The SXR™ Framework

lead. learn. change. **thrive!**

The SXR™ Framework

For the last three decades, we've been asking leaders and the team members who report to them to play a game we call five-on-five. Leaders write down the top five Goals for each of their direct reports. Then, the direct reports write down what they think their top five goals are.

On average – even if we give liberal credit for language differences – only about two of the five goals match. That means team members work on their leaders' highest priorities about 40% of the time. Even then, the goals are often described in terms of ambiguous activities that might not lead to important results.

If team members can't even match their top 5 goals, is it any wonder then why the execution of strategy falls short?

The intent of strategy is to create a sustainable, defensible position in the marketplace. Organizations must execute the strategies crisply and quickly, or the benefits won't emerge. Someone else captures your space, or your customers' preferences change. You find you need to adjust your strategy, before you've executed the last strategy. If the linkage between strategy and execution is loose, your efforts will never be either focused or nimble enough to succeed.

Often, execution is slow and sloppy because the organization doesn't link the company's strategy with what individuals and teams are supposed to do to execute that strategy. This leaves many team members guessing about the best way to contribute to success. Well-meaning efforts to execute wind up disconnected from the competitive strategy that should drive them.

Execution falls short for many reasons. Priorities aren't clear. The foundation – people, systems, structures, process and culture – isn't strong. The organization bounces from plan to plan. The leader is great at strategy or execution – but not both. The company falls behind as competitors capture markets and customers.

Desperate, organizations sometimes reach out for the next hot solution, assuming there's an answer "out there" when, in reality, the answer is the fundamental blocking and tackling that enables the organization to execute quickly, engage everyone and deliver results that matter.

It doesn't have to be that way. During nearly 30 years of working with hundreds of clients across multiple industries – from start-ups to Fortune 100 companies – we have identified seven Gears of Execution that effectively connect Strategy-to-Execution-to-Results (SXR™).

The SXR™ Framework: 7 Gears of Execution

The 7 Gears fall into two categories:

Environment Gears create the *organizational environment* that enables success.

1. Right, Right, Right – getting the right people in the right roles with the right capabilities.
2. Align the Architecture: Ensuring the organization's systems, structures, processes and culture all align effort toward execution of the strategy.
3. Culture of Communication: An Organizational Imperative to ensure communication up, down and across the organization to ensure everyone has the most timely, accurate information to make decisions and take action.

Performance Gears provide the *linkages* that connect Strategy-to-Execution-to-Results throughout the organization.

4. SET Result-oriented Goals
5. Build Visible Scorecards
6. Identify the critical Performance Drivers
7. Establish a Follow-up/Follow-through process that generates learning and accountability for performance

When the 7 Gears are actively managed together, they:

- Align the organization to a common vision and strategy.
- Set the foundation for effective execution.
- Drive execution of the competitive strategy throughout the organization.

While all 7 may not be fully aligned at all times, the greater the alignment between them, the tighter the connection will be between strategy and results.

PRE-REQUISITE: CRISP, CLEAR, COMPELLING VISION/STRATEGIC INTENT

Most of this paper focuses on the SXR™ Framework, but before we get there, remember that execution must start with a compelling purpose, or strategic intent. Team members need to know where you want to go. They can't execute something that they don't comprehend. When they understand your strategic intent, and they have the responsibility and autonomy to act, they can get excited about moving the organization in the right direction.

While it may not be necessary for every team member to be able to recite the organization's strategy by heart, they DO need to know the overall direction and their role in making that vision come alive.

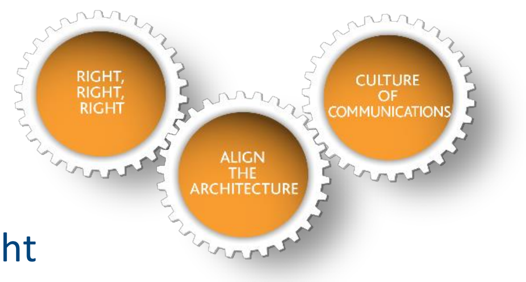
In one struggling organization, we asked the top 25 leaders to write down the top two or three things their organization needed to do to right the ship. We received 25 different answers. Only one or two items appeared on even a handful of lists. It was no wonder that the organization was adrift.

