

## **The 4 Disciplines of Execution Summary**

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The 4 Disciplines exist for one reason: to execute on a plan in the midst of the whirlwind of distractions. Harvard Business Review discovered that 83% of strategic plans fail. They typically fail slowly and quietly, suffocated by the urgent activity required to keep things running day-to-day. When the truly important bumps up against the everyday urgent, the urgent wins every time.

The 4 Disciplines of Execution (4DX) are a simple & reliable operating system for executing an organization's most important strategic priorities in a 100-mph whirlwind. The 4 Disciplines are:

- **Focus on the Wildly Important**

The key to effectiveness is focus. The higher the number of goals, the lower the number of results. While many goals may be important, only one or two are wildly important. They are called WIGs—the goals the organization must achieve. *There will always be more good ideas than there is capacity to execute.* The team's finest effort can only be given to one or two wildly important goals at a time.

- **Act on Lead Measures**

Most of us focus on measures that have already occurred, e.g. “What was attendance last Sunday?” Although important, it is the result of actions already taken. It's a lag measure. Lead measures are *predictive* (if they change, the lag measure will also change), and they are *influenceable*—they can be directly influenced by an individual or team's behavior. Lead measures are high leverage actions taken to get the lag measure to move.

- **Keep a Compelling Scoreboard**

People and teams play differently when they are keeping score, and the right kind of scoreboards motivate the players to win. When people can see that they are winning, it significantly increases morale and engagement.

- **Create a Cadence of Accountability**

People thrive in a culture of accountability that is frequent, positive, and self-directed. Each team engages in a simple weekly process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate, real-time, performance-management system. Short, weekly “WIG sessions” set aside the whirlwind and focus solely on the Wildly Important Goal. Each team member identifies two or three actions he or she can take that week that will advance the lead measure and thereby move the lag measure in the desired direction.