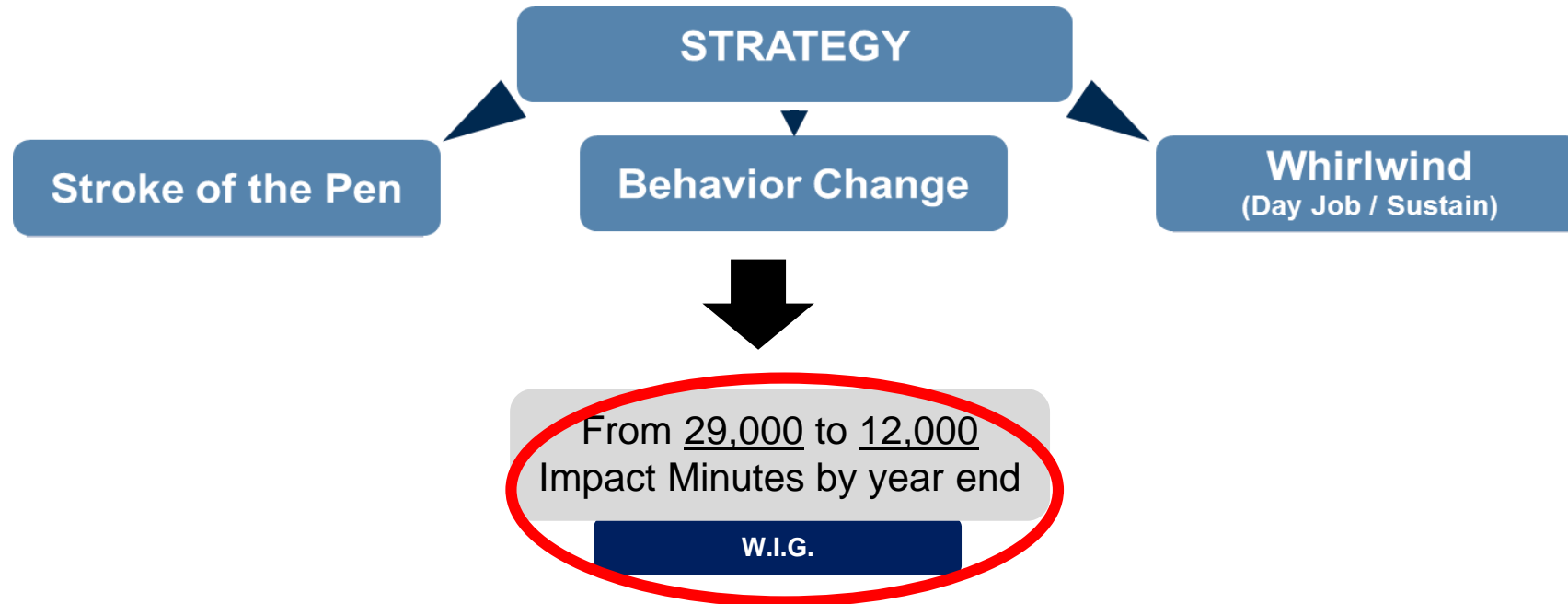
“We are the most focused company that I know of or have read of or have any knowledge of. We say no to good ideas every day. We say no to great ideas in order to keep the amount of things we focus on very small in number so that we can put enormous energy behind the ones we do choose. In fact, the table each of you are sitting at today, you could probably put every product on it that Apple makes, yet Apple’s revenue last year was \$40 billion.”

