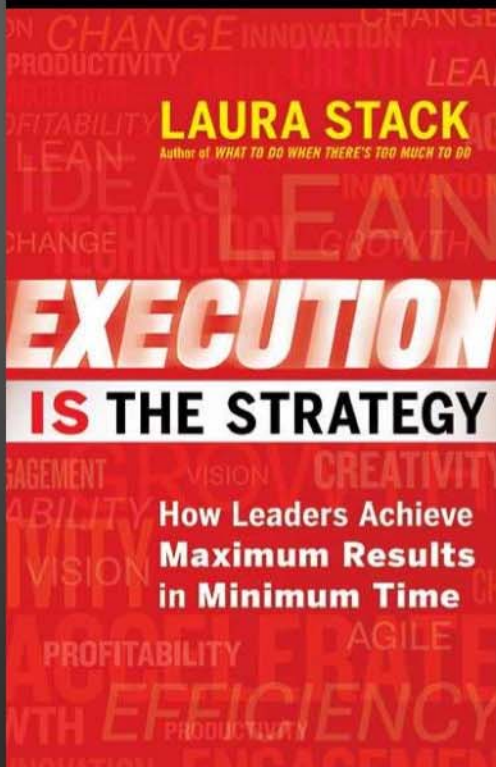




Execution IS the Strategy



THE L-E-A-D FORMULA™
LEVERAGE, ENVIRONMENT,
ALIGNMENT, AND DRIVE



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Speaker ⌚ Author ⌚ Consultant



President and CEO

Laura Stack, MBA, CSP, Laura Stack is America's Premier Expert in Productivity™. For over 20 years, her seminars and speeches have helped professionals, leaders, and teams accelerate individual and team performance, execute efficiently, and improve output in the workplace. Her company, The Productivity Pro, Inc., provides productivity workshops around the globe to help attendees achieve Maximum Results in Minimum Time®. Laura was the 2011-2012 president of the National Speakers Association.

Keynoter

Laura presents over 80 practical, high-energy keynotes and seminars each year on improving output, lowering stress, and saving time in today's workplaces. She is one of a handful of professional speakers whose business focuses solely on personal productivity topics. Laura is a high-energy, high-content speaker, who educates, entertains, and motivates professionals to improve workplace performance. She has earned the Certified Speaking Professional (CSP) designation, the highest earned designation given by the National Speakers Association.

Author

Laura is the author of six bestselling productivity books published by Random House, Wiley, and Berrett-Koehler, most recently *Execution IS the Strategy*. Laura's books have been published in more than 20 foreign editions, and she is a featured columnist for *Success* magazine and the *Business Journal*.

Recognized Productivity Expert

Laura has been featured nationally on the CBS Early Show, CNN, NPR, Bloomberg, the New York Times, USA Today, the Wall Street Journal, Entrepreneur, and Forbes magazine. Laura has been a spokesperson for Microsoft, 3M, Skillsoft, Office Depot, Day-Timer, and Xerox. Her client list includes top Fortune 500 companies, including Starbucks, Wal-Mart, Aramark, Bank of America, GM, Wells Fargo, and Time Warner, plus government agencies such as the Internal Revenue Service, the United States Air Force Academy, the Census Bureau, the U.S. Senate, and the Department of Defense.



