

ACHIEVING YOUR WILDLY
IMPORTANT GOALS

The 4 Disciplines of Execution



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SAMPLE WIG SESSION

WIG sessions might vary in content, but the agenda is always the same. Here's the three-part agenda for a WIG session along with the kind of language you should be hearing in the session:

1. Account: Report on commitments.

- *"I committed to make a personal call to three customers who gave us lower scores. I did, and here's what I learned . . ."*
- *"I committed to book at least three prospects for a site visit and ended up getting four!"*
- *"I met with our VP, but wasn't able to get the approval we wanted. Here's why . . ."*

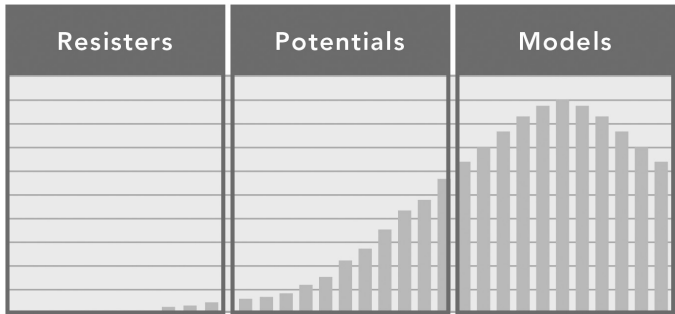
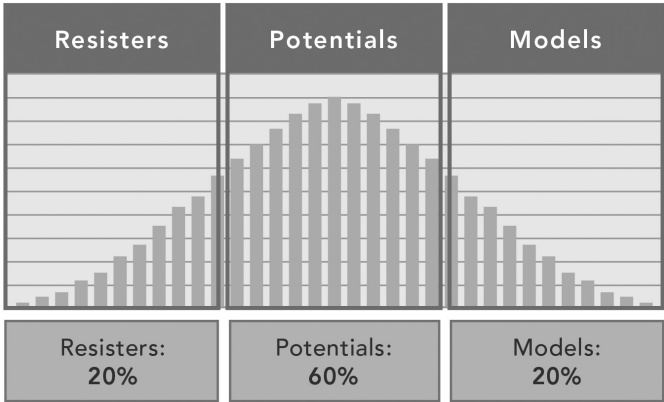
2. Review the scoreboard: Learn from successes and failures.

- *"Our lag measure is green, but we've got a challenge with one of our lead measures that just fell to yellow. Here's what happened . . ."*
- *"We're trending upward on our lead measures, but our lag measure isn't moving yet. We've agreed as a team to double our efforts this week to get the score moving."*
- *"Although we're tracking toward achieving our WIG, we implemented a great suggestion from a customer this week that improved our lead measure score even further!"*

3. Plan: Clear the path and make new commitments.

- *"I can clear your path on that problem. I know someone who . . ."*
- *"I'll make sure the inventory issue impacting our lead measure is resolved by next week, no matter what I have to do."*
- *"I'll meet with Bob on our numbers and come back next week with at least three ideas for helping us improve."*

MOVING THE MIDDLE



INSTALLING DISCIPLINE 1:
FOCUS ON THE WILDLY IMPORTANT

TRY IT

Use the WIG builder tool to experiment with your ideas for a wildly important goal for the team.

WIG Builder Tool

- 1. Brainstorm ideas for the WIG.
- 2. Brainstorm lag measures for each idea (from X to Y by when).
- 3. Rank in order of importance to the organization or to the overall WIG.
- 4. Test your ideas against the checklist on the facing page.
- 5. Write your final WIG(s).

Ideas for the WIG	Current Result (From X)	Desired Result (To Y)	Deadline (By When)	Rank

Final WIG(s)

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

Did You Get It Right?

Check off each item to ensure your Team WIGs and lag measures meet the standard:

- ☐ Have you gathered rich input both top down and bottom up?
 - ☐ Will the Team WIG have a clear, predictable impact on the overall organizational WIG or strategy, not just on team performance?
 - ☐ Is the Team WIG the most impactful thing the team can do to drive achievement of the overall WIG?
 - ☐ Does the team clearly have the power to achieve the WIG without heavy dependence on other teams?
 - ☐ Does the WIG require the focus of the entire team, not just of the leader or a subgroup?
 - ☐ Is the lag measure written in the format "from X to Y by when"?
 - ☐ Can the WIG be simplified any further? Does it start with a simple verb and end with a clear lag measure?
-

INSTALLING DISCIPLINE 2:
ACT ON THE LEAD MEASURES

TRY IT

Use the Lead Measure Builder tool on the next page to experiment with creating lead measures for your WIG.

