

*“Our urgency is not in knowing what technical solutions to apply; it is an internal urgency of leadership. The methods, technology, and management processes we used these past years will not be adequate to take us into the new millennium. These challenges require us to learn new ways. ECI was instrumental in helping McKesson in making this shift.”*

**Jim Watkins**  
CIO, McKesson

*“A lack of focus on the discipline of execution is the main reason companies fall short on their promises.”*

**Ram Charan**  
**Larry Bossidy**  
*Execution, 2002*

## What does change have to do with execution?

In today’s technology-driven world, business life cycles have accelerated exponentially. Being in this world of hyper-change, business leaders see change as way of life. However, as a result, execution is compromised.

Execution is the discipline of getting things done. It’s putting people, strategies and processes into motion to produce the results you want. It’s about turning ideas into action and creating a state of being that will permeate and transform your entire organization. The key to high performing organizations is having great leaders at every level of the organization who can and will get everyone to execute.

## Why do most initiatives fail?

Extensive analysis has proven that the Number One reason most businesses under perform is due to poor execution. The basic problem today is that managers know more about strategy formulation than implementation. Much more is known about planning than doing, about strategy development versus making strategy work. Making the plan work is an even bigger challenge than creating the plan.

## ECI Methodology and Execution Phase

The EverChange Group offers a modular approach to audit, design, execute and maintain a high performing EverChanging Organization. The execution phase builds on:

- Organizational Audit results using e-survey tools to identify strengths and opportunities
- Organizational Design that identifies critical areas impacting strategic and operational results and create priorities around key initiatives where action can be taken to better align strategic initiatives with operational goals.
- Organizational Execution that implements the key initiatives based on the priorities created in the Design Phase, measure and report quarterly performance results.

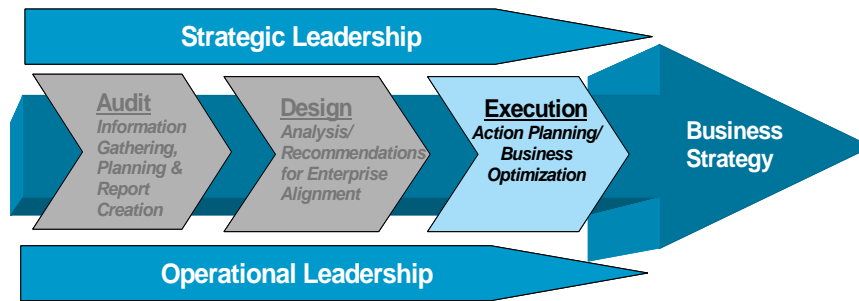


Figure 1: ECG Methodology

***“In any organization, one-third of the staff will readily support change and the corresponding supporting execution strategies, one-third can be convinced, and one-third will be unwilling to make the shift.”***

**Antonio Perez  
CEO, Kodak**

***“It matters little whether you centralize or decentralize, or implement any other high-powered strategy. It matters very much though that whatever you choose to implement, you execute flawlessly.”***

**Harvard Business  
Review, July 2003**

## **Achieving Sound Execution Results**

An integral part of the EverChange Group’s efforts is working with our clients to validate and integrate the necessary pieces of the puzzle to achieve sound execution results. From our experience, organizations need to incorporate the following activities.

## **Nine Activities to Achieve Successful Execution**

- Create a Strategic Plan over a 3-5 year planning horizon.
- Identify Critical Success Factors necessary to achieve vision, mission and strategy.
- Develop Yearly Operational Plans based on the Strategic Plan which involves all levels of management.
- Communicate the Vision, Strategy and Operational Planning Goals throughout the enterprise.
- Address impediments that compromise execution.
- Model effective behaviors and practices that reinforce desired culture and results.
- Develop Actionable Insights relative to the phase one audit results and company’s operating plan.
- Measure and report on the key initiatives’ performance results quarterly and communicate throughout the organization.
- Develop and implement a performance-based incentive program for all employees tied to the Strategic Initiatives and Operational performance results.

Strategic planning may be glitzy and glamorous, but execution, like Cinderella, keeps the household running.

## **How does the EverChange Institute work with you?**

We combine extensive research, industry experience, and organizational know-how to help executives successfully execute strategies. We offer a full range of services from organizational audits that measure the progress of the execution phase to shadowing executives for organizational execution support. At the EverChange Group, we help you build an ‘execution culture’ where change can be used as a competitive weapon.

## **Bottom Line**

The EverChange Group provides the missing link between corporate strategy and tactical implementation by aligning Strategic Leadership with Operational Leadership. We help you develop a truly agile business that is skilled at achieving performance results through deliberate execution.

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