Here's a simple test to check whether your team understands your strategic intent:

> Can your team members give you a one-or-two sentence description of how your company distinguishes itself?
>
> Can they tell you the top two or three things the company must be great at, or must get better at, to be successful?
>
> Can they tell you how the previous two answers translate into the critical three to five things *they must accomplish*?

SXR™: ENVIRONMENT GEARS

The Three Environment Gears create the environment which enable the organization to execute most effectively.



1. Right, Right, Right: The Right People in the Right Roles with the Right Capabilities

There are many elements to getting the right people in the right roles with the right capabilities. This paper will focus on two: cultural fit and engagement.

Getting the right cultural fit is critical. Many organizations say they value integrity, respect, inclusion and teamwork. But they continue to recruit, tolerate and even promote team members who fall short in these areas because they “deliver results.” They either neglect or don’t realize the short-term/long-term trade-off that a poor cultural fit very likely will disengage other team members and hurt those results.

We worked with a Southern California division of a company that had clearly identified the overall business direction and the values necessary to drive the business forward. One team member, who was a strong informal group leader, resisted the change effort. For more than a year, the division’s results limped along – until leadership let the team member go. Both the culture and the performance of the division turned around within days of the departure.

It’s difficult to get the right people with the right capabilities into the right roles – and impossible to keep them there – unless you engage them in your journey.

Based upon our research and experiences, we’ve found that engaging environments share 7 common characteristics outlined in the following table:

Characteristics of Highly Engaging Environments

1. **Clear, Compelling Purpose**	Team members want to contribute to something that matters.
2. **Shared Value Set** Respect and Inclusion Honesty/Integrity Trust and Trustworthiness	Core values of successful organizations often vary widely, but the most engaging environments share these three pairs of attributes.
3. **Significant Role in the Show**	Team members want to feel like they're making a difference, in both your organization and beyond.
4. **Responsibility to make decisions and the latitude to do so**	Failure is not an option; it's a prerequisite for success. Fail fast, learn, avoid repeating the same mistakes.
5. **The Tools and Resources necessary for team members to perform their best**	These include coaching and feedback, the required physical tools, and opportunities for training, development and advancement.
6. **Accountability**	If there is no accountability for either performance or for living the organization's core values, team members quickly learn that they don't matter.
7. **Energy/Passion/Optimism**	If leaders aren't excited and enthusiastic, it's hard for anyone else to be excited and enthusiastic. As an electric utility lineman once told us, "I don't know if enthusiasm is contagious, but I know that a lack of enthusiasm is definitely contagious."

2. Align the Organizational Architecture (Systems, Structures, Processes and Culture)

It's impossible for an organization to orchestrate the actions of each individual, as the situation "on the ground" changes monthly, weekly or even hourly. Impossible, and not even desirable. The organization's supervisors and front-line workers want and need to make their own decisions in ways that they interpret to be best for the organization.

> *"Why does it feel like change flows like the tides some days, and other days, it's a total struggle?"*
> - Ron Dickerson, former GM/VP at Nucor
>
> *"Nature bats last."*
> - Rick Tate

When an organization's architecture (the systems, structures, processes and culture) is misaligned – or aligned to an out-of-date strategy – team members tend to default to old habits. They do what they are rewarded for, even if those actions don't support the strategy. As a result, execution of the strategy is inconsistent, slow and unresponsive to rapid changes in the competitive environment.

To cite just one example (we've seen many), a supervisor in a manufacturing facility resisted a change to his production line. A change that could have been accomplished in a weekend took several months. Why? Even though the company was much better off, the supervisor was concerned his bonus would be cut.

As our good friend and colleague, Rick Tate, once said, "Nature bats last." Those systems, structures, processes and culture are the "nature" of the organization. They have an enormous, often unseen, influence over the decisions and actions every team member makes every minute of the day.

So how do you, as a leader in the organization, ensure that those thousands of micro-decisions, taken as a whole, move the organization in the right direction? You make sure your systems, structures, processes and culture are aligned to your strategic intent.