Clients include

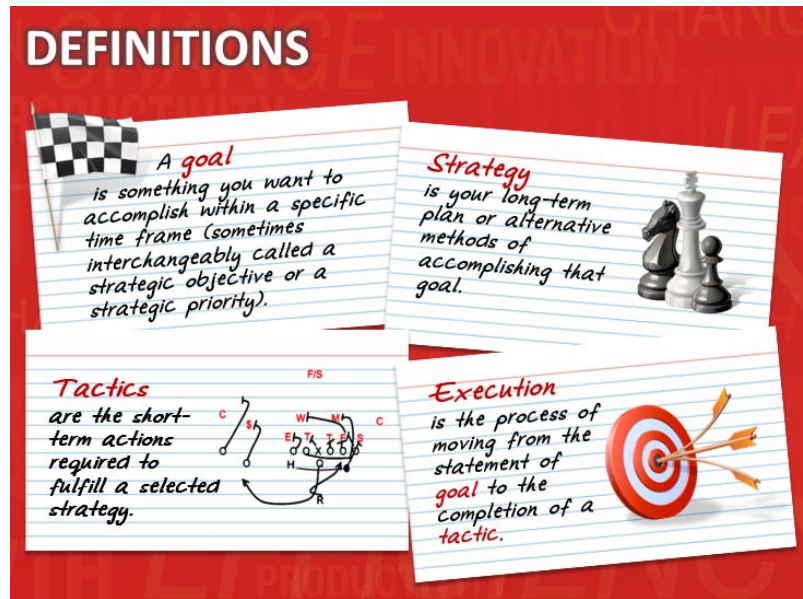
Starbucks	Sodexo
Tyco	Ball Aerospace
Wal-Mart	Quest
Cisco Systems	U.S. Bank
KPMG	McDonald's
Nationwide	Nestle
MillerCoors	EMC
Sunoco	Oppenheimer
IBM	Time Warner
MCI	Wells Fargo
Sprint	Visa
Enterprise	RE/MAX
Lockheed	Denver Broncos

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To engage Laura Stack to speak at an upcoming meeting or event, please contact The Productivity Pro, Inc.
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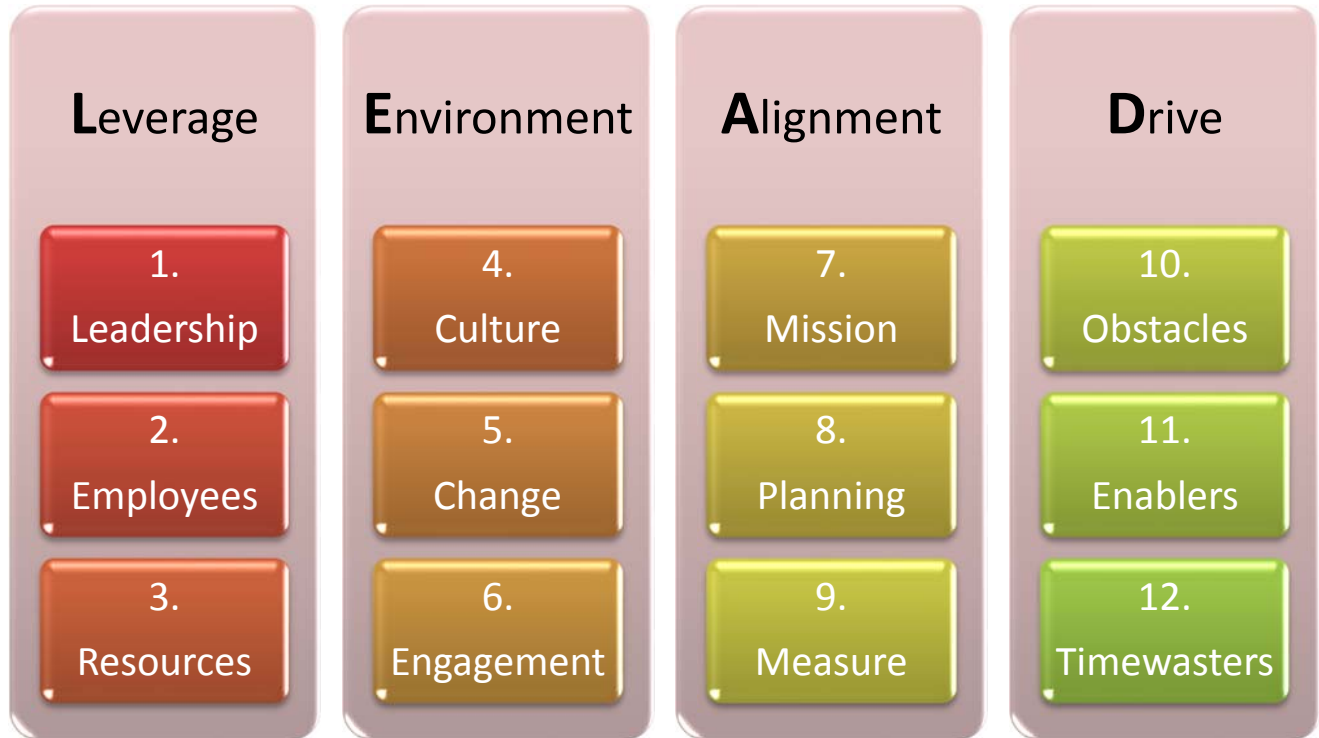


