

# U-4DX PLAYBOOK

FOUR DISCIPLINES OF EXECUTION



UNITED ANIMAL HEALTH



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## **Introduction**

The following U-4DX Playbook contains the critical information you need to know to quickly apply the Four Disciplines of Execution within your functional areas. This easy guide contains the basic definitions, videos and key summaries of the 4 Disciplines to make this process an easy one. Using this playbook, you will be able to create goals that make a difference to our growth while accomplishing the important rather than the urgent.

## **Instructional Videos**

<https://www.youtube.com/watch?v=aEJDliThj7g> – U-4DX Overview – (5+minutes)

<https://www.youtube.com/watch?v=ADORZuvw9pw> – U-4DX Overview (Detailed) – (16+ minutes)

<https://www.youtube.com/watch?v=elvDhYrjbJg> – U-4DX Lead and Lag Measures (2+Minutes)

## **Summary - Facts & Definitions**

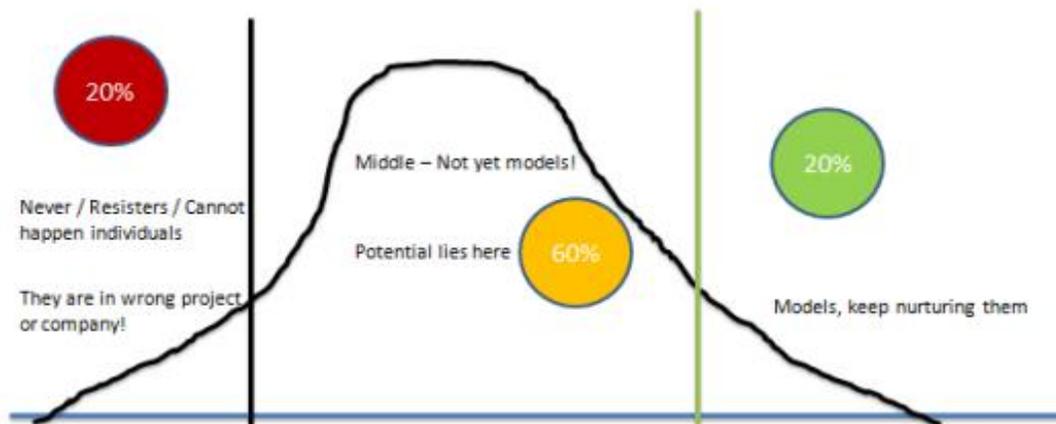
Some of the facts that are stated or that can be inferred after reading this book are as follows:

- Most of the schools teach you to define strategy and they hardly teach you on execution
- Most of the time people fail on execution and the obvious reason is that you have not learned that yet
- Three reasons individuals **disengage** from work are – **anonymity** (feels their leader doesn't know / care what they are doing), **irrelevance** (don't understand how his / her work is creating difference) and **immeasurement** (unable to access their contribution)
- **Whirlwind** are your day-to-day job and you do need to continue with that. You cannot get rid of that as it is necessary for your survival
  - Whirlwind creates **urgency** and it acts on you
  - **Goals** are something **important** and you act on them to often smoothen the whirlwind
  - Urgency and Importance don't get along nicely and when they fight, urgency wins most of the time
  - There are three types of strategy that you often see – **stroke of the pen**, **whirlwind**, **behavioral changes**. Bringing in behavioral change is the most difficult aspect
  - Every company has 3-types of people
    - Models (top performers) – generally 20%
    - Middle Group – generally 60%
    - Resisters – generally 20%
  - As part of behavioral goal you need to move the middle and shift them towards right (model) to keep the right as tight. Of course you to need to nurture your models.