Lead Measure Builder Tool

- 1. Insert the Wildly Important Goal and lag measure in the top box.
- 2. Brainstorm ideas for lead measures.
- 3. Brainstorm methods for measuring those ideas.
- 4. Rank in order of impact on the WIG.
- 5. Test your ideas against the checklist on the facing page.
- 6. Write your final lead measures.

Ideas for lead measures	How to measure?	Rank

Final Lead Measures

Did You Get It Right?

Check off each item to ensure your team's lead measures will move the lag measure of the WIG:

- ☐ Have you gathered rich input on the lead measures from the team and others?
 - ☐ Are the lead measures predictive—that is, the most impactful things the team can do to drive achievement of the Team WIG?
 - ☐ Are the lead measures influenceable—that is, does the team clearly have the power to move the lead measure?
 - ☐ Are the lead measures truly measurable? Can you track performance on the lead measures from day one?
 - ☐ Are the lead measures worth pursuing? Or will the data cost more to gather than it's worth? Will these measures lead to unintended consequences?
 - ☐ Does each lead measure start with a simple verb?
 - ☐ Is every measure quantified—including quality measures?
-

SCOREBOARD THEMES

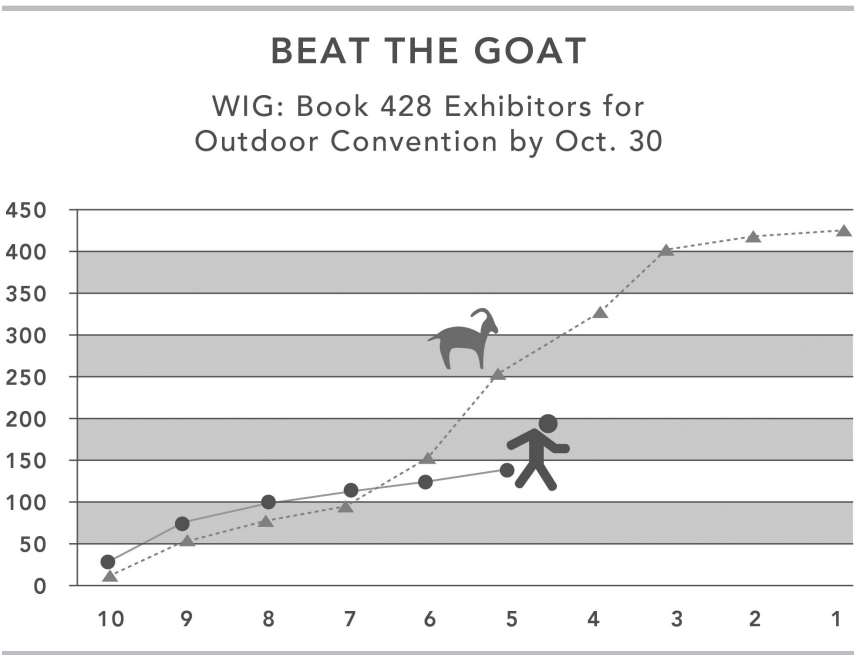
We’ve found that the more the team is involved in designing the scoreboard, illustrated in this graphic by giving the team more distinct responsibilities, the more the scale is tipped to instill their ownership.

Step 1: Choose a Theme

Choose a theme for your scoreboard that displays clearly and instantly the measures you are tracking. You have several options.

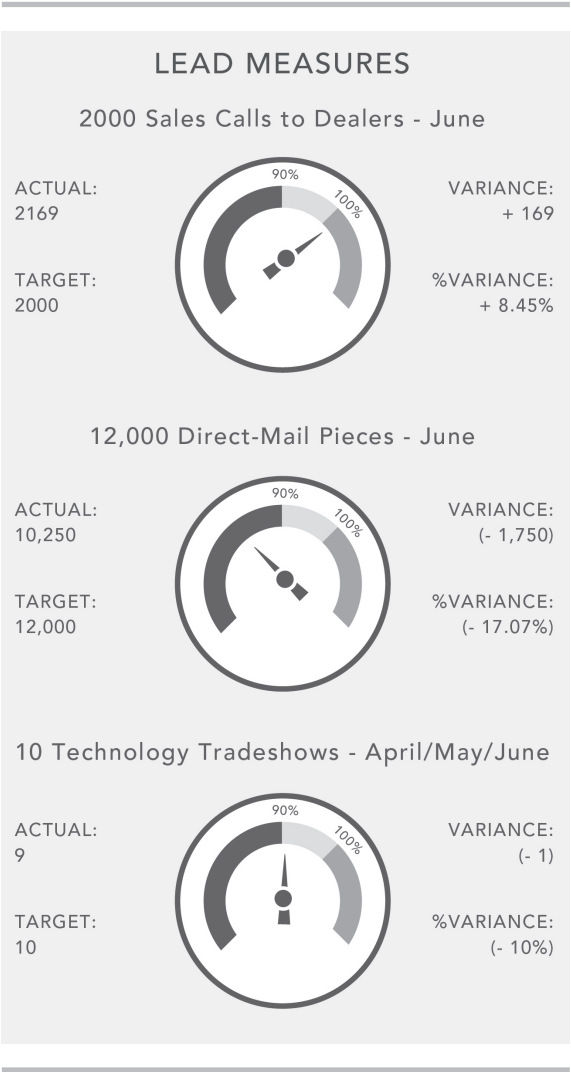
TREND LINES.