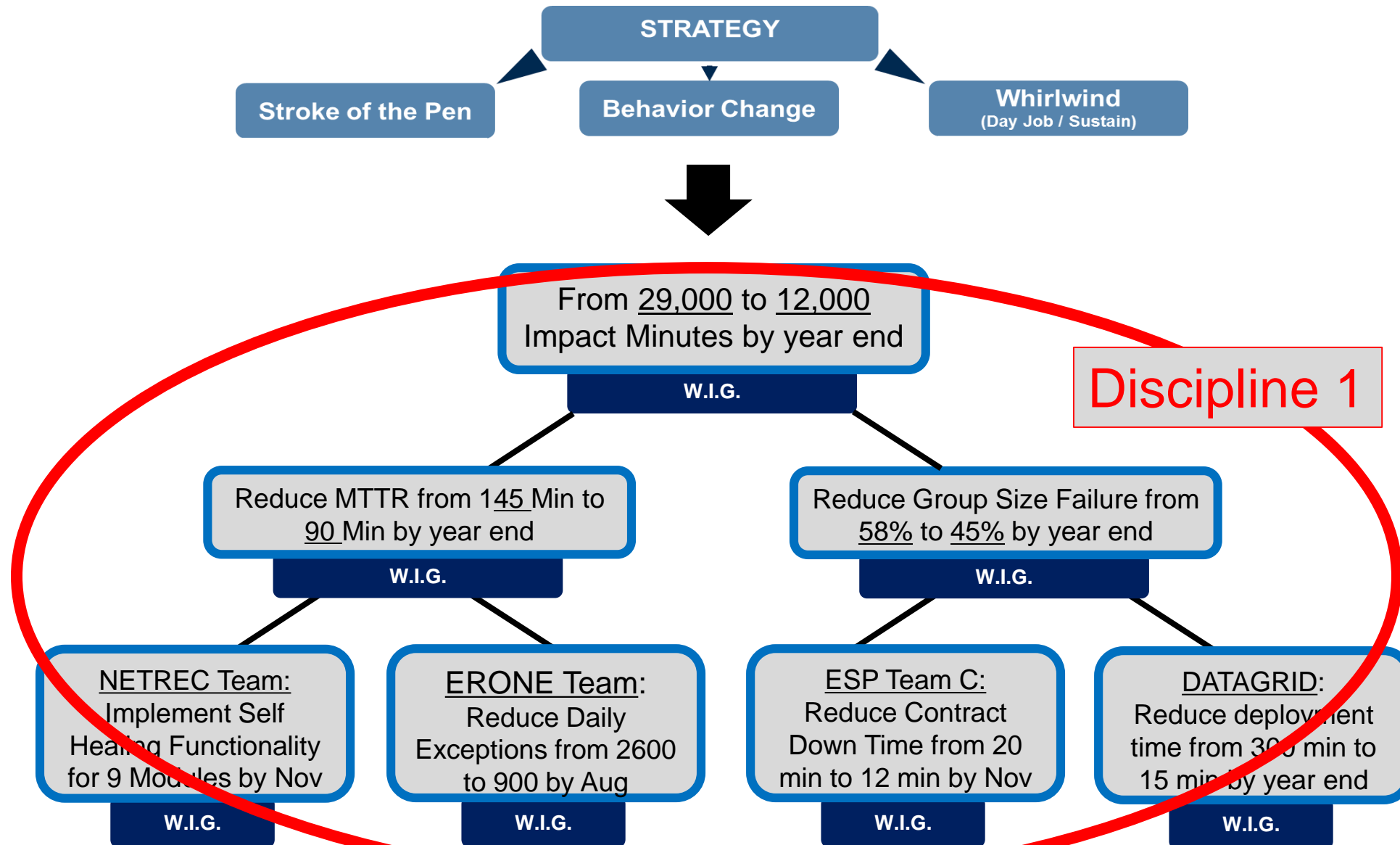
—Tim Cook, Apple CEO

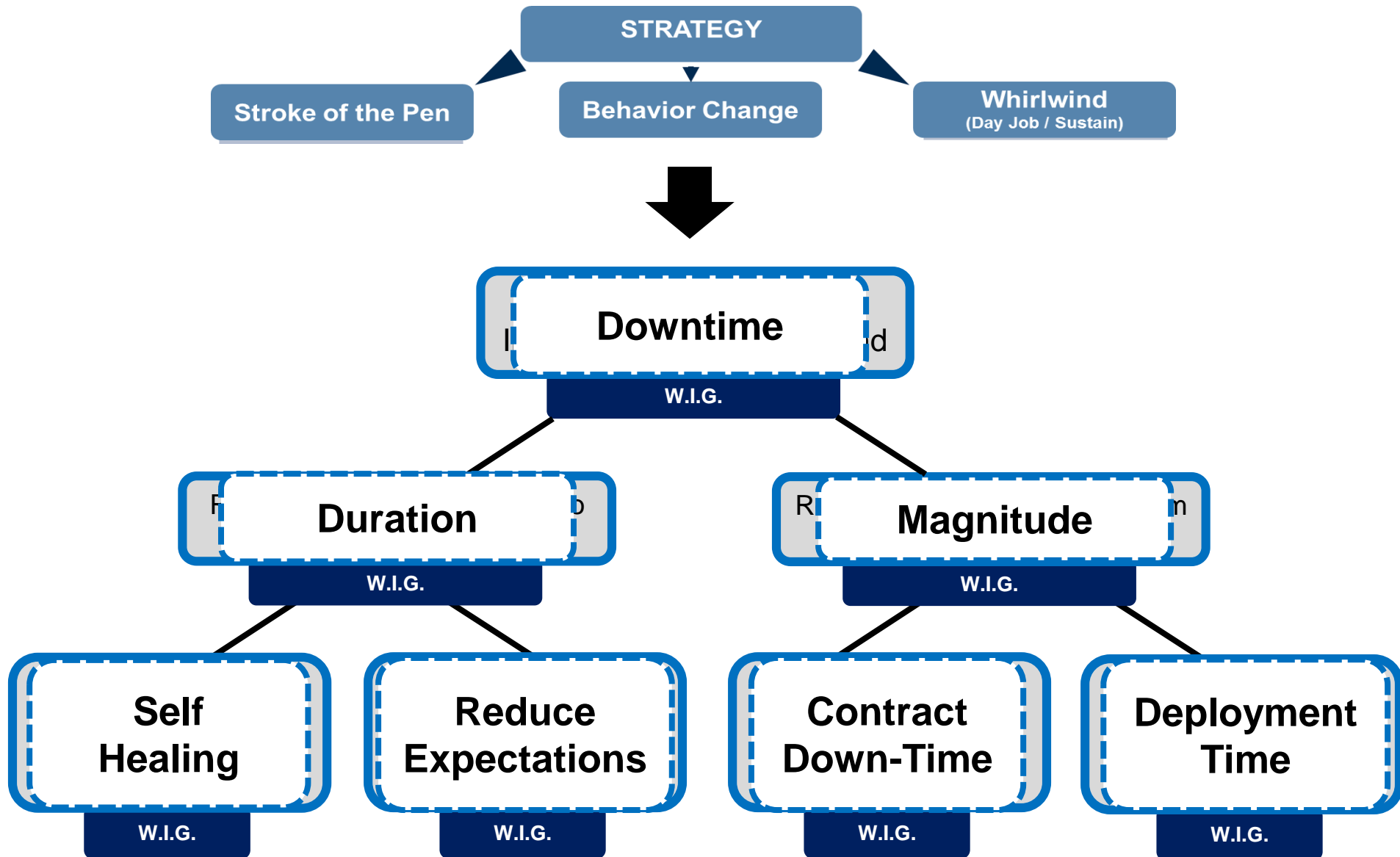




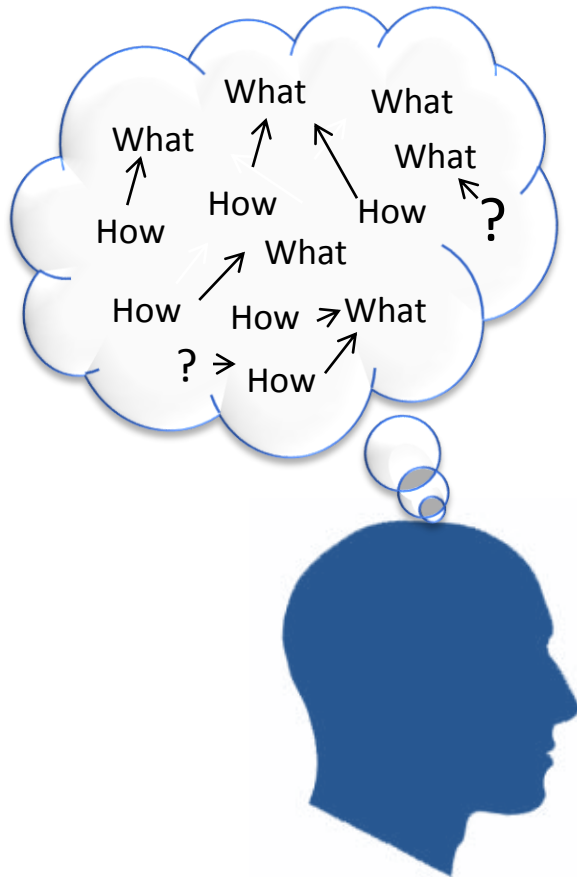




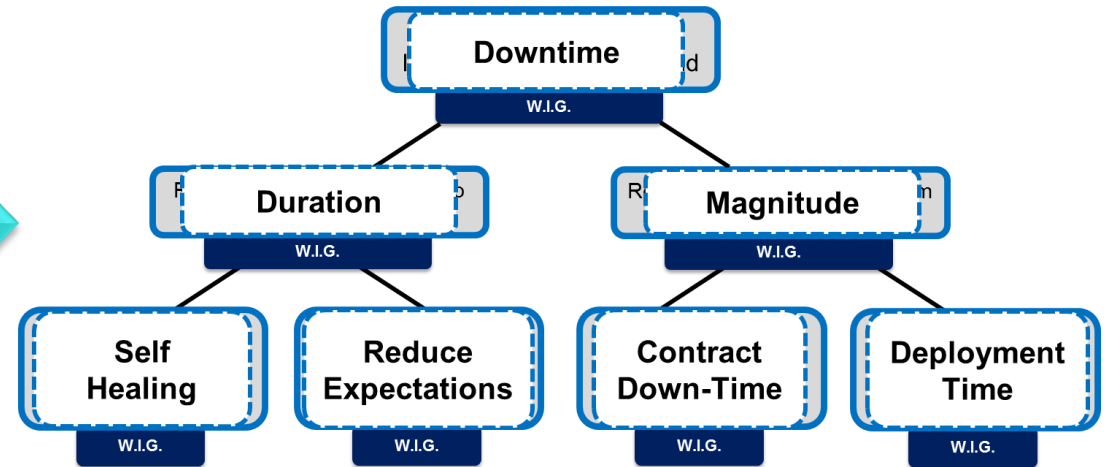




From:
Strategic Intent

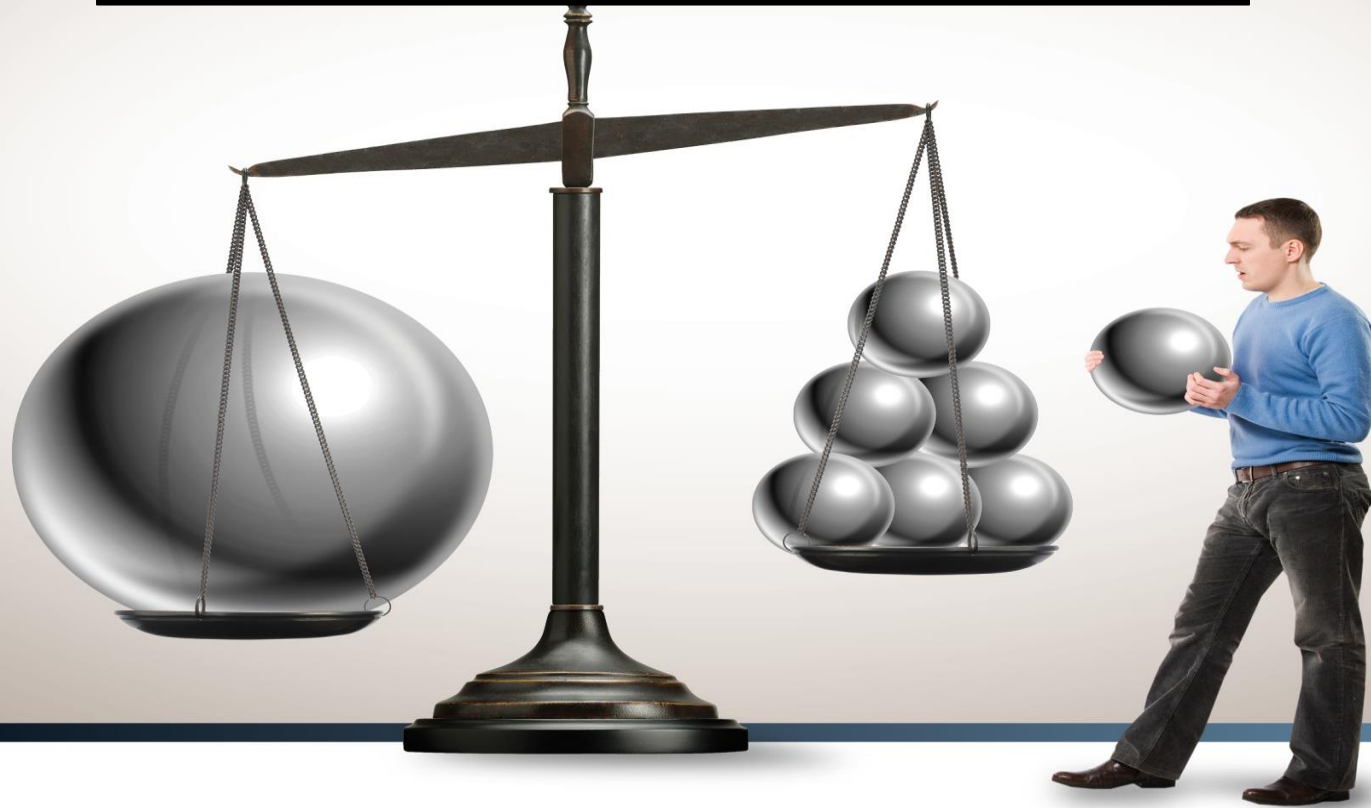


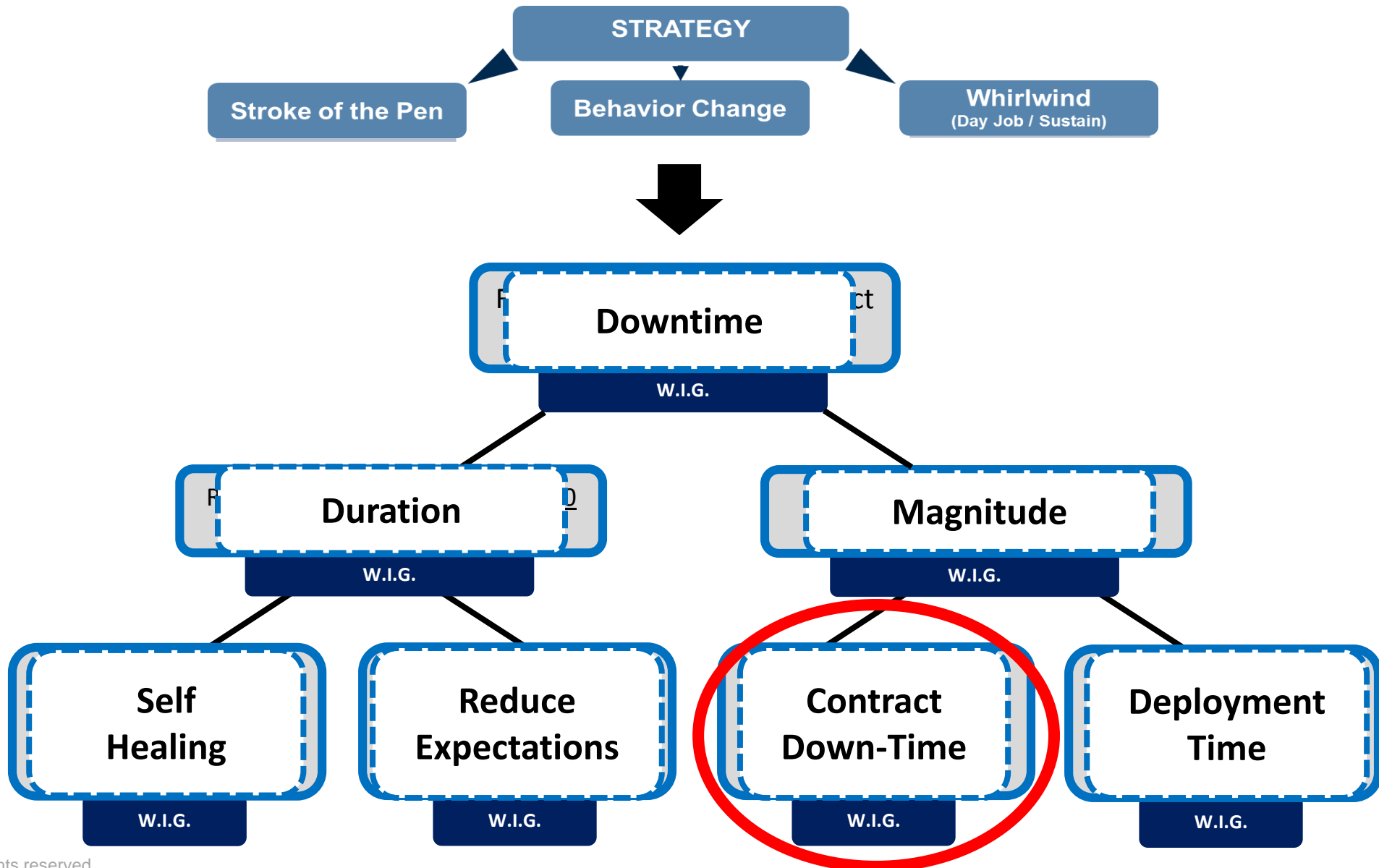
**To: Specific
Finish-lines**



Discipline 2

Act on the Lead Measures





Discipline 1
Team WIG (Lag Measure)

ESP Team C:
Reduce Contract
Down Time from 20
min to 12 min by Nov

W.I.G.

Discipline 2
Lead Measure

Conduct 3 log reviews per
week

Lead Measure 1

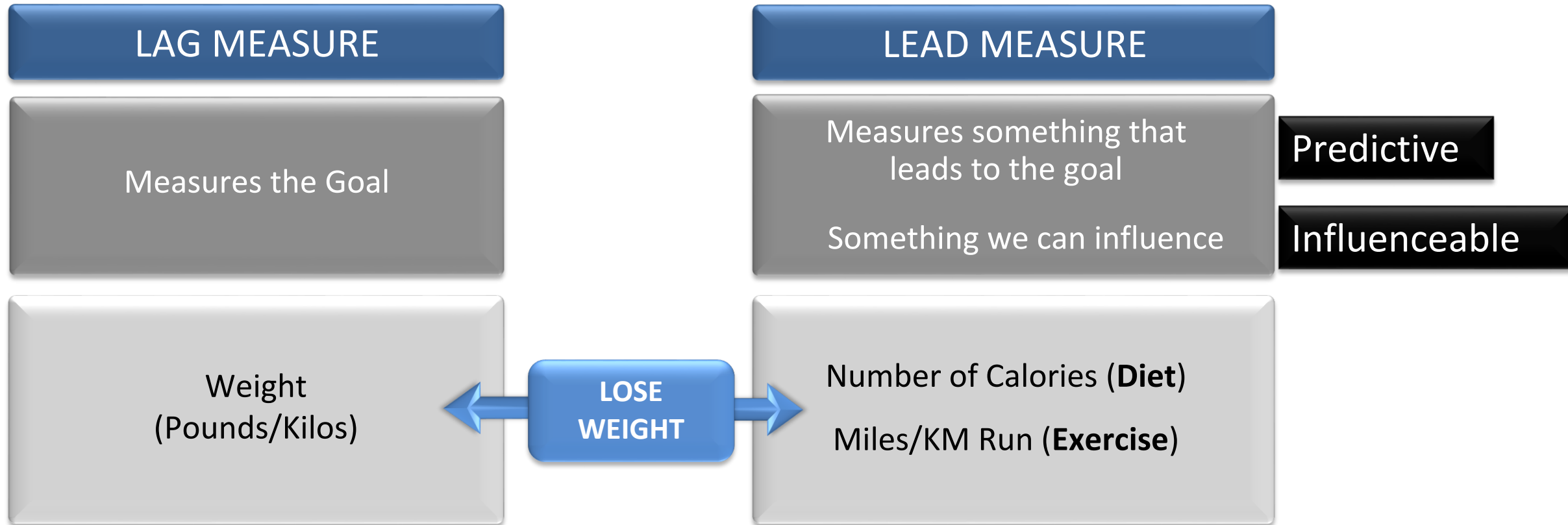
Migrate one Application to
the cloud every 2 weeks

Lead Measure 2



DISCIPLINE 2:

Act on the Lead Measure



DISCIPLINE 2:

Act on the Lead Measure

Lag Measure (WIG):

- Improve project cycle time
- Increase same-store-sales
- Increase # of new accounts
- Reduced accidents
- Reduce plant shut-downs
- Improve customer service

Lead Measure:

- Project management standards
- Reduction in out-of-stocks
- Qualified prospects
- Compliance to safety standards
- Preventative maintenance
- 1-on-1 coaching w/ phone reps.

Discipline 3

Keep a Compelling Scoreboard



Discipline 1
Team WIG (Lag Measure)

ESP Team C:
Reduce Contract
Down Time from 20
min to 12 min by Nov

W.I.G.