- The lesser the goals the higher the possibility of achieving them with excellence. When the number of goals are 2-3 then you can achieve 2-3 goals with excellence. Law of diminishing return is pretty much applicable on number of goals that you choose.
- We often fixate on the lag measure, which is easy to measure and easily visible success criteria and of course that is what we want to achieve. However, since we measure it after the time has been spent, we cannot do much about it.
- Lead measures lead to lag measure and it foretells whether you will achieve your lag measure or not.
  - It has two important characteristics – **predictive** (i.e. if you do something with this then lag measure will be affected) and **influenceable** (it can be influenced by team).
  - It eliminates elements of surprises
- People play differently when **they** are keeping score

The following image shows a sample distribution of different groups of people:



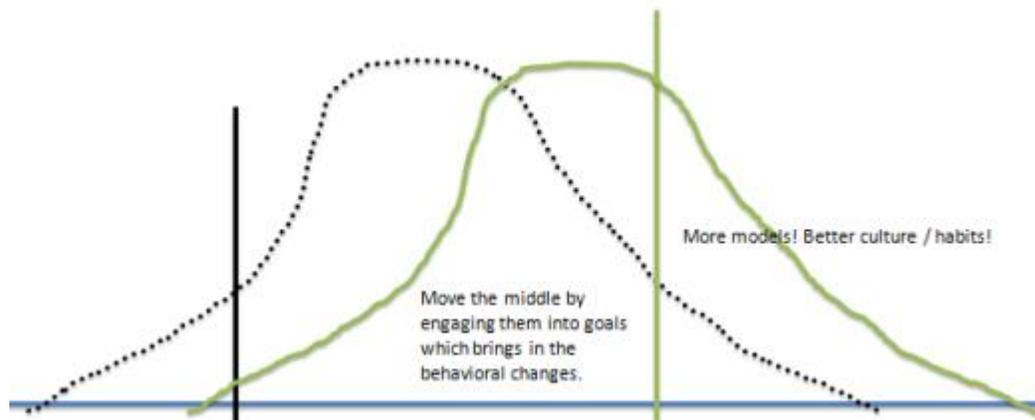
## The 4 Disciplines

Keeping facts in perspective, it is not at all easy to do following

- Identify 2-3 phenomenally important goals out of the whirlwind of day-to-day job or from outside
- Even if you identify them, measuring the progress becomes challenging
- Assume that you are able to measure the progress, sustaining the progress becomes further challenging
- Of course we desire to inculcate a great habit into the individual and team through that goal and this of course start looking like an uphill task



The following image shows the uphill task of moving the middle to the right and keeping the right really tight:



The U-4DX principles enable us to achieve extraordinary results; those (4) are:

1. Focus on the Phenomenally Important Goal (P.I.G.)
2. Act on the Lead Measure
3. Keep a Compelling Scoreboard
4. Create a Cadence of Accountability

These 4 disciplines of execution are meant for helping you teams and individuals to execute the important goals in the midst of the whirlwind.

## P.I.G.s

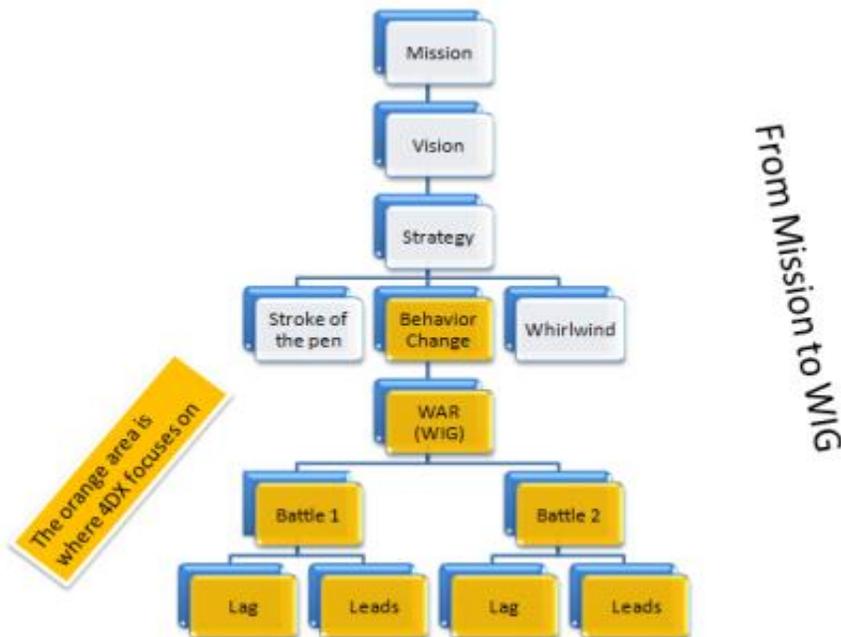
The following rules related to P.I.G. development are the key to success:

- No team should have more than 1-2 goals at any given time
- Each P.I.G. must have a finish line – From X to Y by WHEN
- Sub-P.I.G.s can be different but they must ensure success of the parent P.I.G.. The battle must win the war. In other words, if a battle is not helping you to win the war then see if you can avoid that battle.
- Senior leaders can veto (on the P.I.G.s determined by team or junior leaders) but *they cannot dictate*

Idea is simple, without losing the track of the events / items in the whirlwind, bring your intense focus and put most of your energy on one (or maximum two) MOST important goal (s) and achieve excellence in that. You do need to know **that “there will always be more good ideas than there is a capacity to execute!”**.



In an organizational environment, the mission and vision often drives the need for behavioral change. In such cases, the following diagram, emphasizes the focus area of the U-4DX:

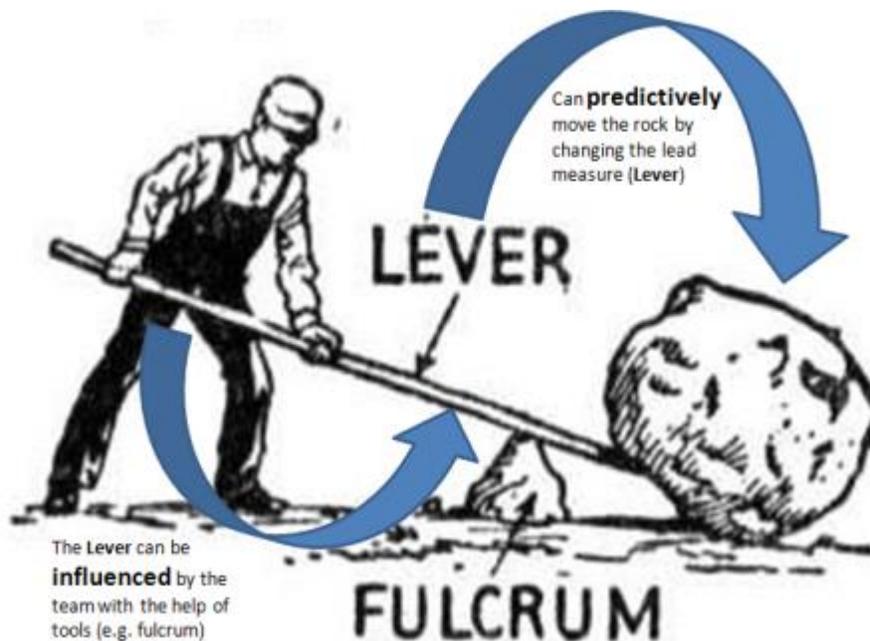


## Acting on Lead Measures

The lead measure must be:

1. **Predictive** : Measure something which leads to the P.I.G. or Sub-P.I.G.. What it means is that – if the lead measures change, you can predict the possible change in lag measure as well
2. **Influenceable** : Something which can be influenced by the team. What it means is that – team or individual within the team can come up with action items which may change the lead measure

Following image shows an example of a lead measure in action:



It is often difficult to identify the lever (lead measure), which will move the rock (lag measure). It does require quite a bit of brainstorming and commitment. However, when teams come up with such lever, they bet that they can actually move the rock by moving the lever.

There are two types of lead measures and both are equally important:

- **Small Outcomes** – lead measures that focus team achieving the weekly committed results using the committed method(s)
- **Leveraged Behaviors** – lead measures that track the specific behaviors you want the team to perform throughout the week



## Keep a Compelling Scoreboard

While the 4 disciplines enabled you to set up a winnable game, great teams know at every moment whether they are winning or not. This is where compelling scoreboard, the 3rd principle, plays its role by compelling the team members to remain focused on the phenomenally important goals as they would love to continue winning.

The compelling scoreboard is for the whole team (coaches / leaders may have more complicated scoreboard, but that is just meant for him / her), which must have few simple information points / graphs on it which clearly indicate "*Here's where we need to be and here's where we are right now*". In five seconds or less time anyone can determine whether we are winning or not.