By far the most useful scoreboards for displaying lag measures, trend lines easily communicate *from X to Y by when*. The goat shows you where you should be now if you’re planning to get Y by a certain time and, therefore, whether you’re winning.



SPEEDOMETER.

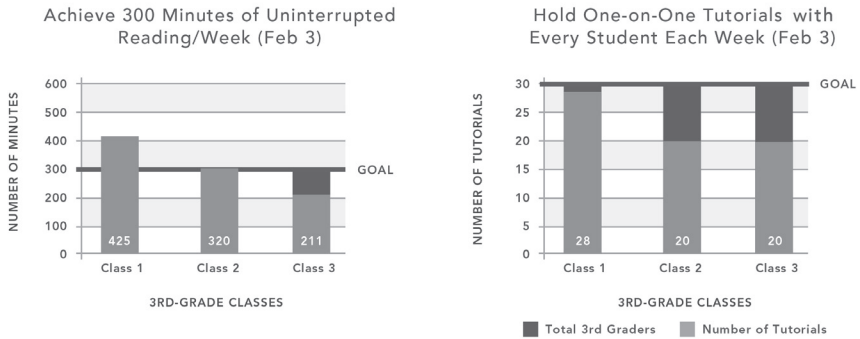
Like an automobile speedometer, this scoreboard shows the status of the measures instantly. It’s ideal for time measures (cycle time, process speed, time to market, retrieval times, etc.). Consider other common gauges such as thermometers, pressure meters, rulers, or scales.



BAR CHART.

This scoreboard is useful for comparing the performance of teams or groups within teams.

LEAD MEASURES



ANDON.

An andon chart consists of colored signals or lights that show a process is on track (green), in danger of going off track (yellow), or off track (red). This kind of scoreboard is useful for showing the status of lead measures.



PERSONALIZED.

When team members can personalize the scoreboard, it's often more meaningful to them. They can add a team name, photographs of team members, cartoons, or other items that represent the team. Personalizing the scoreboard is not only fun, it serves an important purpose—the more they feel it's *their* scoreboard, the more they will take ownership of the results. Achieving the WIG becomes a matter of personal pride.

We've seen even the most serious-minded individuals jump into this effort. Cardiac nurses put surgical instruments on a scoreboard, engineers set up flashing lights, motorcycle-riding chefs add leather chaps. When the scoreboard becomes personal, they become engaged.

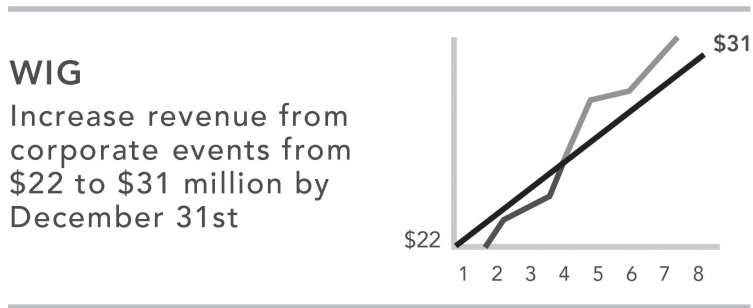
SUSAN'S SCOREBOARD

Let's follow Susan's event management team as they design and build a scoreboard.

Applying Discipline 1, they set a Team WIG to increase revenue from corporate events from \$22 million to \$31 million by December 31. They then applied Discipline 2 to identify two high-impact lead measures:

- Complete two quality site visits per associate per week.
- Upsell our premium bar package to 90 percent of all events.