Leader as Organizational Architect: Creating Organizational Gravity

While diving deep into how to align the architecture across the organization is beyond the scope of this paper, we can provide some thoughts about where to dive in.

First, let's talk about what TO architect and then we'll outline several general principles that apply when trying to align the architecture.

What to Architect

There are four broad components to the organizational architecture that leaders must align to most effectively drive execution:

Systems

Organizational systems support the growth and maintenance functions of the organization itself. Systems like Talent Acquisition, Growth and Development and Promotion, Performance measurement, compensation, recognition and reward systems dramatically influence the values, culture and capabilities of the organization.

Structures

What the organizational chart looks like. Who reports to whom and how the organization is organized – by function, by geography, etc. How is work accomplished – by independent contribution or in teams?

Processes

Essentially how work gets done both internally and externally within the organization. How does work flow? Who does what in what sequence to take a customer's order, process it, ship it and bill for it?

Culture

Represented by the stories people tell of what it's like to actually work here. What's the work ethic? How energized are people by the organization and by working with each other? How much latitude and responsibility do people really have to make decisions and take actions?

Design Principles for Aspiring (Organizational) Architects

While Aligning the Architecture seems more difficult, to quote John Kruk, the former Philadelphia Phillies baseball player, "It's not rocket surgery!" Again, while going into a deep dive on all aspects of an organization's architecture are outside the scope of this paper, there are a few principles we've identified that provide guidance to aspiring architects:

1. The Architecture needs to be actively aligned. It doesn't mutate on its own, but it will disintegrate on its own.
2. Leaders need to change it enough to influence the behavior to support the desired culture and the execution of the organization's strategy…
3. …but not so much or so often that people are frustrated and confused.

4. Whenever possible, it's better to architect changes WITH people, not TO them.
5. And, it's also often valuable to engage outsiders to provide expertise and to play Devil's Advocate.
6. Leaders must provide stability in the midst of change.
7. Be patiently impatient – there will be time delays (requiring patience), but the architecture must change in ways that drive Strategy-to-Results (impatience).
8. The white blood cells will resist.
9. Be bold – re-designing the architecture takes courage, patience and perseverance.

This is the Hard Stuff

Redesigning the architecture feels like "the hard stuff." It seems risky. It often requires leaders to tear up things they may be most comfortable with or what they've grown up with through their careers. Leaders often may not even recognize the systems, structures, processes and cultural issues that are exerting forces in the organization.

Because aligning the architecture feels both harder and riskier, it's easy to ignore or dismiss the opportunity costs of not making the necessary changes. It's like chronic back pain…it's painful, but you can make it through the day. So, you put off doing anything more invasive to permanently fix the pain.

But, the pain lingers and the misaligned architecture quietly prevents the organization from achieving optimum results often creating risks to its future. So, taking on the pain and seeming risk is not only worth the effort, it's a requirement. Time and again, we find that when we align an organization's architecture – the structure, metrics, compensation, rewards systems, hiring practices, values, etc. – to its strategy, execution of the strategy just "flows like the tides."

3. Communication: An Organizational Imperative

We crossed paths with a unicorn recently. We were working with a client operating more than 100 locations throughout North America. Leaders knew that several of those sites delivered far better results and had significantly more engaging cultures than many of their other sites. We helped them build an assessment process to understand the "secret sauce" that separated those sites.

It didn't take long. During the assessment's first day, we interviewed more than 50 team members – and heard the same story over and over.

Interviewer:	Tell us what it's like to work here.
Team Member:	This is the best place I've ever worked.
Interviewer:	Why do you say that?
Team Member:	It's the leadership.
Interviewer:	What do they do?
Team Member:	They care about us. They trust us. And they communicate with us about everything. They listen and respond when we have issues or ideas. They make sure we know what's going on and why.

The stories were so similar, you might think we had been duped. But the interviewees gave us different examples to illustrate the same points. We had genuinely come across a team of 300 in which everyone raved about how the level of communication made their work environment special…and dramatically different from any place any of them had ever worked.

In working with hundreds of organizations, we've only crossed paths with this unicorn a few times. What do these rare animals have in common?