The Four Premises of Strategy

- 1. Interdependency
- 2. Fluidity
- 3. Speed
- 4. Validity

**The bottom line is simple:
There is no shortage of good ideas.
It's not about who has the best ideas;
it's about who executes their ideas the best.**

The L-E-A-D Formula™



Leadership Roles and Development Opportunities



The Execution Quotient Assessment

The purpose of this quiz is to provide insight into your current strategic execution process as you prepare to read this book. The quiz is organized by the four sections of the book, corresponding to the keys of the L-E-A-D Formula™. Each chapter and question has a focus that is repeated in the scoring section.

After you take the quiz, transfer your scores to the following Score Sheet to analyze them further.

Taking the Assessment

Answer each question using the following scale:

- 1 = to no extent
- 2 = to a small extent
- 3 = to some extent
- 4 = to a considerable extent
- 5 = to a great extent

KEY 1: LEVERAGE

Chapter 1: Maximize Your Input Force (Leadership)

1. To what extent do I delegate my authority as effectively and widely as possible? Do I refrain from doing what others on my team are capable of doing?

1	2	3	4	5
---	---	---	---	---
 2. Do I guide and oversee the work of my team? Do I avoid micromanagement and demonstrate trust?

1	2	3	4	5
---	---	---	---	---
 3. Do I lead by example? Do I model the behaviors I expect from others?

1	2	3	4	5
---	---	---	---	---
- SUBTOTAL _____

Chapter 2: Strengthen the Beam (Employees)

4. To what extent do I identify and hire high-performance workers? Do I know what attributes are needed to meet my future talent requirements?

1	2	3	4	5
---	---	---	---	---
 5. Do I take the time to coach my team members? Do I connect them with experienced mentors?

1	2	3	4	5
---	---	---	---	---
 6. Do I consistently provide my team members with the training they need to increase their personal performance? Do I invest in my key talent?

1	2	3	4	5
---	---	---	---	---
- SUBTOTAL _____

Chapter 3: Improve the Fulcrum (Resources)

7. To what extent do I provide my team with the equipment and technology they need to do their jobs better?

1 2 3 4 5

8. Do I emphasize cross-functional thinking among my team members? Do we work to coordinate goals with other departments and employees?

1 2 3 4 5

9. Do I outsource tasks that others can do more inexpensively or effectively? Do I seek partnerships to “fill in the blanks” with expertise I lack?

1 2 3 4 5

SUBTOTAL _____

KEY 2: ALIGNMENT

Chapter 4: Shape the Culture

10. To what extent do I foster an environment of excellence on my team? Do I encourage everyone to always give their best?

1 2 3 4 5

11. Do I build a firm foundation of accountability in my team? Do I emphasize the importance of reliability?

1 2 3 4 5

12. Do I encourage a collaborative atmosphere within my team? Do I embrace mutual learning and community to maximize success?

1 2 3 4 5

SUBTOTAL _____

Chapter 5: Encourage Change Hardiness

13. To what extent do I embrace change as it occurs and roll with the punches? Do I actively seek out openness and usher in change?

1 2 3 4 5

14. Do I create a nonpunitive climate of risk-taking? Do I encourage innovation and creativity?

1 2 3 4 5

15. Do I emphasize continuous improvement for myself and my entire team? Do we always strive to get better?

1 2 3 4 5

SUBTOTAL _____

Chapter 6: Ensure Engaged, Empowered Employees

16. To what extent do I drive engagement among my individual team members? Do I encourage people to take initiative?

1 2 3 4 5

17. Do I reinforce our joint responsibility to accomplish our team's goals? Do I demonstrate how individual output contributes to everyone's success?

1 2 3 4 5

18. Do I empower my employees to own their jobs? Do I provide them with what they need and get out of the way?

1 2 3 4 5

SUBTOTAL _____

KEY 3: ENVIRONMENT

Chapter 7: Take Your Team on a Mission

19. To what extent do I understand what motivates each team member to perform at a high level? Do I understand that people contribute discretionary effort for different reasons?