Discipline 2
Lead Measure

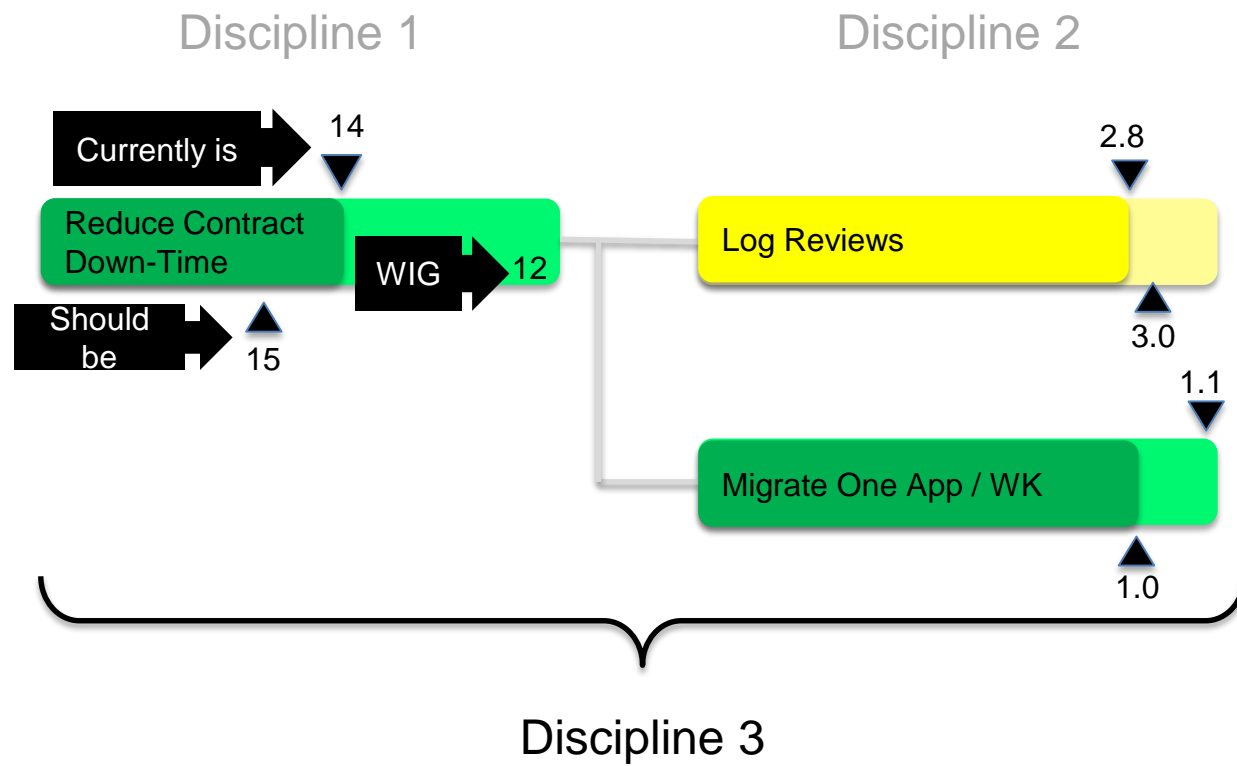
Conduct 3 log reviews per
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Lead Measure 1

Migrate one Application to
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Lead Measure 2





DISCIPLINE 3:

Keep a Compelling Scoreboard

**“People play differently when
they are keeping score”**

DISCIPLINE 3:

Keep a Compelling Scoreboard

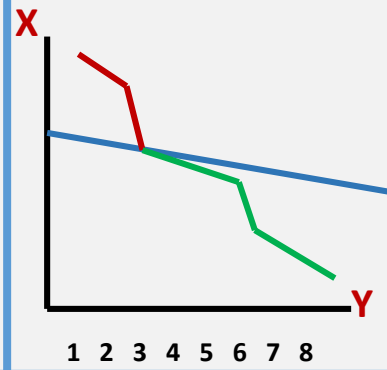
“People play differently when
they are keeping score”

Compelling (Players) Scoreboards:

- Are Simple and Separate
- Are Highly Visible to the Player
- Have the Right “Lead” and “Lag” Measures
- Tell us Immediately if we are Winning or Losing!

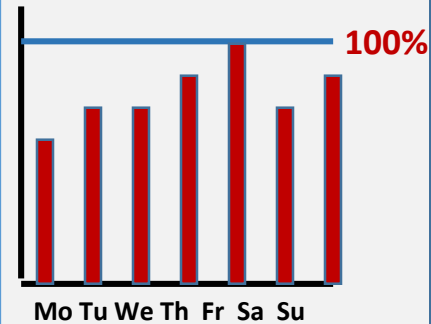
WIG

Reduce luggage
delivery from
120 to 20 mins



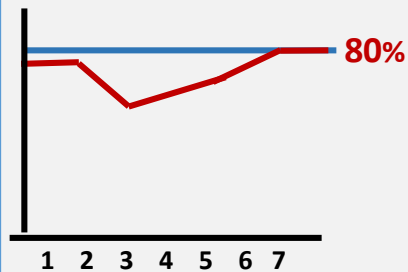
Lead Measure

Match 100% of
luggage tickets to
room # at check in



Lead Measure

Escort 80% of all
guests to room
with bags





STATE OF
Tennessee

Easy-Post
State Labor Law Posting

Must be posted in a conspicuous place
for immediate reference
by all employees and applicants.

JOHN COOPER
Professional and Business Consulting
1-800-555-5555

Neil

UNEMPLOYMENT INSURANCE

Unemployment
for Employees



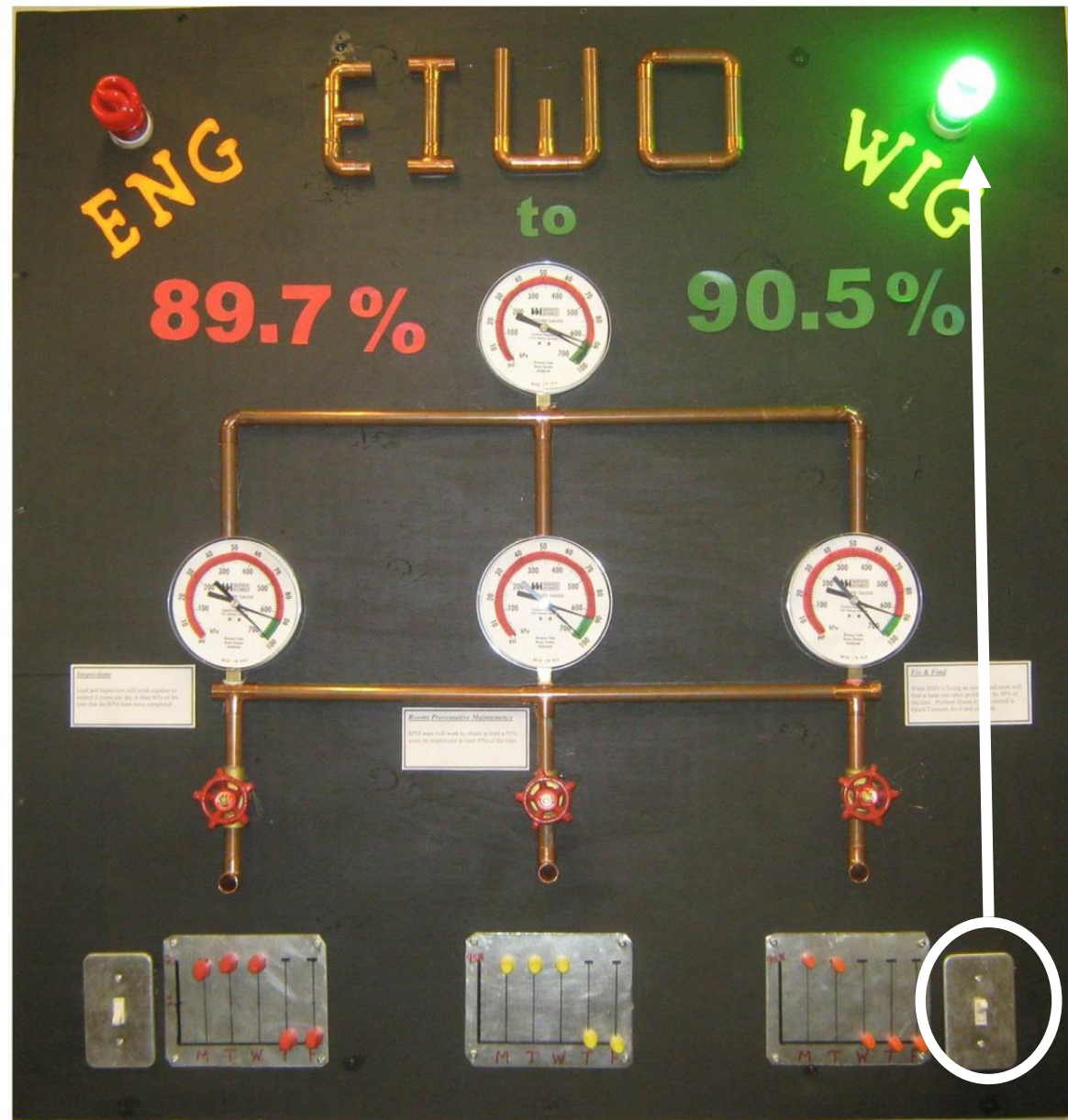
For more information, see the following link:
http://www.tn.gov/unemployment/employees/faq.htm
The Department of Labor and Workforce Development
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THE SENSATIONAL

