

"Execution"  
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What you want is a leadership gene pool that can conceive and shape executable strategies and convert them into operating plans and specific point of accountability. No strategy delivers results unless it's converted into specific actions. (9) Strategies most often fail because they aren't executed well (15) Unless you translate big thoughts into concrete steps for action, they're pointless (19)

- Execution is a discipline, and integral to strategy
- Execution is the major job of the business leader
- Execution must be a core element of an organization's culture (21)

The heart of execution lies in the three core processes of:

- People
- Strategy
- Operations (22)

Which people will do the job, and how will they be judged and held accountable (23) The leader must be in charge of getting things done by running the three core processes—picking other leaders, setting the strategic direction, and conducting operations (24) there is an enormous difference between *leading* and organization and *presiding* over it (27) What will our "milestones" be (32) Everyone present needs to be engaged in the dialogue, bringing everyone's viewpoint out into the open and assessing the degree and nature of buy-in (33) Without the ability to execute, all other attributes of leadership become hollow (34) Intelligent, articulate conceptualizers don't necessarily understand how to execute. Many don't realize what needs to be done to convert a vision into specific tasks and don't know how to pick people for their organizations who can execute (36) Some leaders fail to confront non-performing executives or replace them (42) You've got to bring in some other people once in a while to get fresh thoughts, or you're basically washing yourself in the same dishwater (60)

Leaders who execute focus on a very few clear priorities that everyone can grasp. Focusing on 3-4 priorities will produce the best results. A leader who says "I've got ten priorities" doesn't know what's he's talk about (69) After a meeting, each person had a 90 day action plan and clear agreement on following through. How many meetings have you attended where people left without firm conclusions about would do what and when? (71)

Companies that don't execute, don't measure, don't reward and don't promote people who know how to get things done (73) Coaching is the single most important part of expanding other's capabilities. The skill of the coach is the art of questioning (74) Keep in mind that 80% of learning takes place outside of the classroom. Without what we call "emotional fortitude," you can't be honest with yourself, deal honestly with business organizational realities, or give people forthright assessments. You can't tolerate the diversity of viewpoints, mental architectures, and personal backgrounds that organizations need in their members in order to avoid becoming ingrown. If you can't do these things, you can't execute (78) Self-confident people know they don't know everything; they are actively curious, and encourage debate to bring up opposite views and set up the social ambiance of learning from others.

They can take risks, and relish hiring people who are smarter than themselves (82) First you tell people clearly what results you're looking for. Then you discuss how to get those results, as a key element of the coaching process. Then you reward people for producing the results. If they come up short, you provide additional coaching, withdraw rewards, give them other jobs, or let them go. When you do these things, you create a culture of getting things done (86) A good motto to observe is truth over harmony (103) If you look at any business that's consistently successful, you'll find that its leaders focus intensely and relentlessly on people-selection (110) The concept of "bench strength" The greatest sign of strength is the quality of the leadership pipeline (111)

Having a good grasp of the job requirements is defining the job in terms of its three or four nonnegotiable criteria—things the person *must* be able to do in order to succeed (113) Every business needs a discipline that is embedded in the people process with candid dialogue about the matches between people and jobs (114) Sometimes the person's leader doesn't have the emotional fortitude to confront him and take decisive action (115) Leaders need to commit as much as 40% of their time and emotional energy, in one form or another, to selecting, appraising, and developing people. The foundation of a great company is the way it develops people (118) If you want to build a company that has excellent discipline of execution, you have to select the doer (119) You can easily spot the doers by observing their working habits. They're the ones who energize people, are decisive on tough issues, get things done through others, and follow through as second nature (120) Organizations are filled with people who dance around decisions without every making them (123) Getting things done through others is a fundamental leadership skill. Indeed, if you can't do it, you're not leading. You've got to set milestones and follow through (125)

Following through ensures that people are doing the things they committed to do according to the agreed timetable. It exposes any lack of discipline and connection between ideas and actions (127) The first things I look for are energy and enthusiasm for execution.; Does the candidate get excited by doing things, as opposed to talking about them (129) You can't spend too much time on obtaining and developing the best people. How does he set priorities? Does he include people in decision making? What is his work ethic and energy level? (130) Does he leave behind a burnt-out and dysfunctional team (132) A robust people process does three things. It evaluates individuals accurately and in depth. It provides a frame-work for identifying and developing the leadership talent—at all levels and of all kinds—the organization will need to execute in strategies down the road. And it fills the leadership pipeline (141)

You don't always get agreement, but the more people you listen to, the better a composite you get (161) Non-performing people are essentially those who aren't meeting their established goals. They're unable on a regular basis to accomplish what they are responsible for (164) Executive Management Team (EMT) are deeply involved in people selection and development, and the company's strategic, operating, and people processes are tightly linked (168) A constant exchange of ideas and best practices among diverse business managers, significantly multiply the company's intellectual capital (183) At GE, Jack Welch took initiative for human resources to produce a systematic way of assessing talent that would help develop future leaders (184)

People need to leave a meeting with closure to the discussion and clear accountability for their parts in the plan (208) No matter how well you execute, the risk of failure increases markedly when the ideas you develop don't fit with your existing capabilities (214) Does it mesh with our organization's capabilities? Are we pursuing more ideas than we can handle? (215) In company after company, the appetite is much bigger than the ability to digest (217) You need a robust operating process, centered on an operating plan that links strategy and people to results (226) All of the people accountable for executing the plan need to help construct it. A good operating plan ties a thread through people, strategy, and operations, and it translates into assigning goals and objectives for the next year (228) Stretch goals have basically two purposes.. One, it can force you to think about doing things in a radically different way; two it can help you to execute exceptionally well (263)