1 2 3 4 5

20. Do I show genuine appreciation for hard work? Have I discovered what would be meaningful to each person?

1 2 3 4 5

21. Do I keep a clear picture of our goals in front of my team? Do I continually communicate excitement for our mission?

1 2 3 4 5

SUBTOTAL _____

Chapter 8: Plan for Goal Achievement

22. To what extent do I establish clear performance expectations for each person? Do team members know precisely what they should be doing?

1 2 3 4 5

23. Do I work with my team to establish a plan to achieve our workplace goals? Is our project planning and management seamless?

1 2 3 4 5

24. Do I ensure that the day-to-day operations of my team will achieve our long-term goals? Do we merge strategy and tactics?

1 2 3 4 5

SUBTOTAL _____

Chapter 9: Measure Your Progress

25. To what extent do I tie each person's goals into our performance management system? Do we track the accomplishment of individual goal attainment?

1 2 3 4 5

26. Do I measure my team's performance at regular intervals? Do we jointly review our key milestones on a routine basis?

1 2 3 4 5

27. Do I create advance plans for potential crisis? Do I prepare for contingencies?

1 2 3 4 5

SUBTOTAL _____

KEY 4: DRIVE

Chapter 10: Remove Obstacles from the Path

28. To what extent do I remove the obstacles that slow my team’s execution? Do I work to clear roadblocks when necessary?

1 2 3 4 5

29. Do I reinforce the need for urgency and efficiency? Do I encourage my team to “turn on a dime”?

1 2 3 4 5

30. Do I make speedy decisions? Do I keep over-collaboration or perfectionism from slowing us down?

1 2 3 4 5

SUBTOTAL _____

Chapter 11: Add Enablers to the Equation

31. To what extent do I help my team members eliminate workplace distractions? Do I give them time to think, be strategic, and focus?

1 2 3 4 5

32. Do I create team protocols to ensure efficient communication? Do we follow consistent guidelines for instant messaging, e-mail, and conference calls?

1 2 3 4 5

33. Do I work to eliminate activities that fail to support our strategic priorities? Do I understand that what we don’t work on is as important as what we do work on?

1 2 3 4 5

SUBTOTAL _____

Chapter 12: Eliminate Time Wasters!

34. To what extent do I encourage team members to accomplish tasks in order of priority? Do I keep people focused on results, not activity or busyness?

1 2 3 4 5

35. Do I spend meeting time productively? Do I keep attendees focused and stick to the agenda?

1 2 3 4 5

36. Do I encourage a reasonable work/life balance? Do I understand that overwhelmed people hit a point of diminishing returns?

1 2 3 4 5

SUBTOTAL _____

Execution Quotient Score Sheet

Copy your scores and subtotals from the previous sections and add them up to find your grand total. See the scoring categories below to interpret your score.

KEY 1: LEVERAGE

Chapter 1: Maximize Your Input Force (Leadership)

1. Delegation _____ 2. Trust _____ 3. Modeling _____

SUBTOTAL _____

Chapter 2: Strengthen the Beam (Employees)

4. Talent _____ 5. Coaching _____ 6. Training _____

SUBTOTAL _____

Chapter 3: Improve the Fulcrum (Resources)

