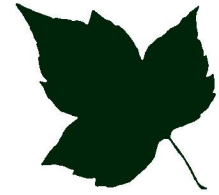


JANUARY 2009 - LEADERSHIP LETTER (34)



EXECUTION REVOLUTION

Dear clients, colleagues and friends: **We hope you had a wonderful holiday!**

Gary Harpst of ***Six Disciplines for Excellence*** has written a short, well illustrated, easy to read exposé on what he regards as businesses' biggest problem: **poorly executed strategies.**

From our 35 years helping client organizations with strategy and planning, I can wholly agree. In fact, I've found it important to come up with zany ways to inspire clients toward better execution of strategies.

Execution Revolution, Gary's book (Six Disciplines Publishing, 2008), is a very helpful collection of statistics, models, and practices to improve your **strategic execution.**

Our assistant, Anna, has done a beautiful job of presenting a few of Gary's helpful notions in the following "key points and ideas."

Enjoy. And all the best to you and yours for a healthy, happy and successful new year!

Mel

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Don't forget that all past **Leadership Letters** can be found on our website at www.henseyassociates.com.

Key Points and Ideas from ...
EXECUTION REVOLUTION
 by Gary Harpst of Six Disciplines for Excellence

Hardback (195 pages)

Six Disciplines Publishing, 2008

“An astounding 90% of well formulated strategies fail due to poor execution.”

“Only 5% of employees understand their (firm’s) corporate strategy.”

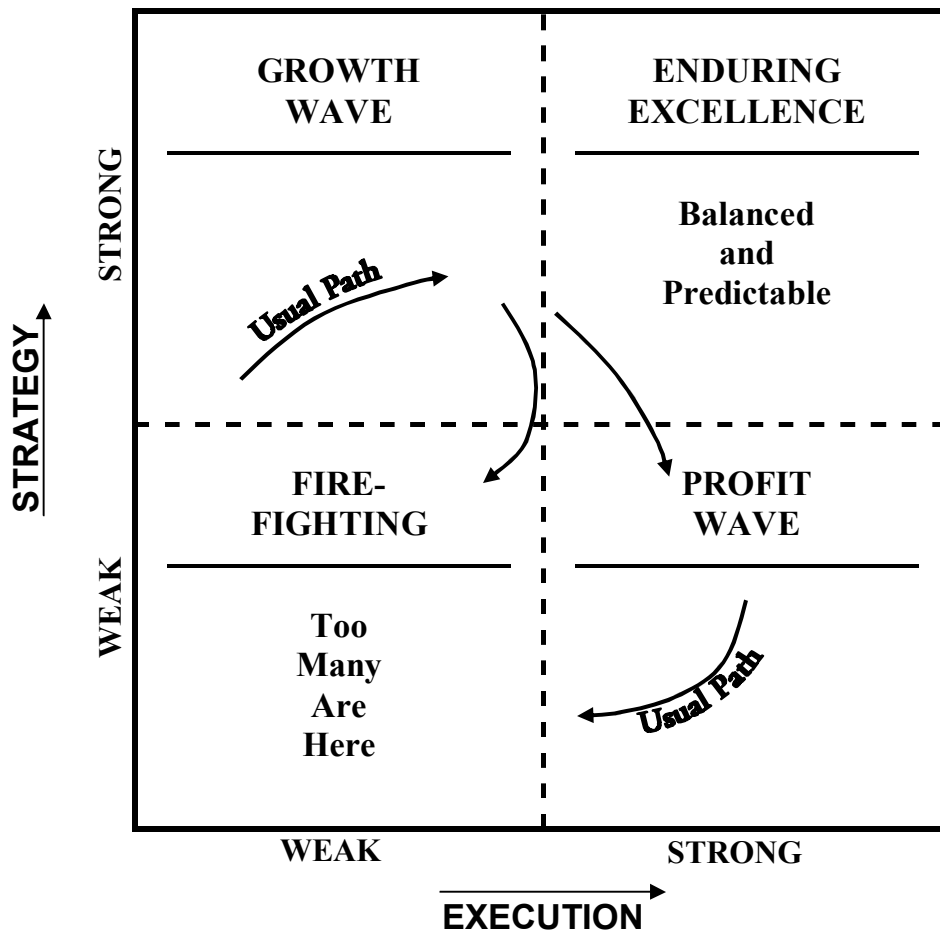
“Only 3% of executives think their company is very successful at executing its strategies.”

Nearly 80% of C-level executives say their strategies are critical to success, yet are “nearly impossible to achieve.”

Approximately “75% of business improvement initiatives to solve these problems fail due to lack of sustainability.” (Refer to “Doom Loop” of *Good to Great* by Jim Collins.)

“The biggest problem in business is **poorly executed** strategies and plans” ... Gary Harpst.