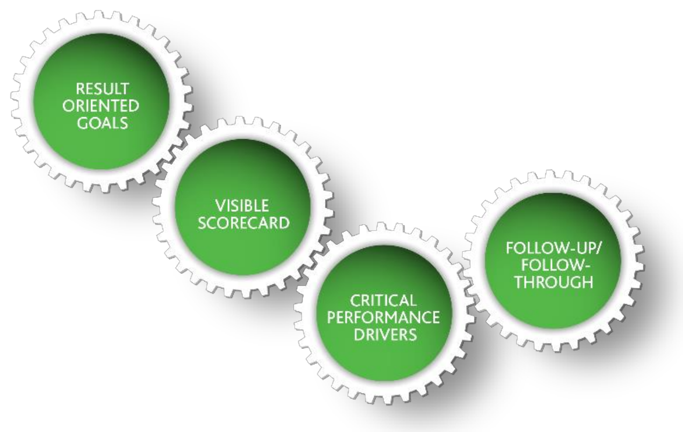
1. The fundamental thinking behind communication is, "Who else needs to know?"
2. Team members are free to communicate up, down, and sideways … and they do.
3. Everyone communicates with intent. Meetings start by connecting to the organization's strategic intent. Meetings end with discussion of what needs to get communicated to whom and how it should be done.
4. Team members listen with empathy. They listen for the question behind the question and the issue behind the issue.
5. They balance inquiry with advocacy – team members are willing to open their assumptions, beliefs and perceptions to examination by others.
6. Everyone is constantly learning and changing, and not jumping to conclusions based upon untested assumptions or beliefs.
7. Team members don't shy away from the tough conversations; they lean into them.

Organizations that communicate better than others out-execute them

It requires a huge amount of energy, trust and caring to communicate at this level. But the payoff – in engaging team members in the organization and connecting them to the strategy, in reacting to changing conditions on a dime, in bringing issues to the surface to resolve them faster, in learning what's working and what's not as fast as possible – is absolutely worth the effort.

SXR™: Performance Gears

Four Performance Gears make up the second broad category of the SXR Framework. They link the organization's strategy to the performance of individuals and teams at every level of the organization. Leaders and performers at every level must align their goals with the strategy and then drive the execution.



4. S-E-T Result-Oriented Goals

We have identified three characteristics of goals that drive execution:

1. SETting Result-Oriented Goals that have a well-defined:
   - **S**tarting point
   - **E**nding point
   - **T**ime frame for achievement

2. Establishing stretch goals that force the organization to challenge its embedded thinking of what's possible.

3. Ensuring goals impact critical components of success like Customer, Financial, Process Performance or the attraction, growth and development of the Team/Talent you need to enable success.

Result-Oriented Goals

When we ask team members to outline their goals, we often find them giving us a list of the activities they perform rather than what they are supposed to accomplish. A goal written in terms of an activity, such as "make 50 sales calls per week," often fails to deliver key results for the organization.

Result-oriented goals change the game. They define what the performer must accomplish rather than what she should do. Once goals are defined in terms of end-results, the performer can identify the high-impact activities (what we call Performance Drivers) that are most likely to achieve the result. So, the actions she takes are directed to a crisp, clear purpose: *Hit the goal*.

A salesperson still must make sales calls. But the performer takes ownership of the goal, because she is responsible for figuring out the best ways to hit it.

Goals are better when they are outlined using the acronym

S-**E**-**T**:

> **S**tarting Point – which outlines the current level of performance
>
> **E**nding Point – the target performance level or goal
>
> **T**ime frame for achievement – because a goal without a deadline is just a wish. The deadline creates urgency and generates energy around the goal.

S-E-T Goal Examples…

For a business unit, a SET goal might be, "Increase market share in the agricultural vertical market from 15% (Starting) to 20% (Ending) within the next 12 months (Time frame)."

For a sales person, a SET goal might be to "Increase sales in my territory from 100,000 units (Starting) to 150,000 units

Stretch Goals

When setting goals, organizations usually anchor their expectations to current levels of performance and what they think is possible. Until the 1950s, people thought it was impossible for a human to run a mile in less than four minutes. Then, in 1954, Roger Bannister ran a mile in 3:59.4. Within three years, ***16 other runners*** also cracked the four-minute barrier. Once Bannister showed that breaking a four-minute mile was possible, other athletes reset their performance goals and achieved significantly greater results.