	Chad	Brittney	Chaz	Thy	Vivian	Nicole	Amber	TEAM
Weekly 50% OFF	★	★	★	★	★	★	★	★
20% SUGGESTIVE SELS	★	★	★	★	★	★	★	★
STORE HUDDLE	★	★	★	★	★	★	★	★
Pharmacist HUDDLE UP	★	★	★	★	★	★	★	★

U Lucky #7 SEVEN 550

Kroger



NUCLEAR MEDICINE

Lighting Up Your Life



BONES



HIDA



CARDIAC

AIDET

WE STRIVE FOR
1. KNOWLEDGE
2. INTRODUCTION
3. DURATION
4. EVALUATION
THANK YOU

Imaging Services:
WILDLY IMPORTANT GOAL is:
To increase the Percentile Ranking
on Press Ganey Surveys

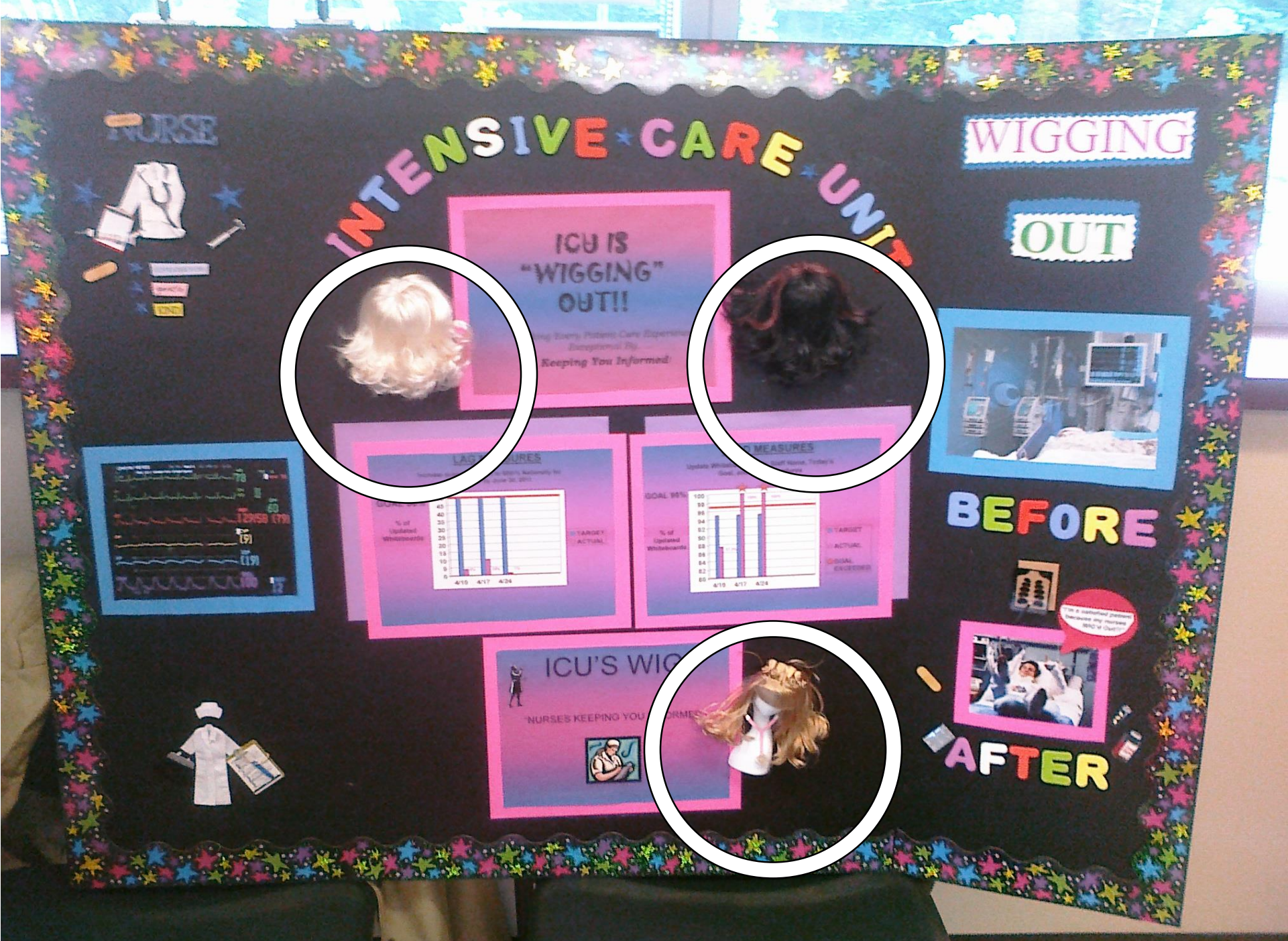
LEAD MEASURE
Perform all LAIDET components
on 90% of all inpatients during
imaging tests and treatments

LAG MEASURE
Move from the 80th percentile
to the 50th percentile nationally
for one quarter by
June 30, 2011



WE STRIVE FOR 5





NURSE



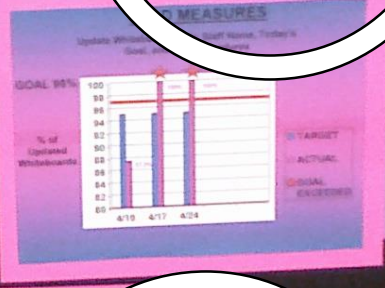
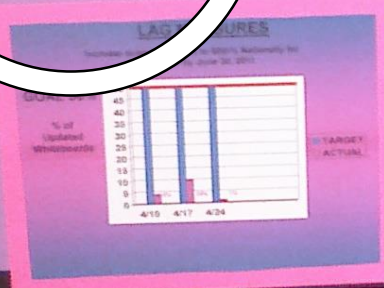
INTENSIVE CARE UNIT

WIGGING

OUT



ICU IS
"WIGGING"
OUT!!



BEFORE

ICU'S WIG
"NURSES KEEPING YOU INFORMED"



AFTER



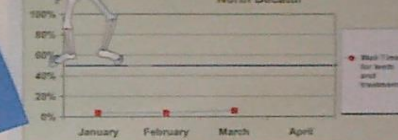
IMAGING SERVICES

Make No Bones About It...
Imaging Services' Wildly Important Goal
is... To increase the
Percentile Ranking on
Press Ganey Surveys on
"Wait time for tests and
treatments"

Lag Measure
Move from 6th
percentile to 50th
percentile nationally
for one quarter by
June 30, 2011

LAG Measure Results 2010

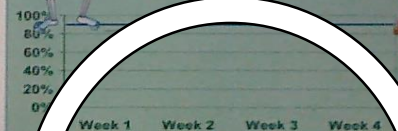
Press Ganey Percentile Ranking for
Imaging Services
North Decatur



Lead Measure
Perform all 5 AIDET
components on
90% of all
Inpatients during
Imaging tests and
treatments