THE BUSINESS EXCELLENCE MODEL

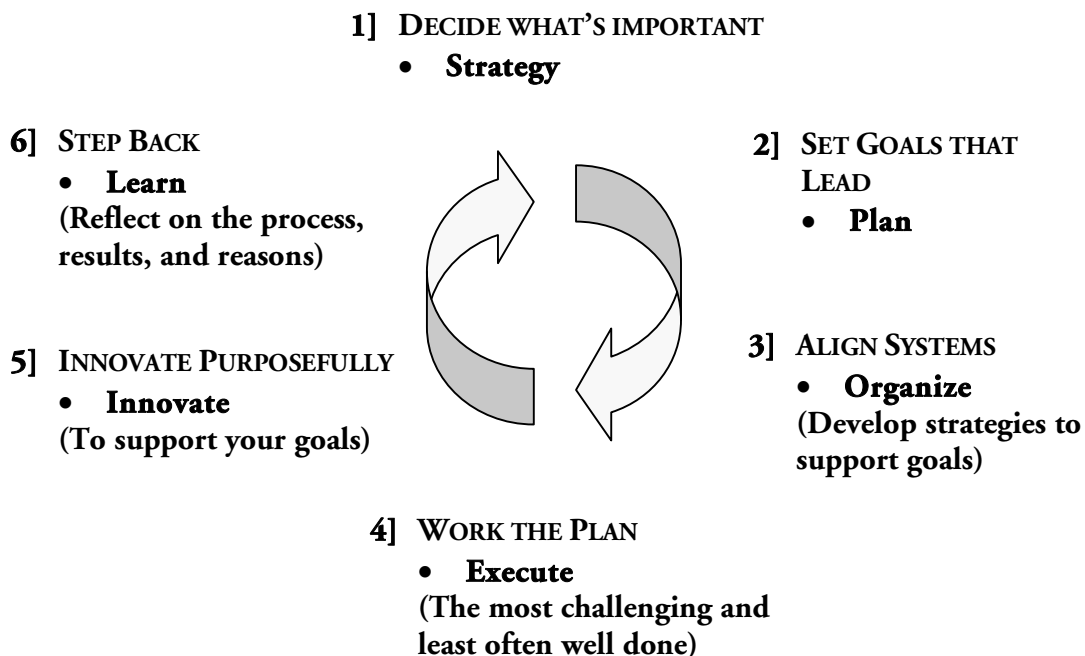


(I’ve tweaked this box a bit for clarity. –Mel)

WHAT'S NECESSARY TO BE AND STAY IN THE ENDURING EXCELLENCE ("BALANCED AND PREDICTABLE") QUADRANT?

- Repeatable Methodology that includes ...
 - documented processes.
 - effective internal systems.
 - practices that are used.
 - discipline in all these.
- Accountability Coaching and Consulting ...
 - provides insight, advice, encouragement.
 - provides experience from other teams and companies.
 - brings objectivity and honesty.
 - has **your** best interests at heart.
- Execution Systems that ...
 - marry company plans with **business unit** plans (Annual Action Agendas).
 - marry company plans with **individual** daily activities and goals (IDP's).
- Community Learning is best because
 - learning is more efficient in community.
 - rate of learning is accelerated in group setting.
 - it is self-renewing and continually evolving.
 - it uses common terminology and practices.

COMPLETE STRATEGY EXECUTION CYCLE



Typically, the best way to move out of the “**Fire-Fighting**” quadrant is to aggressively reallocate resources from low-profitability activities to growth areas. “Most organizations don’t have the framework, the will or the persistence to make the hard choices required.”

Enduring Excellence, found in the “Balanced and Predictable” quadrant is typified by Michael Porter’s “**Strategy defined as choosing a different and unique set of activities**” that ...

- **set one apart** from competition.
- are **highly valued** by clients.
- define what **not to do** as well.

“**Among adult learners**, the biggest barrier to fostering an effective learning community is pride.” Only senior leaders can remove this barrier, by displaying a passion for learning themselves and applauding others’ efforts to learn, grow and change.

“In the broadest sense, an Accountability Coach is an agent of change.” Guru Kurt Lewin says that implementing organizational change is a three-step process:

- Unfreezing (looking afresh)
- Changing (trying the new way)
- Re-freezing (turning the new into habit and culture)

“The biggest problem with communication is the illusion that it has taken place,” says G.B. Shaw. “As organizations grow, the greater this illusion becomes, and the challenges grow faster than the headcount,” according to author Gary Harpst.

“One of the most persistent challenges we face as humans is to narrow the gap between **knowing** what needs to be done, and actually **doing** what needs to be done” ... Gary Harpst.

EXECUTION REVOLUTION by Gary Harpst is available at ...

www.sixdisciplinespublishing.com or www.amazon.com (new or used)

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