Stretch goals require the organization to envision what's possible rather than merely attempt to improve. Disruptors – such as Amazon or Lyft and Uber – challenge the fundamental underlying assumptions of whole industries. Well-set stretch goals force the organization to disrupt itself.

Setting stretch goals requires an organization to get comfortable with being uncomfortable. They demolish current thinking, motivate action and challenge everyone to change everything except the organization's core values and principles.

Critical Components of Success

Each goal must clearly connect to your strategy. Otherwise your team is wasting time.

The items in the Balanced Scorecard, first outlined by Kaplan and Norton[1], provide an excellent safety net to check whether organizational, department, team or individual goals will deliver results that matter to your organization's success. Every goal should somehow affect at least one of these critical categories:

- Commercial, Customer or Client Performance
- Financial Results
- Process or Operational Performance
- Team Learning and Growth

5. Build Visible Scorecards

Keeping score naturally motivates team members to play harder – it lets them know when their efforts are having an impact and when they're falling short.

> *"If you can't measure it, you can't manage it."*
> - George Odiorne

Scorecards that effectively drive performance share several common characteristics:

1. They create a direct line of sight between performance and results, which means they must be visible and available for review while the game is being played.
2. They are data-driven with friendly facts.
3. They compare current performance with an accepted standard, target or goal and past best performance.
4. They show trends over time.

[1] Robert S. Kaplan, David P. Norton, *The Balanced Scorecard*, (Harvard Business School Press, Boston, Massachusetts, 1996).

Clear Line of Sight

It doesn't do much good if we keep the score a secret from the players. To improve performance, scorecards need to be visible and available for players to review during the game.

A resort we worked with could not control its labor costs. Cost reports didn't come out until 10 days after the end of the month. Managers would look at this poorly designed scorecard and try to remember what was happening as much as 40 days ago. The managers would all promise to do better, but they couldn't, because the data wasn't visible when they needed it.

Eventually, the resort found a way to provide managers accurate labor cost information daily and connected that data to the forecasted occupancy and revenues at the resort. After months of fighting against an invisible scorecard, labor cost management improved dramatically within 36 hours of having a more visible scorecard in place.

Driven by Data

I was once on the board of directors of a start-up manufacturing company that had a potentially market-changing product – and an on-going challenge with quality that was disappointing customers.

One day I asked the production manager, "How was the production quality today?" His response: "Pretty good."

What did we learn from this? Not much. His answer provided no insight into the actual quality level, whether it met customer requirements or was improving or declining. Once he began to quantify quality performance, overall quality began to improve.

Facts Must Be Friendly[2]

The purpose of a scorecard is to give team members the information they need to get better. For scorecards to be useful, team members must have nothing to fear from keeping accurate scorecard data.

Some organizations misinterpret the purpose of scorecards and use them to punish poor performance. This creates an incentive for team members to fudge the data, which defeats the entire purpose of a scorecard.

At the resort we mentioned earlier, 11 different food and beverage outlets – from concession stands selling nachos to fine dining – operated across the property. Because the previous management team had punished team members for high

---

[2] Robert H. Waterman, *The Renewal Factor* (Bantam Books, New York, NY, 1987), p. 103.

costs, the restaurant managers had conspired to manage their food costs to the same percentage in each operation every month. They thought if all the costs were the same, no one would get singled out.

Everyone recognized that overall food costs were too high, yet it was impossible to determine where the issues were until leaders convinced the restaurant managers they wouldn't be punished.

Once they began to use the data for understanding their true costs, they were able to get their overall food costs in line.

Provide a Comparison

Better scorecards provide information that helps you understand what the data means. They go beyond merely providing a point-in-time view of performance. It's good to know how many units you sold this week. But it's better to compare the total to how you did last week, or your best-ever week.

Let's go back to the production manager for the start-up company and ask about his quality performance again. This time he says, "It was 75% good with no defects." That is certainly better than "pretty good." A better answer would be, "We were 75% good with no defects, our goal is 85% and our best-ever performance was 87%."

Show Trends

Finally, the best scorecards also show the trends in performance over time which makes information in the Scorecard even more meaningful.