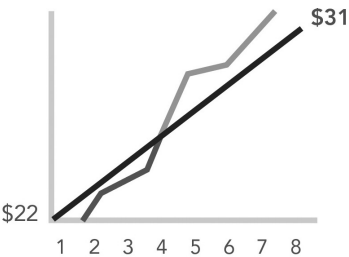
With the game clearly defined, Susan and her team were now ready to build a scoreboard. They began by defining clearly on the scoreboard the WIG and lag measure:



Next they added lead measure 1 with a detailed graph for tracking individual performance.

WIG

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

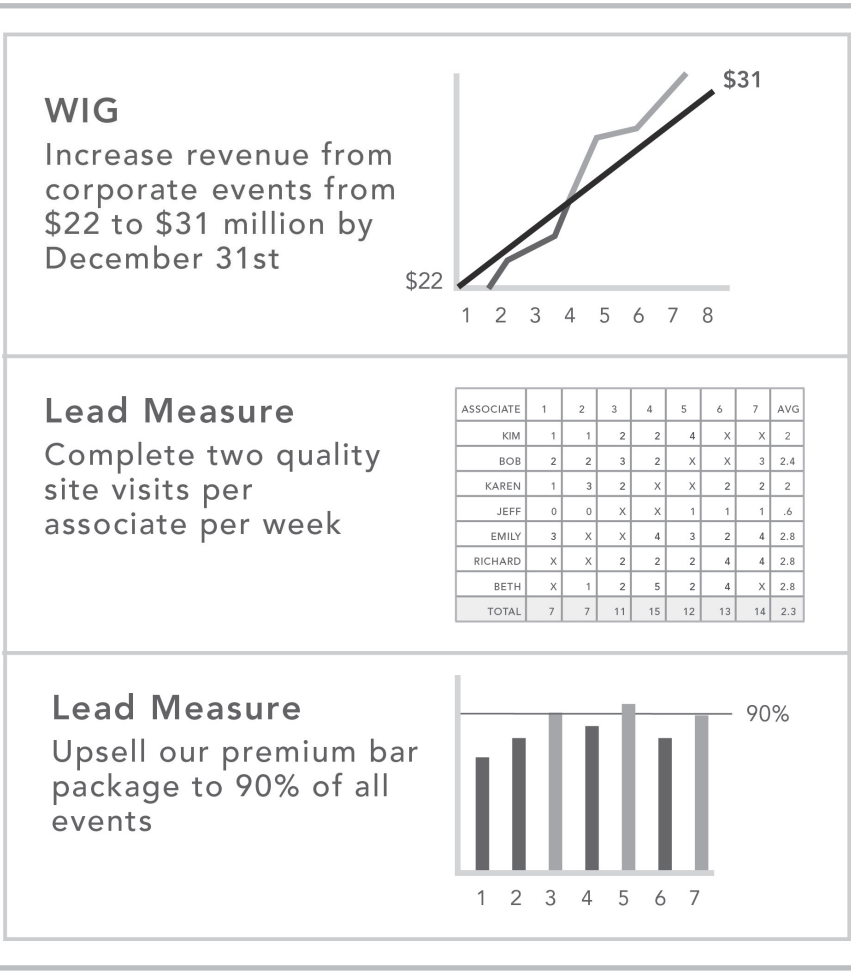


Lead Measure

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

Finally, they added lead measure 2 and a bar graph to track upsell attempts.



With the WIG on top and the lead measures clearly charted, Susan’s scoreboard easily meets the design standards.

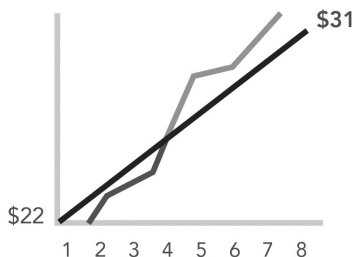
It’s simple, not overloaded with data. It has only three major components, and each component is crystal clear and quantifiable.

It’s visible, with large, dark fonts and easily grasped visuals.

It’s complete. The entire game is shown. The Team WIG, its lag measure, and the lead measures are clearly defined. The team’s actual performance versus the target is clear. The scoreboard is motivating because the team can see their actual results in relation to where they should be for each week: The darker target line makes that possible.

WIG

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



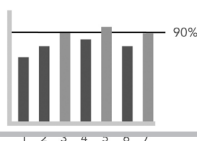
In this case, the lag measure is a straightforward financial goal based on the organization's WIGs. With other possible WIGs, such as increased customer satisfaction or improved quality, there might not be a predetermined way to measure progression. In such cases, draw the target line subjectively based on your expectations and knowledge of the team's performance.

But whether formally budgeted or subjectively determined, *a target line must appear*. Without it, the team can't tell day by day whether they're winning or not.

