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The Brilliance of Execution

We all want to execute, but what really is execution? There is more to the idea of execution than meets the eye, and understanding this could make the difference between mediocrity and high performance. In Bossidy and Charan's classic book, they challenge our understanding of execution. The fundamental problem: people think of execution as the tactical side of business, something leaders delegate while they focus on the perceived "bigger" issues. But execution is not just tactics—it is a discipline and a system to be built into a company's strategy, its goals, its culture, its leadership. Leaders need to:

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| <input type="checkbox"/> Know your people and your business | <input type="checkbox"/> Insist on realism |
| <input type="checkbox"/> Set clear goals and priorities | <input type="checkbox"/> Follow through |
| <input type="checkbox"/> Expand people's capabilities through coaching | <input type="checkbox"/> Know yourself |
| <input type="checkbox"/> Reward the doers | |

Source: Execution by Bossidy and Charan, 2002

The Questions Every Change Agent Must Answer

Knowing you are a change agent is one thing. Not knowing what you don't know as a change agent is another issue altogether. A recent article in HBR poses fundamental questions that every change agent must be able to answer. If you are an agent of change (and I KNOW you are), how would you answer these questions?

- If your company went out of business tomorrow, who would miss you and why?
- Have you figured out how your organization's history can help to shape its future?
- Can your customers live without you?
- Are you learning as fast as the world is changing?

Source: See Harvard Business Review for the full article June 2009

Summer 2009 Recommendations

- [Tompeters.com](#) This site includes the blog for the preeminent guru of business strategy and leadership; entertaining and informative.
- [100 Ways to Motivate Others](#) by Chandler and Richardson, 2004. Are you fully motivated? Is your team? Are your coworkers? Under the current recession, with layoffs and cutbacks looming all around us, being motivated and motivating others can sometimes be a significant challenge.
- [The Definitive Book of Body Language](#) by Pease and Pease, 2004. Ever wonder why your boss keeps tapping her pen during your meetings? The assumption that she thinks you are wasting her time might be right! Read this book and find out ways to better read the non-verbal behavior of those around you, and the unknown impact of your own body language as well.

Runkle Consulting coaches people through tough spots in organizations by providing organizational development consulting; executive and team coaching, change management, strategic facilitation.

A Quote from a Satisfied Customer:
 I appreciate your patience with our team. As I stated earlier, our team made several comments of this being the best training class they have attended in years. I do believe that we will have noticeable improvements in the future.
 ---Program Manager of \$2B Business, May 2009