Following are the characteristics of a compelling scoreboard:

- It has to be simple
- It has to be easily visible to the team
- It should show both – the real lead (what the team can affect) and the lag (result they want) measures
- It has to tell you immediately (five second rule) if you are winning or losing

## Create a Cadence of Accountability

The 4th discipline is about creating a frequently recurring cycle (weekly is preferred) of accountability to self (individual) through commitment to the peers (team) on the ideas (lead measure) brought forward by the individual to move / change the lag measure.

**This is where real execution takes place.** Of course, a leader can judge the idea and seek a better idea, however, the idea does come from the individual who is going to execute the lead measure.

This achieves a real, repeated accountability due to following reasons:

- The idea is owned by the individual
- In the weekly P.I.G. session, the individual does commit this to the group and holds each other accountable for taking actions that will move the lead measures resulting in the achievement of the P.I.G. despite all the whirlwind around the individual / team
- Everyone wants to win in the team
- The score is maintained at team level and thus the team (and generally team leaders) assist in choosing the effective lead measure and clears path if any blockage is being foreseen. In nutshell, individual understands that they succeed as a team or fail as a team.



- Since they bring-in the lead measure (on weekly basis, based on latest information and fresh energy) and they are keeping score, they are always in the game, which is designed to be a winnable game

### **P.I.G. Session**

Key to the successful implementation of 4th discipline is the sacred weekly P.I.G. session, whose 3-part agenda is following image:



Each team member gets 2-3 minutes to talk about these 3-parts where he / she updates on the previous commitment, reviews scoreboard and talks about the future plan.

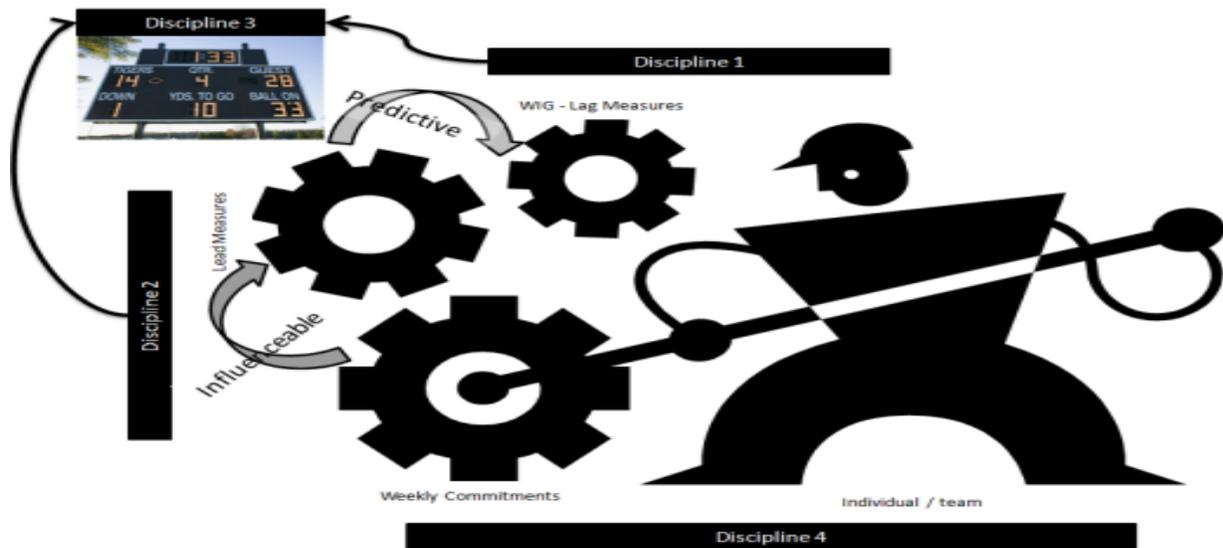
### **P.I.G. Session Rules:**

- It must be held on same day and same time without any fail otherwise the momentum will be lost and P.I.G. will fail
- The whirlwind shall never be allowed in this session
- It must not last more than 20-30 minutes (i.e. you run this in fast and forward mode)
- Scoreboard must be updated before the P.I.G. session
- It must be very focused on the P.I.G.