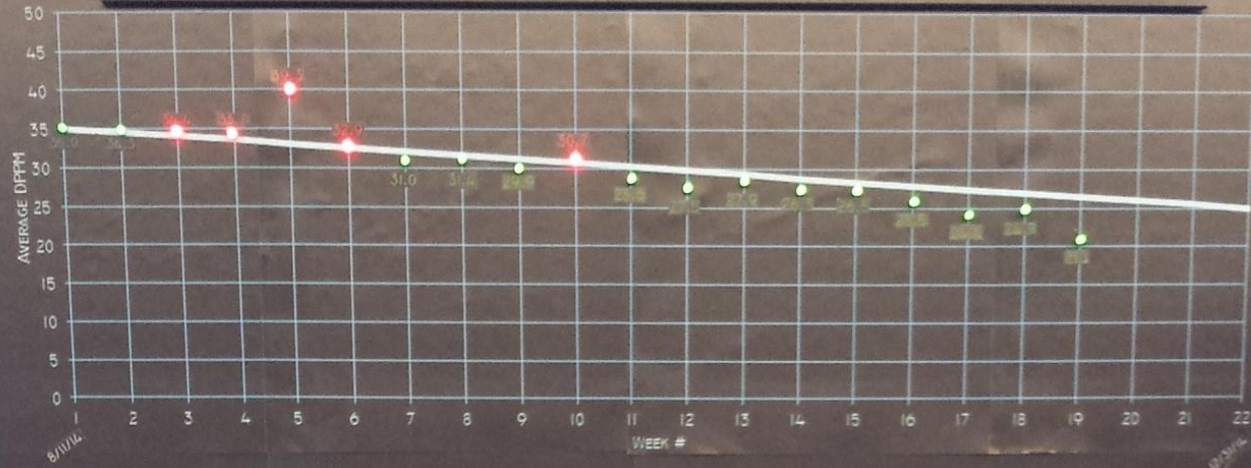
Lead Measure Results May 2010

Our Goal is to
perform all 5
AIDET components
on 90% of all
Inpatients





WIG:
REDUCE THE 3 MONTH AVG COMPONENT DPPM OF
FUJI, CTP/RHB, AND J6 FROM 35 TO 25 BY 12/31/14

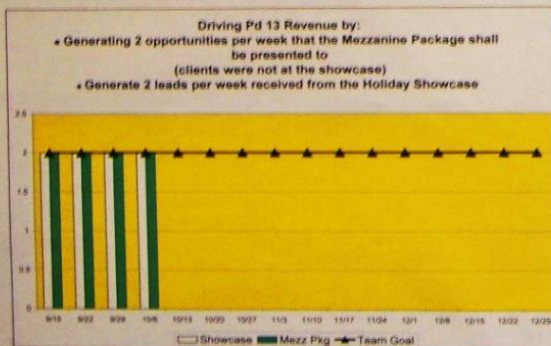
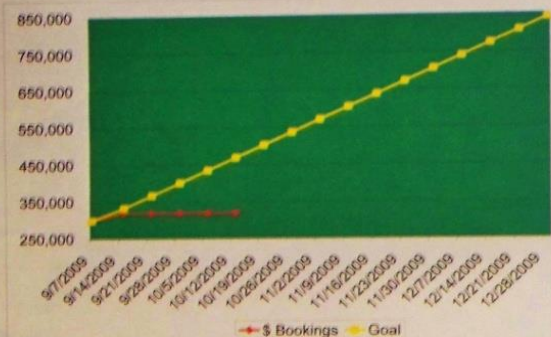


LEAD MEASURE: ANALYZE DEFECTS 2 HOURS PER WEEK
NUMBER OF HOURS LOGGED:

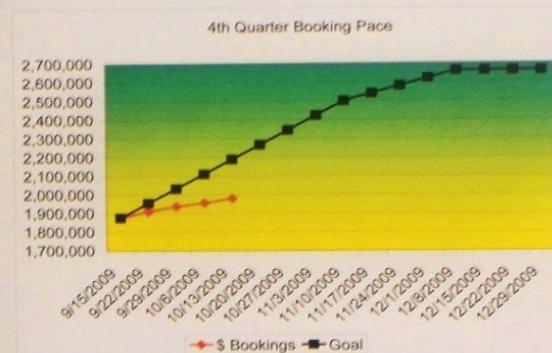


LET'S RULE THE ROAD

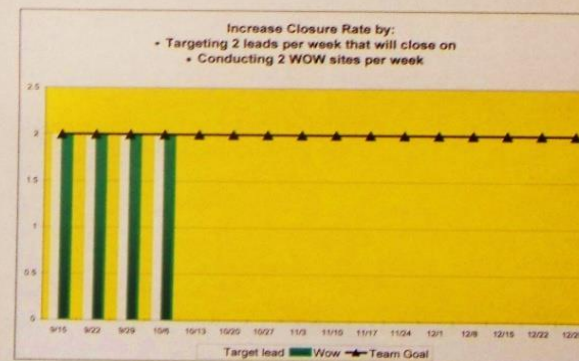
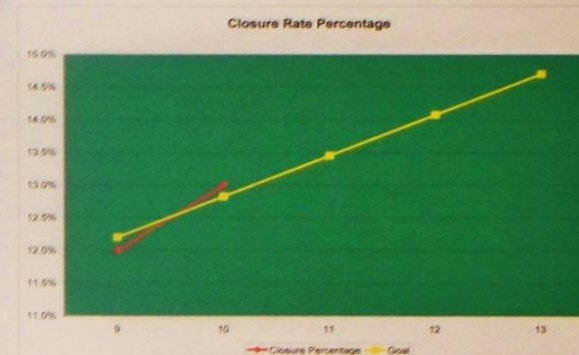
Drive Period 13 Holiday Party Revenue From \$298,420 to \$839,419



WIG Increase Local Catering Sales from \$2,607,670 to \$2,660,670 by the end of 2009 (Increase Sales by \$53K)



