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Catt-alyst for Profitability

Execution
The Discipline of Getting Things Done
By:
Larry Bossidy & Ram Charam

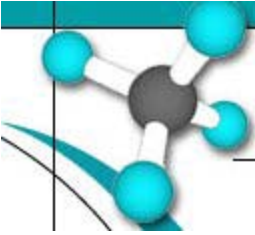
A Book Review by Fiona Cattermole, CPBA

This book combines the experience and knowledge of two legendary executives – Larry Bossidy (a CEO of Honeywell Int’l with a stellar track record for getting results), and Ram Charan (advisor to senior executives and BOD’s). The book gives a framework, made up of Building Blocks and Core Processes, to follow for those interested in moving their organization from perpetual planning to execution.

Building Block #1, the authors identify seven essential behaviors that a leader must have in order to provide the structure for successful executing. They have to:

- Know the people and the business,
- Insist on realism,
- Set clear goals and priorities,
- Follow through,
- Reward the doers,
- Expand people’s capabilities, and
- Know themselves.

Building Block #2, the reader is given direction on how to facilitate the cultural (non-structural) changes necessary to transition from a non-executing to an executing entity. This addresses people’s beliefs and behaviors – the “soft” side of the organization. This is based on the simple premise that people need to develop those behaviors that will impact results as long as they are told clearly what are those desired results, what behaviors are needed to get there, and are rewarded for demonstrating those behaviors. Some key requirements in this process are that leaders model their ability to execute, that they hold themselves accountable for their actions, and that they demonstrate open and frank dialogue. All of this encourages an environment of trust where employees feel no fear of speaking their minds.



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Building Block #3, stresses the extreme importance of having the right people performing the right jobs. Without that, there is a lack of the satisfaction, commitment and energy necessary to work towards a unified goal.

The first of the three Core Processes covered is the People Process, which evaluates individuals accurately and in depth. It provides a framework for identifying and developing leadership talent, and it fills the leadership pipeline for succession planning purposes.

Building on the People Process is the Strategy Process, which incorporates input from essential people and operational functions rather than just defining strategy that might or might not have any bearing on the people or operations in existence.

The final process is the Operations Process, which is centered on an operating plan that links strategy and people to results.

All three Core Processes are set up to interrelate systemically and effectively with one another, thus facilitating the discipline of execution.

Bottom Line: You will be hard pressed to find another book that so clearly and distinctly outlines the need for, and steps to, attain the discipline of execution. Excellent reading.