

EXECUTION IS THE STRATEGY

How Leaders Achieve Maximum Results in Minimum Time

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LAURA STACK is president and CEO of her own consulting firm, The Productivity Pro, Inc. She is an experienced keynote speaker focusing on productivity enhancement, executive effectiveness and employee performance. She is the author of six books about productivity including *What to Do When There's Too Much to Do*. Ms. Stack is also a past president of the National Speakers Association and has held spokesperson roles with companies like Day-Timer, Office Depot, Microsoft, 3M and Xerox. She is a graduate of the University of Colorado Colorado Springs.

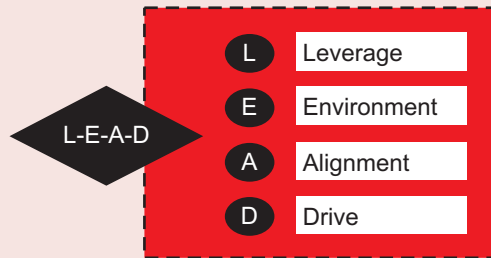
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MAIN IDEA

At one time, companies used to draw up 3-year and 5-year business plans with impunity. That approach simply won't fly in today's business world. Flexibility and agility rule – and business leaders have to trust their front-line employees will be able to choose a strategy that will work in the here and now.

The key to success today is not how many good ideas you have but how many you manage to execute. From a leader's perspective, there are four elements which must be in place for your organization to execute strategy effectively:




- *Leverage* – you need to have people and systems in place which will allow you to execute your strategy effectively.
- *Environment* – you need a corporate culture and workplace which supports your strategic priorities.
- *Alignment* – your people's daily activities need to be contributing to the accomplishment of your goals rather than working against that.
- *Drive* – you need teams of engaged and motivated employees who are agile enough to seize new market opportunities.

Execution has become the true strategy for most businesses today. It's not what you know or even what you have that counts any more. What you do is your business strategy.

“Strategic planning is so yesterday, but execution is always in style. Execution really is the strategy that will propel your organization forward in today's fast-paced business arena.”

– Laura Stack

The L-E-A-D Formula for Execution

|  | L Leverage | E Environment | A Alignment | D Drive |
|---|--|--|---|---|
| WHAT IS YOUR ROLE AS A LEADER? | Engineer | Mechanic | Conductor | Bulldozer |
| WHAT SHOULD YOU BE DOING? | Come up with ideas on how to increase and grow your organization's leverage | Make sure you have a culture, work atmosphere and prevailing mindset which supports your strategic priorities | Ensure everyone's daily activities move your organization towards rather than away from your ultimate goals | Make certain your organization's leaders, teams and employees are agile enough to move forward once you start generating some small wins |
| IN BRIEF | Build it | Fix it | Steer it | Knock it down |
| HOW DO YOU ADD VALUE? | <ul style="list-style-type: none"> ▪ Attract high performers and the best talent ▪ Secure the resources your people will need to be successful ▪ Help people progressively acquire better skills by providing training ▪ Make sure your people have the best tools available and the resources they will need to excel | <ul style="list-style-type: none"> ▪ Shape an agile and responsive organizational culture ▪ Encourage team members to be open to change ▪ Engage your employees and help them do their best work ▪ Get everyone to take ownership of their work ▪ Enshrine results as the centrepiece of your corporate culture | <ul style="list-style-type: none"> ▪ Convince team members to care about your organization's goals ▪ Define what those goals should be ▪ Determine how to get there as quickly and effectively as feasible ▪ Track the metrics that matter most ▪ Differentiate between your strategy and the tactics you will use | <ul style="list-style-type: none"> ▪ Remove obstacles from the path forward ▪ Speed things up ▪ Remove time wasters and other irrelevancies ▪ Add enablers to the equation ▪ Get your people to think and to act in smart ways ▪ Encourage everyone to have a sustainable work/life balance |
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