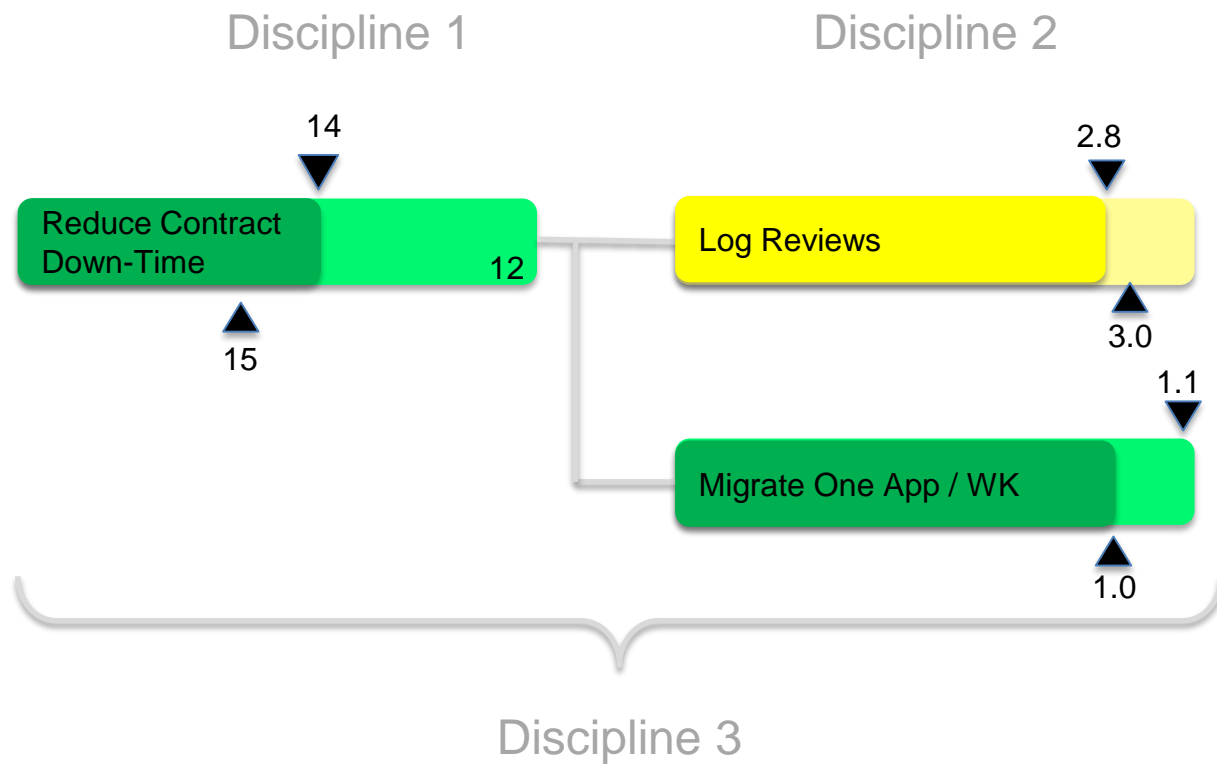
CLOSURE RATE From 12.2% to 14.7%

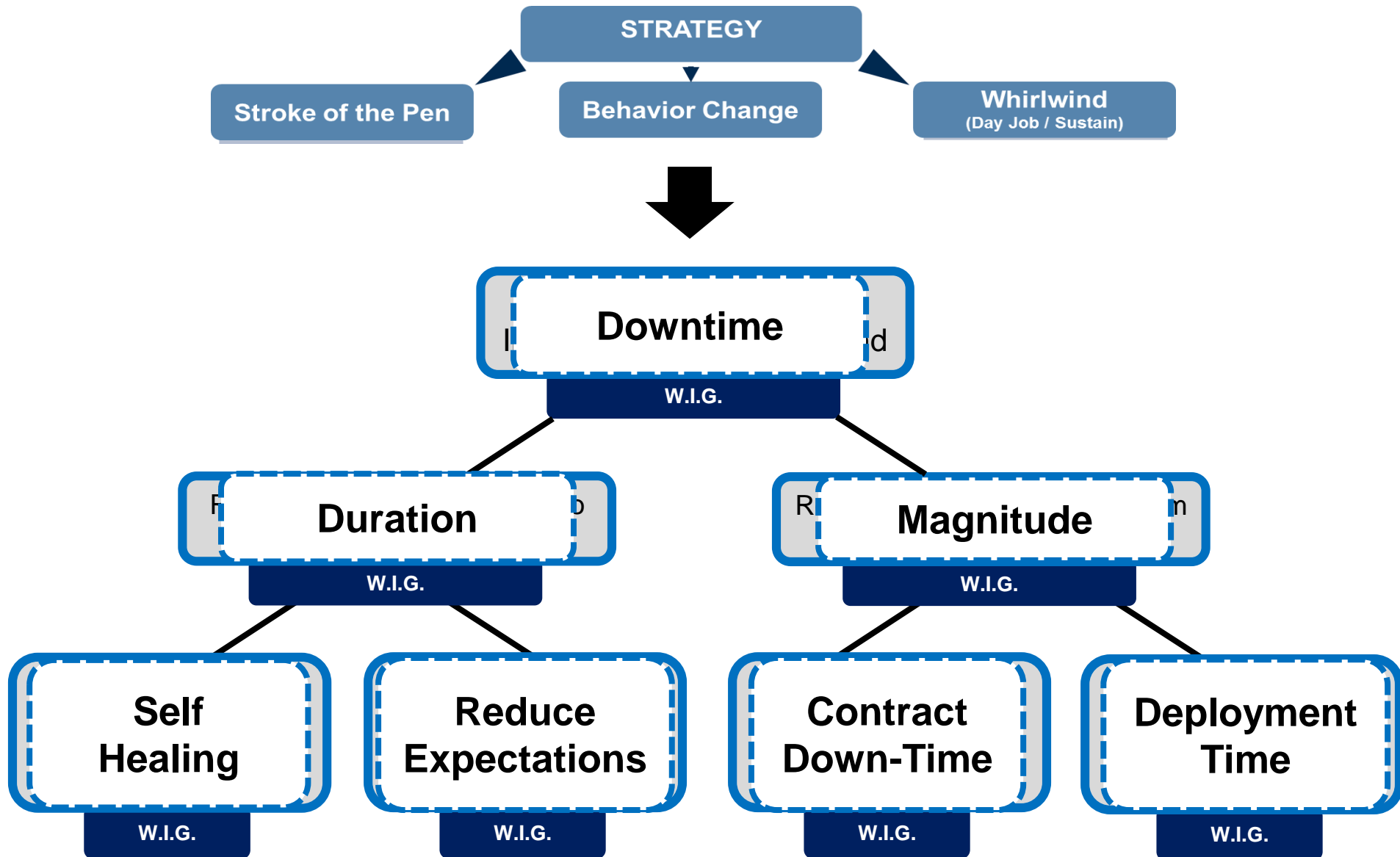


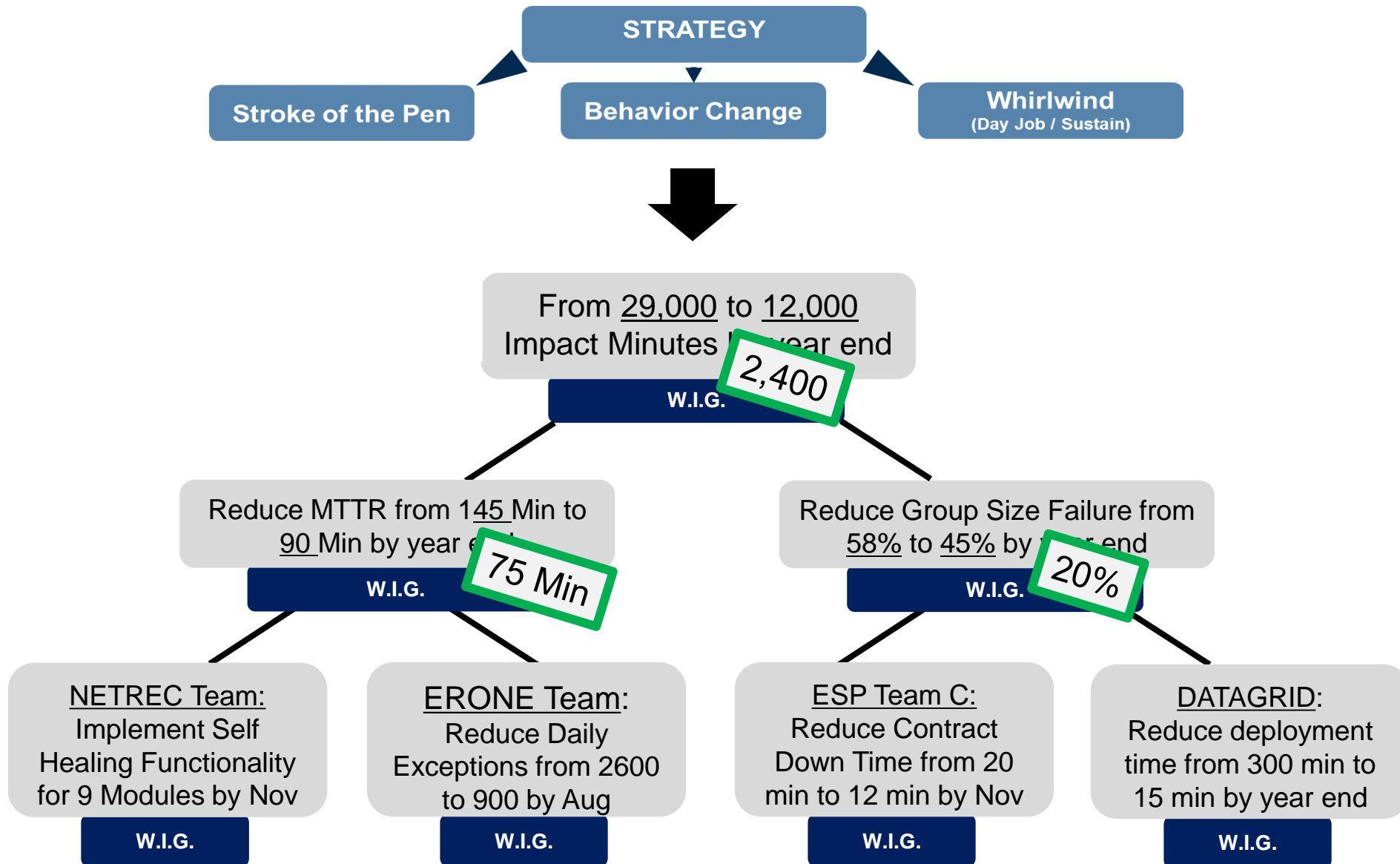
Discipline 4

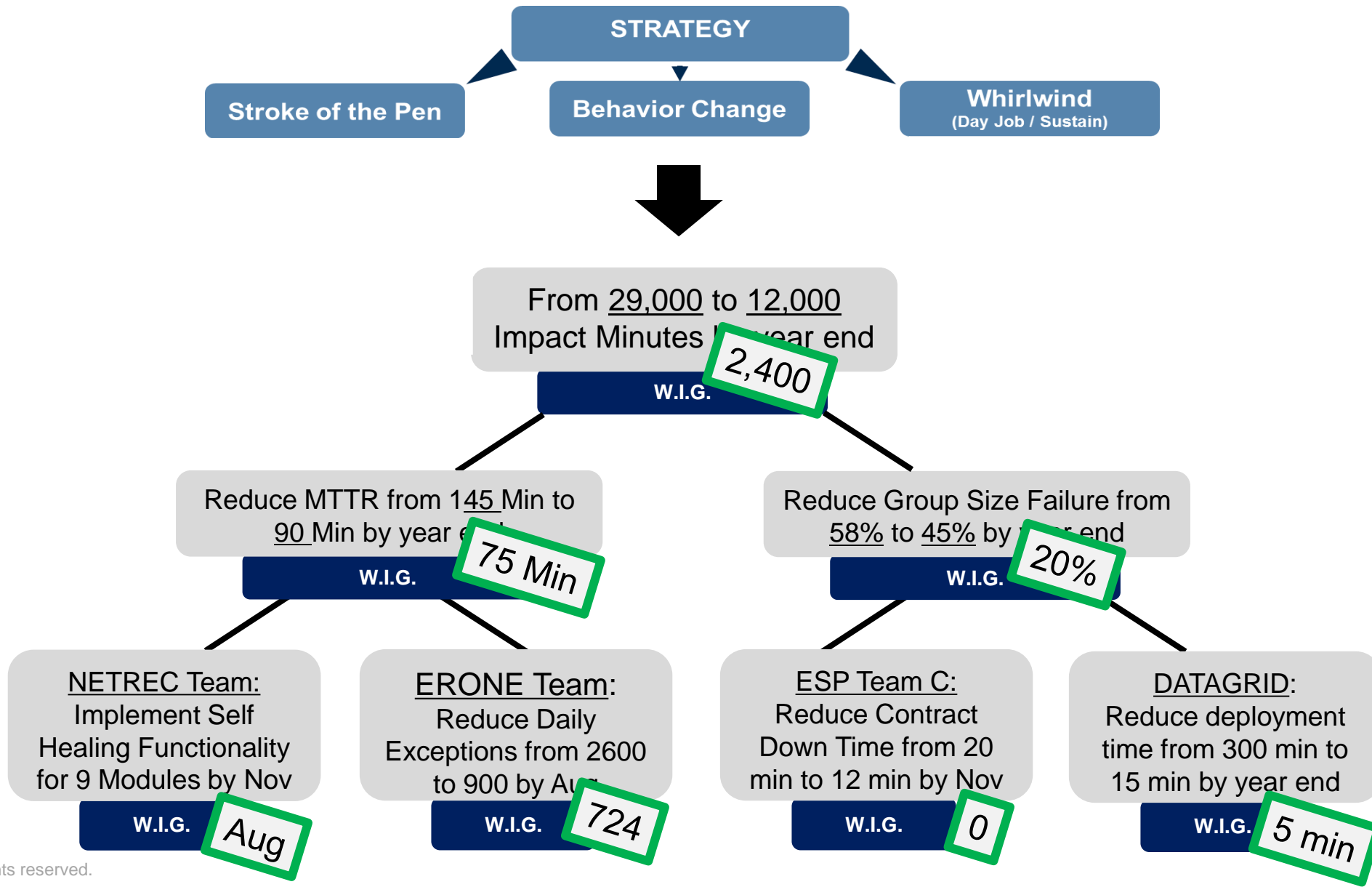
Create a Cadence of Accountability











“When you ask people what it is like being part of a great team, what is most striking is the meaningfulness of the experience. People talk about being part of something larger than themselves, of being connected. It becomes quite clear that, for many, their experiences as part of truly great team stand out as singular periods of life lived to the fullest. Some spend the rest of their lives looking for ways to recapture that spirit.”