7. Equipment _____ 8. Cross-Functionality _____ 9. Partnerships _____

SUBTOTAL _____

KEY 1 SUBTOTAL _____

KEY 2: ENVIRONMENT

Chapter 4: Shape the Culture

10. Excellence _____ 11. Accountability _____ 12. Collaboration _____

SUBTOTAL _____

Chapter 5: Encourage Change Hardiness

13. Openness _____ 14. Risk-Taking _____ 15. Continuous improvement _____

SUBTOTAL _____

Chapter 6: Ensure Engaged, Empowered Employees

16. Initiative _____ 17. Joint goals _____ 18. Job ownership _____

SUBTOTAL _____

KEY 2 SUBTOTAL _____

KEY 3: ALIGNMENT

Chapter 7: Take Your Team on a Mission

19. Motivation _____ 20. Appreciation _____ 21. Communication _____

SUBTOTAL _____

Chapter 8: Plan for Goal Achievement

22. Expectations _____ 23. Project planning _____ 24. Tactics _____

SUBTOTAL _____

Chapter 9: Measure Your Progress

25. Performance management _____ 26. Review milestones _____ 27. Contingency plans _____

SUBTOTAL _____

KEY 3 SUBTOTAL _____

KEY 4: DRIVE

Chapter 10: Remove Obstacles from the Path

28. Roadblocks _____ 29. Urgency _____ 30. Decision making _____

SUBTOTAL _____

Chapter 11: Add Enablers to the Equation

31. Focus _____ 32. Protocols _____ 33. Elimination _____

SUBTOTAL _____

Chapter 12: Eliminate Time Wasters!

34. Prioritization _____ 35. Meetings _____ 36. Work/life balance _____

SUBTOTAL _____

KEY 4 SUBTOTAL _____

GRAND TOTAL: KEYS 1-4, QUESTIONS 1-36 _____

The 36 Strategy Execution Obstacles



My Top 5 Strengths		My Top 5 Challenges	
1.		1.	
2.		2.	
3.		3.	
4.		4.	
5.		5.	

The L-E-A-D Formula™: the Four Keys to Successful Execution

L

- If you're weak in this area, you have a _____ issue.

E

- If you're weak in this area, you have a _____ issue.

A

- If you're weak in this area, you have a _____ issue.






D

- If you're weak in this area, you have a _____ issue.





	<i>Principle</i>	<i>Role</i>	<i>Focus</i>
L	Leverage	Engineer	People/Resource
E	Environment	Mechanic	Culture/Engagement
A	Alignment	Conductor	Communication/Productivity
D	Drive	Bulldozer	Speed/Agility

KEY 1: LEVERAGE

How Most People Decide What to Do

-  By what you FEEL like doing
-  In the order in which tasks appear
-  Based on who's screaming the loudest
-  As you think of things
-  By the order of the sticky note

Instead, Prioritize Using the Triage Method

-  Life or Death (not breathing)
-  Can become a crisis as time passes (bleeding, chest pain)
-  Could be annoying if left untreated (hairline fracture)
-  Pain (burns, cuts)

KEY 2: ENVIRONMENT

Being a Team Player Doesn't Mean You Can't Say No

Stop being so nice.

- Refusing to do something doesn't mean you're not "nice."

Insist on brain space.

- Putting your IM on DND doesn't mean you're not a team player.

Compromise and offer alternatives.

- Understand the true need; don't bust your own boundaries.

Insist on realistic due dates.

- Don't assume the deadline.

Verify the value.

- Simplify by understanding what your customer wants.

Teach people how to help themselves.

- Educate others on where to go.

Stop Being a Professional Volunteer

- You don't always have to be in charge.

To Say "No" More Often or More Effectively, I Will...

START DOING	STOP DOING	CONTINUE DOING
Example: Being more direct when I don't have time to take something on, instead of a "fuzzy maybe" that turns into Yes.	Example: Feeling guilty when I say no.	Example: Reserving time on my calendar to exercise.

KEY 3: ALIGNMENT

Define the Value in Your Work and Increase Your Personal ROI

- ROI is defined as the profit realized from a resource minus the original and ongoing investment.
- PROI: pay, benefits, vacation, insurance, training, education, sick time, personal stability, experience.
- What do you provide in return for that investment?

PROI Self-Assessment Exercise

1. Which of your talents or skills really distinguishes you from your peers? What are you really good at?

2. How do you personally help your organization or clients achieve their goals?

3. What do you need to do before you leave the office or shut down for the night to feel good about what you've accomplished?

4. Looking at what you've written above, what would you say are your "three buckets"? Why are you *really* here? What are your key responsibilities?