Let's go back to our production manager at the start-up company one final time. We know how the company's most recent performance compares to its goal (85%) and its best ever performance (87%). Trend data would tell us if performance was getting better, worse or staying about the same which provides better guidance about what needs to change to improve the overall results.

6. Identify the Critical Performance Drivers that Lead to Success

Without clear goals and the right scorecards, the behavior of team members is often diffused and unfocused. They often seem like pinballs reacting to one stimulus or crisis before being hit by another. Effective execution requires identifying those few critical behaviors or actions that distinguish between average performance and great performance. Leaders can then focus their attention on helping team members execute those critical Performance Drivers.

Performance drivers are the critical actions and behaviors team members and teams take to move the dials on their scorecards and achieve their goals. They are what performers actually DO to achieve their goals. The Performance Drivers must ultimately connect back to how the organization influences customer choice to create competitive advantage.

There are three key elements to developing and executing Performance Drivers that lead to success:

1. Identify the critical Performance Drivers.
2. Track their execution.
3. Change the Performance Drivers over time to create improvement.

Identify the Critical Performance Drivers

It is critical to identify the tasks, behaviors and activities that separate great performance from average performance. Here is just one method to help identify them: Find the great performers.

In many work teams, a few team members deliver significantly better results than others. While they may have different capabilities, often those expert performers are just doing things differently from the others. Identify exactly what they're doing differently.

This shouldn't be a top-down, autocratic approach. Performers should participate, so they own both the execution of the Performance Drivers and the outcomes they generate – just as they do when they help set Result-Oriented Goals.

Track Execution of the Performance Drivers

Execution of the Performance Drivers is more effective when they are tracked. Tracking them allows you to see how frequently/effectively you are executing the critical behaviors.

Tracking allows you to understand the correlation between the Performance Driver and results. If your team is executing a Performance Driver and not generating positive results, you need to find different Performance Drivers.

I probably first learned this lesson playing middle school basketball. Like many of my teammates, I was a mediocre foul shooter, probably averaging around 65% made. Our coach started our improvement effort with a bad goal: "Shoot 100 free throws at the end of every practice." We were starving by then; our goal was to get out of the gym and get home to food as quickly as we could. We shot some ugly, but very fast, free throws.

It didn't take long for the coach to figure out his mistake. First, he changed the goal to "make 100 free throws" (a Result-Oriented Goal). Then he asked us to track the number of shots we needed to make 100. Our tracking system was to use a pencil to record the number of shots daily on the cinder block wall behind the basket. Within a few weeks our team free throw percentage rose from the 60% range to the upper 70% range – a dramatic improvement.

Change the Performance Drivers to Create Improvement

The Performance Drivers often change over time as you better understand what drives results or as you take performance to a higher level. In some cases, you'll find that despite diligently executing your Performance Drivers, you're not hitting the goal. Typically, this means:

1. You haven't found the most critical Performance Driver(s), or
2. You are executing to the best of your ability but not hitting the goal. In this case, the gap is caused by an ability issue. So, you must focus on building the underlying skills. As we learned playing middle school basketball, merely tracking our practice free throws wasn't sufficient. We had to work through the deliberate practice of learning the skills of effective free throw shooting – the alignment of our feet, hips, shoulders; the placement of our hands on the ball, etc. – to improve our free throw percentage

When you're ready to boost your performance to a higher level, you might find that you need to change your Performance Drivers to get you there.

7. Establish a Follow-up/Follow-through process that generates learning and creates accountability for performance

> *"Trust but verify."*
>
> -Ronald Reagan

Why don't kids finish their homework or clean their bedrooms when asked? For the same reason that execution is often optional inside organizations: There is no consistent Follow-up/Follow-through process. The parents don't check to see if the kids have completed their homework or cleaned their bedrooms. In a business setting, there might be little or no follow-up to ensure team members have achieved, or are making progress, on their critical goals.