Peter Senge

Author of
The Fifth Discipline

- When they felt they were **winning**?
- When they felt it was a **high-stakes game**?

How organizations use 4DX



Operating System



Three decisions every leadership makes...

1. Is this approach right for us?
2. What would we aim this at?
3. How much help will we need?



Client Experiences

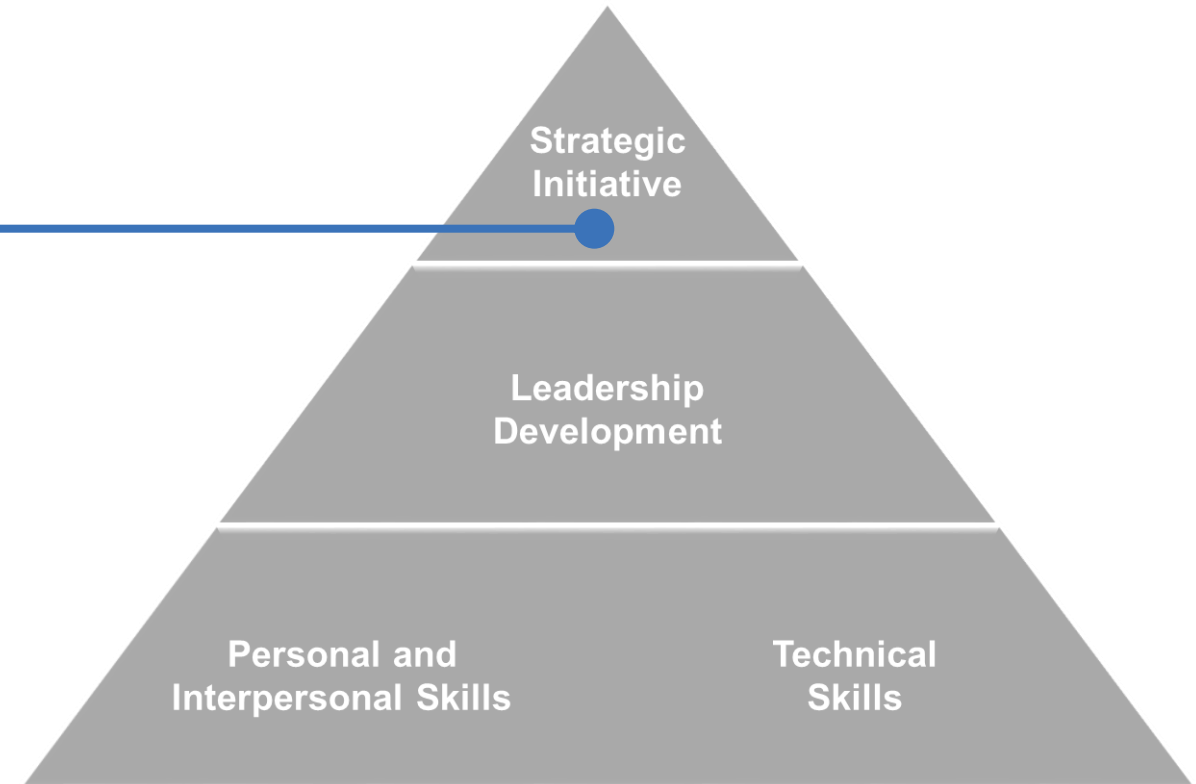
Key Takeaways

- 1 How All Access Pass is working for our clients**
- 2 The buyer profile of All Access Pass**
- 3 Ways All Access Pass is enabling client results**
- 4 How clients are using All Access Pass**

CLIENT CASE STUDY

Large Healthcare Company

1,000



Front-Line Sales Leader Enablement

- **Circumstance:** Turning top sales executives into top sales leaders
- **JTBD:** Shorten sales cycle by developing leaders who can coach, performance manage, and lead matrixed account teams

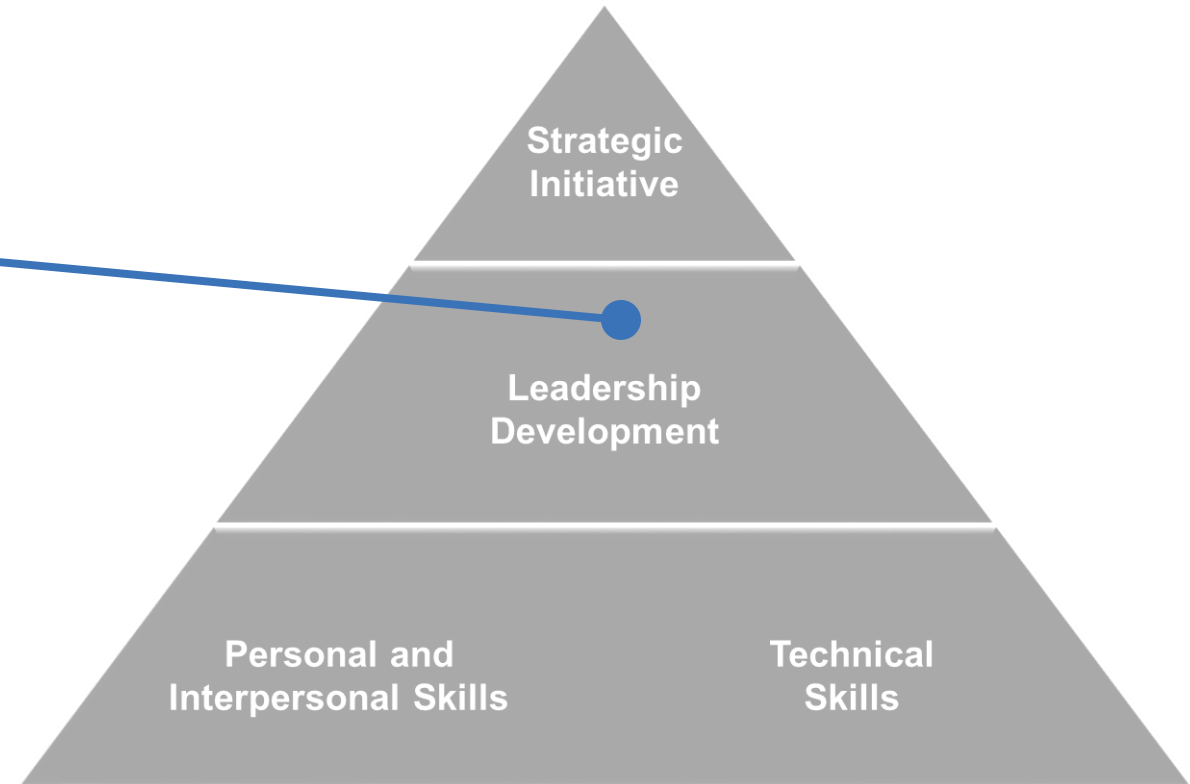
CLIENT CASE STUDY

Personal Care Corporation

2,000

Leadership Development

- **Circumstance:** Shortage of leadership talent to lead in fast change global environment
- **JTBD:** Build capability in current first-level and mid-level leaders to move into senior leader roles over next 2-10 years.



All Access Pass: Enabling Characteristics

Passholders Receive		So They Can
Access to entire collection of best-in-class content	→	Match exact needs of multiple audiences
Flexibility through almost limitless combination of delivery modalities	→	Scalable and flexible
16 Languages	→	Global deployment
Implementation Services	→	Professional support (Implementation Specialist, Onsite Delivery, Coaching, and Custom Solutions)
Price equal to what other providers charge for single content/modality	→	Nearly limitless number of unique impact journeys (designed by FranklinCovey Implementation Specialist)