Execution: The Discipline of Getting Things Done

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**PART 1: WHY EXECUTION IS NEEDED**

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* Execution is a discipline, and integral to strategy.
* Execution is the major job of the business leader.
* Execution must be a core element of an organization's culture.

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* Know your people and your business.
* Insist on realism.
* Set clear goals and priorities.
* Follow through.
* Reward the doers.
* Expand the people's capabilities.
* Know yourself.

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* What is the assessment of the external environment?
* How well do you understand the existing customers and markets?
* What is the best way to grow the business profitably, and what are the obstacles to growth?
* Who is the competitions?
* Can the business execute the strategy?
* Are the short term and long term balanced?
* What are the important milestones for executing the plan?
* How will the business make money on a sustainable basis?

8: How To Conduct a Strategy Review - 207

        Questions to Raise At A Strategy Review

* How well versed is each business unit team about the competition?
  + What are our competitors planning to do to serve their customer segments and prevent us from serving them?
  + How good are their sales forces?
  + What are our competitors doing to increase market share?
  + How will they respond to our product offerings?
  + What do we know about our competition's leadership?
  + What do we know about the leader of a fierce competitor and his motivations, and what does that mean for us?
  + What acquisitions will our key competitors make that will affect us?
  + Could a competitor form an alliance and attck our segment?
* How strong is the organizational capability to execute the strategy?
  + Do we have sales force and sales engineersto win in the new market segments, or are they yesterday's people?
  + Do we know the technology and have a roadmap of how it will change over time?
  + Do we have a cost structure that will allow us to compete profitably?
* Is the plan scattered or sharply focused?
  + Is the plan too ambitious?  What are our priorities to avoid fragmentation of effort?
  + Is our leadership team taking on too many market segments simultaneously?
* Are we choosing the right ideas?
  + Is this idea consistent with the realities of the market place?
  + Does it mesh with out organization's capabilities?
  + Are we pushing more ideas than we can handle?
  + Will theidea make money?
* Are the linkages with people and operations clear?
  + If a new organizational structure is required, what new sales management skills wilil be needed?
  + Are financial resources assigned in the next year's budget to build whateveris required to launch entry into the new segment?
  + What are the programs for each quater? How will the programs be funded quarter by quarter? Will the need for quarterly profits squeeze out these programs?

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