Key Question for committing to the group is **“What are the 1-2 most important things I can do this week to impact the scoreboard?”**.

With all the four rules combined, this is how the system looks like:



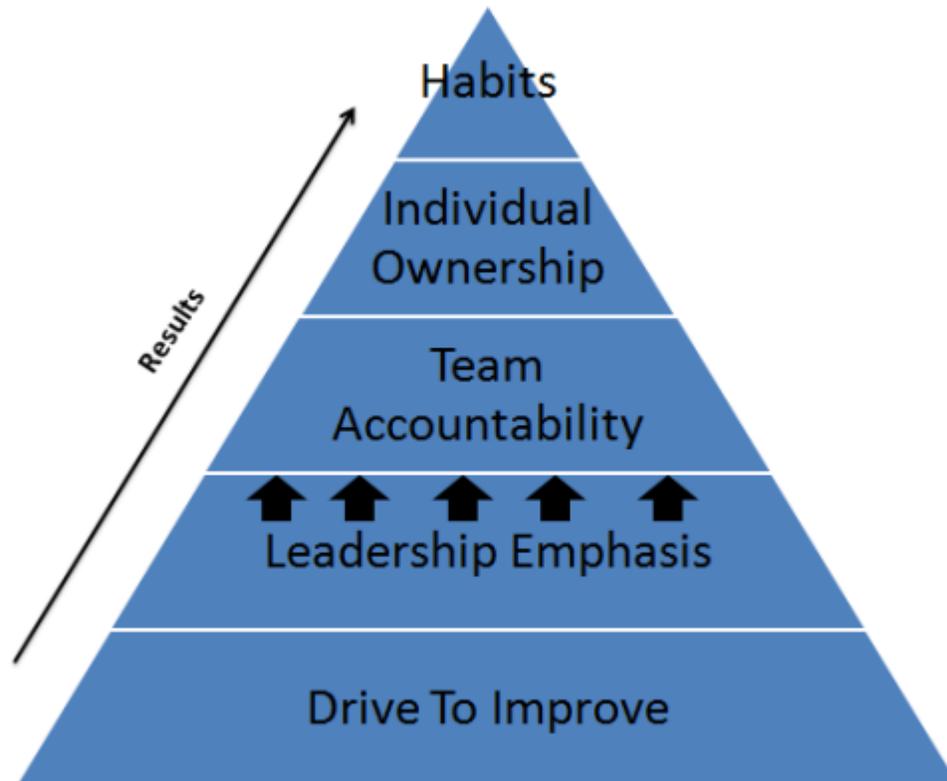
## What to Expect From U-4DX

Below image shows 5 stages of installing U-4DX for your team:





At different stages there are different challenges and expectations. The following image shows a sample pyramid for achieving behavioral changes:



In nutshell, there is a method to install U-4DX as an Operating System in which you can execute P.I.G.s to achieve the change in behavior of the individual team members / teams.

## U-4DX Templates

### Focus on P.I.G.s

Using the discovery questions like listed below, you shall be able to figure out the list of P.I.G.s for your team which will have the overall impact on the organizational P.I.G.:

- Which one area of our team's performance would we want to improve most
- What are the greatest strengths of the team that can be leveraged
- What are the areas where the team's poor performance needs to be improved



**Once a P.I.G. is determined and ranked, the following questions help in testing the P.I.G.s**

- Is the team P.I.G.-aligned to overall P.I.G.
- Is it measurable?
- Who owns the result – the team must own at least 80% of the results
- Who owns the game – team or leader? Note that the game must be owned by the team

**Once the P.I.G. passes the test, define it using following criteria:**

- Begin with verb
- From X to Y by WHEN
- Keep it simple
- Focus on what, not how
- Must be achievable (winnable)

**Once these are defined very clearly, choose top 2-3 P.I.G.s on which the team shall be focusing:**

The following image shows the recommended template for recording and finalizing P.I.G.s:

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



## **Act on Lead Measures**

Like developing the P.I.G.s, do the same for lead measures as follows:

### **Identify possible lead measures by asking questions like below (with respect to P.I.G.s)**

- What could we do that we have never done before?
- What strength of this team can we use as leverage on the P.I.G.s?
- What do our best performers do differently?
- What weakness might keep us from achieving the P.I.G.?
- What could we do more consistently?