KEY 4: DRIVE

Focus On Your Critical Priorities

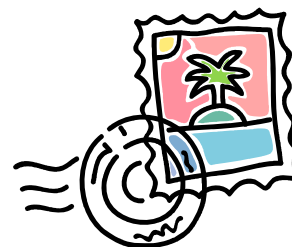
Butterflies:

- Ineffective distractedness
- Created by default
- Randomly flits from task to task
- Has the sensation of working very hard but not completing anything

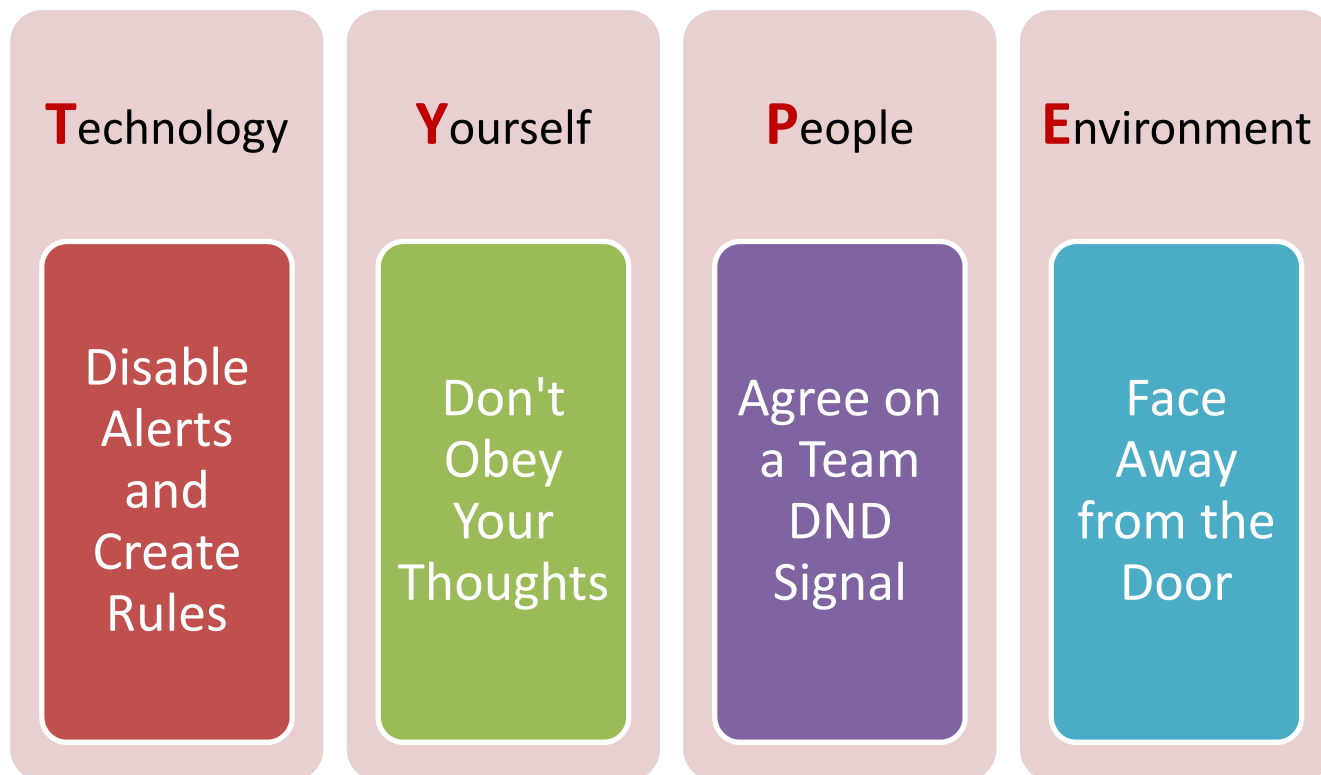


Postage Stamps:

- Effective juggling
- Created by design
- Sticks to one thing until it gets there
- Makes sure to complete the most important things without being distracted



The Four TYPES of Distractions to Help Your Team Avoid



Educational Resources by Laura Stack

Execution IS the Strategy book site: www.ExecutionIsTheStrategy.com

Bonus page for purchase: www.theproductivitypro.com/execution/bonus/

What to Do When There's Too Much to Do book site: www.TheProductivityPro.com/whattodo

Screenshots of Microsoft Outlook Tips and Tricks: www.TheProductivityPro.com/Laura

Laura's YouTube channel: www.youtube.com/theproductivitypro

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