Consistent Follow-up and Follow-through:

1. Delivers more consistent, effective execution. Performers in the workplace are more likely to perform if their leaders are paying attention.
2. Shifts the responsibility and accountability for performance to the performer and away from the leader. The burden is on the performer to follow-up with the leader at the agreed upon time. That frees leaders to focus their attention on their own critical goals or areas of execution that need more attention.
3. Emphasizes learning. When performance is tracking at or above target, the follow-up conversation provides the opportunity to understand why. When performance is below expectations, it allows the performer and leader to explore cause of the gap.
4. Allows leaders to be more effective coaches. The Follow-up/Follow-through conversation provides instant visibility to leaders, or others, about where performance is on-track and where it's off-track.

Crisp, consistent Follow-up/Follow-through is the glue that holds SXR™ and effective execution together. Follow-up/Follow-through ties directly back to Right, Right, Right…The Right People thrive in environments in which there is rigorous accountability for performance and for upholding the organization's values. Poor performers hate those environments.

Conducting Effective Follow-up/Follow-through Conversation: Five Minutes/Five Questions

Everyone is always looking for the magic solution to improve performance. And, as many of us have learned multiple times, that magic solution doesn't exist…

…but, if it did, it might look a lot like the Five Minute/Five Question Follow-up/Follow-through conversation.

	Question	What to listen for
1.	What are your top three goals?	Alignment on the critical goals.
2.	What were the results?	Does the performer recognize how the results compare with the goals? If results are above goal, should the target be adjusted higher? If results are below goal, can the performer diagnose the cause of the gap? (See question 4)

3.	What did you do during the last (week, month, quarter) relative to those goals?	Did the performer execute the Performance Drivers? Does the performer have the skills and abilities to execute the Performance Drivers or is training and development required? What coaching should the leader provide to help the performer execute more consistently or effectively?
4.	What caused the gaps?	Can the performer diagnose the cause of any performance gaps? If not, the leader/coach must help provide the answer.
5.	What's your plan for the next (week, month, quarter)?	Does the performer have a plan that will keep performance on track or get back on track? If the plan isn't clear, the leader can help the performer improve it.

Confirm the Game Plan

The last component of the Follow-up/Follow-through conversation is to agree upon the game plan for moving forward and set the time frame for the next conversation.

The game plan is a natural consequence of the "Five Question" conversation.

> If performance is on track, and the performer has a solid plan for moving forward, this part of the conversation is easy: Verify the time for the next discussion and move on.
>
> If performance is not on-track, the leader will have rich information about how to best coach and engage with the performer. Does he/she need to:
>
> 1. Reinforce the Goals?
> 2. Help the performer better understand the performance gap?
> 3. Develop a better plan to close any performance gaps?
> 4. Help the performer build the skills and capabilities necessary to execute his/her Performance Drivers?

Wrap-up

In this age of rapidly changing, disruptive, competitive markets, you must directly and effectively connect execution to strategy. In most organizations, execution falls dramatically short. Systems, structures or processes may be misaligned. The organization may not have the right people in the right roles, or their capabilities may not be evolving fast enough. Or, the organization's strategy and the day-to-day execution – through the Goals, Scorecards, Performance Drivers and Follow-up/Follow-through process – may be poorly linked.

The Strategy>Execution>Results (SXR™) Framework outlines seven key gears the organization must align to ensure execution is as fast and as effective as it can be, and that the organization's strategy delivers results. The organization, leaders and performers at all levels should be constantly engaged in aligning them. Then, as customer expectations, markets and competitors change, the organization will be much better prepared to either lead the competitive shifts or respond to disruptive forces.

About WhiteWater International Consulting, Inc.

WhiteWater International Consulting is an international training and consulting company dedicated to helping its clients achieve and sustain their success in difficult and rapidly changing environments. For nearly 30 years, we have helped clients in a variety of industries dramatically improve their results while taking advantage of turbulent operating, competitive and financial environments.

We focus on:

1. Achieving the results our clients need for each of their key stakeholders including investors and other financial partners, customers and employees;

2. Unleashing the passion, commitment and capabilities of our clients' team members; and

3. Building sustainable, highly adaptive organizations that continue to perform long after we have left.

We provide a wide variety of training and consulting services to efficiently enable our clients' success.

WhiteWater
International Consulting, Inc.

Harbour Building
101-133 Prince William Street
Saint John NB Canada E2L 2B5

wwici.com