### **Rank the lead measures by their impact on P.I.G.s**

#### **Test top lead measures using following questions:**

- Is it predictive?
- Is it influenceable?
- Is it an ongoing process or “once and done”?
- Is it a leader’s game or a team game?
- Can it be measured?
- Is it worth measuring?
- Does it start with verb?

#### **Lead measures which pass the test, define them in final form by considering following questions**

- Are we tracking team performance or individual performance?
- Are we tracking the lead measures on daily basis or weekly basis?
  - What is the quantitative standard?
  - What is the qualitative standard?
  - Is it simple?

Following is the template for coming up with the lead measures:

Finalized Lag Measure		
Idea for the lead measures	How to measure?	Rank



## Keep a Compelling Scoreboard

The purpose of a compelling scoreboard is to motivate the “players” to WIN through energetic actions. Also, their scoreboard has to be much simpler than the scoreboard of the coach. Also, note that the team shall be able to keep their own score and preferably design their own personalized scoreboard. Following points must be noted while coming up with the compelling scoreboard:

- Choose a theme based on the type of lead measures – e.g. trend lines, speedometer, bar chart, Andon, etc
- List Lag as well as Lead measures in a very simple way so that the team can see at any point if they are winning or losing
- Build the scoreboard
- Keep it updated on agreed frequency through the responsible person(s)

Following is a sample template for creating a compelling scoreboard:

Team WIG	Lag Measure
Lead Measure 1	Graphs / Simple Visuals
Lead Measure 2	Graphs / Simple Visuals

## Create a Cadence of Accountability

The cadence of accountability starts with the question “What are the **one or two most important things** I can do **this week** to impact the team’s **performance on the scoreboard?**”

In the above question you may like to note following qualities: Very specific and focused commitment with specific outcomes

- Well defined personal responsibility *without any condition (with respect to day-to-day job)*
- Time bound – *zero tolerance for unfulfilled commitments*

- Aligned to moving the scoreboard

The following diagram shows the 3-steps to accountability keeping in mind the whirlwind that may/will ensue:



**Key to this 3-step accountability is a successful P.I.G. session. Following important aspects must be upheld to ensure successful P.I.G. sessions:**

- Hold P.I.G. session as scheduled – every week same day, same time and at same place
- Keep the session brief – 20-30 minutes
- Set the standard as a leader – you shall not be asking your team anything which you are unwilling to do yourself
- Post the scoreboard – Update the scoreboard before the session
- Celebrate successes – reinforce commitment to P.I.G. by congratulating team and the individual
- Share learning
- Refuse to let whirlwind enter
- Clear the path for each other
- Execute inspite of the whirlwind



Below is the sample template for managing P.I.G. Sessions:

Wig Session Agenda			
Where		When	
WIG(s)			
Individual Reports	Team Member	Commitment	Status
Scoreboard Update			

While individual team members / leaders can develop their own templates, the bottom line is that there should be a mechanism (meeting/scorecards) that ensure participation and fulfilment of commitments to attainment of the P.I.G.(s).

### **Rolling Out U-4DX**

Following are the key aspects of successful rollout of the 4 disciplines of execution:

- Must be implemented as a process, not an event
- Must be implemented with intact teams
- Must be implemented by the leaders of each functional unit

The following 6-step implementation process leads to adoption of 4 Disciplines as an Operating System:

1. Clarify the overall P.I.G.
2. Design the team P.I.G.s and Lead Measures
3. Leader clarification – Scoreboard design, P.I.G. Session Skill and Launch meeting preparation
4. Team Launch
5. Execution with coaching
6. Quarterly review summits



## **Great Quotes-Great Reminders**

Notable quotes from the book:

- If luck is playing a significant role in your career, then you are fixating on lag measure!
- There will always be more good ideas than there is a capacity to execute
- Many believe that engagement drive results, however, we now know, and have witnessed over the years, that results drive engagement
- Nothing affects morale and engagement more powerfully than when a person feels he or she is winning!
- The pain of discipline is far less than the pain of regret