For lead measures, the target line is usually set as a single standard for performance (for example, the 90 percent bar in the graph on the left). That standard must be not only reached but sustained. In some cases, you might draw a ramp-up target, indicated by a diagonal line, followed by the horizontal line indicating sustained performance (in the graph on the right).

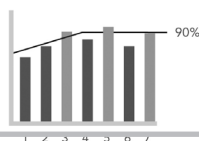
Lead Measure

Upsell our premium bar package to 90% of all events



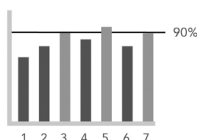
Lead Measure

Upsell our premium bar package to 90% of all events



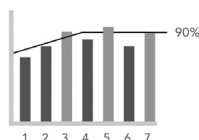
Lead Measure

Upsell our premium bar package to 90% of all events



Lead Measure

Upsell our premium bar package to 90% of all events



The lead measure to complete two quality site visits per associate per week required that the team’s performance be reported individually. Each team member recorded on the scoreboard his or her own results each 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

1

Associates track their own performance.

2

Associates update the scoreboard.

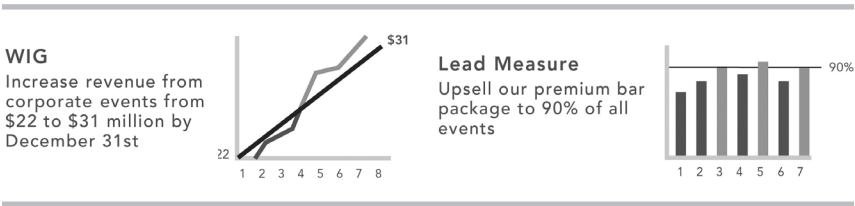
3

Leader audits performance vs. scoreboard and coaches where needed.

To ensure the credibility of the scoreboard, the leader periodically audits the performance of the team to validate that the scores being recorded match the level of performance observed. The rule here is trust, but verify.

WE CAN TELL IF WE’RE WINNING OR LOSING AT A GLANCE.

Because every graph displays both actual results and the target results, team members can instantly tell whether they are winning or losing on each lead measure as well as the WIG. The colors green and red, when used, can make it even easier to tell how they’re doing.



Note that with lead measure 2, the team wins only when every member performs. The team truly wins when everybody shows green (the lighter color in this chart), indicating completion of two or more site visits that 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
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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

INSTALLING DISCIPLINE 3:
KEEP A COMPELLING SCOREBOARD

TRY IT

Use the Scoreboard Builder Tool to experiment with scoreboards for your WIG.

Scoreboard Builder Tool

Use this template to create a compelling scoreboard. Test your ideas against the checklist on the facing page.

Team WIG	Lag Measure
Lead Measure 1	Graph
Lead Measure 2	Graph

Did You Get It Right?

Check off each item to ensure that the team scoreboard is compelling and will drive high performance:

- ☐ Has the team been closely involved in creating the scoreboard?
 - ☐ Does the scoreboard track the Team WIG, lag measures, and lead measures?
 - ☐ Is there a full explanation of the WIG and measures along with the graphs?
 - ☐ Does every graph display both actual results and the target results (*Where are we now? Where should we be?*)?
 - ☐ Can we tell at a glance on every measure if we're winning or losing?
 - ☐ Is the scoreboard posted in a highly visible location where the team can see it easily and often?
 - ☐ Is the scoreboard easy to update?
 - ☐ Is the scoreboard personalized—a unique expression of the team?
-

INSTALLING DISCIPLINE 4:
CREATE A CADENCE OF ACCOUNTABILITY

WIG Session Agenda Tool

Distribute this agenda electronically or on paper at the beginning of the WIG Session. After you hold the session, check it against the criteria on the facing page.

WIG SESSION AGENDA			
Where		When	
WIG(s)			
Individual Reports	Team Member	Commitment	Status
Scoreboard Update			

Did You Get It Right?

Check off each item to ensure that the WIG session will drive high performance:

- ☐ Are you holding WIG sessions as scheduled?
 - ☐ Are you keeping the sessions brief, brisk, and energetic (twenty to thirty minutes)?
 - ☐ Is the leader the model for reporting and making commitments?
 - ☐ Do you review an updated scoreboard?
 - ☐ Do you analyze why you're winning or losing on each measure?
 - ☐ Do you celebrate successes?
 - ☐ Do you hold each other unconditionally accountable for your commitments?
 - ☐ Does each team member make specific commitments for the coming week?
 - ☐ Do you clear the path for each other, finding ways to help team members who encounter obstacles to keeping their commitments?
 - ☐ Do you keep the whirlwind out of the WIG session?
-