



Execution Metrics

"When I see companies that don't execute, the chances are that they don't measure, don't reward and don't promote people who know how to get things done."
 Larry Bossidy, former chairman and CEO, Honeywell International

Creating a Results-Driven Organisation

Execution is about the strength of a company's culture of 'getting things done'. Good plans, good intentions are only the beginning. Turning each of them into reality requires an organisation whose people have a discipline of focusing on results and doing what it takes to produce them.

In the 1990s, executives were focussed on Vision and Strategy as the cornerstones to achieving corporate success, and execution was generally seen as something that could be delegated to managers. It was the general belief that execution was an operational issue, however this has proven to be a false assumption. When there is a lack of follow through from CEOs to ensure energetic execution, this can lead to loss of business, missed targets, budget overruns and reduced profits.

Execution, in fact, is one of the biggest issues facing businesses to day and is vital to an organisation's success.

Persona's Execution Survey was developed to determine how execution-oriented an organisation, department or business unit is, and pin point what practices and behaviours need to be focused on to move towards a stronger execution culture.

The survey consists of a 60-item questionnaire covering the following 10 execution practice areas:

- Communication
- Measurement
- Culture
- Setting Direction
- Leadership Character
- Accountability
- Focus on Results
- Initiative
- Facing Challenges
- Enhancing Employee Performance

The report is prescriptive and highlights the 4 key areas that need the most attention, as well as providing appropriate actions and initiatives. The Execution Survey is based on extensive research as well as field experience.

Competitive benefits

- **Empowering executive management.** Execution Metrics goes beyond the concept of simply providing strategic direction. The results of the Execution Survey illustrate what top managers must do to implement the tactical execution of an organisation's strategies.
- **Implementing behaviours conducive to results.** Execution Metrics assists top management in mastering a set of behaviours and techniques that create a culture of execution and build competitive advantage by getting things done.
- **Producing long-term results.** Execution Metrics offers long-term guidelines for how to significantly improve execution and performance, how to foster accountability and how to sustain a long-term focus on obtaining superior results.
- **Tracking the ability to execute.** Execution Metrics offers a systematic and repeatable assessment of an organisation's ability to go from the the drawing board to producing results.

Business Execution Principles



*Powerful organisations have a strong discipline of execution.
They focus on achieving results, not just working hard.*

Execution-Oriented Organisations

- Provide people with clarity around the organisation's strategic direction and what it will take to get there.
- Recognise and encourage an emphasis on successful outcomes over activities.
- Equip leaders to demonstrate an execution orientation that reflects the organisation's goals and values.
- Encourage ownership of commitments and the delivery of them.
- Build a strong culture of open communication and customer-focus.
- Support employees to take rational risks and to go beyond 'just doing the job'.
- Keep timely information and useable knowledge of where the business stands on the things that matter for success.
- Encourage people to see challenge as a source of strength and value to the organisation.

Features

- **Research Based Program.** The survey and execution business principles are based on detailed research and meta analyses of execution-oriented cultures and related issues.
- **Segment Analysis.** Results are analysed by job level, tenure, age, business unit and other segments to provide insight into areas with a perceived need for strengthening.
- **Benchmarking.** Results are benchmarked with the best performing organisation in the international data bank.
- **Strategic Recommendations.** The report provides practical recommendations to deliver long term benefits.

Credentials

The authors of the Execution Metrics program are Mr Jon Gornstein the Founder and President of Persona International who has over 25 years consulting experience, and Dr Donald Tosti, an internationally recognised educator and pioneer in performance-based approaches to organisational effectiveness.

The development of Persona's Execution Survey involved a meta analysis of seven studies completed over the last three years that focused on execution related issues. The items resulting from this analysis were subsequently organised into categories that parallel the points made in Bossidy and Charan's book *Execution - The Discipline of Getting Things Done*.

About Us

Dawson McDonald is the Australian Partner of the internationally recognised Persona International group, that offers business solutions to organisations throughout 45 countries. Company Principals, John Dawson and Carmel McDonald have been consulting, coaching, training and recruiting for Australian businesses for over a decade, following extensive industry experience.

About Persona

Persona International is a worldwide provider of learning, development and assessment tools and methodologies for organisations facing challenges in change leadership, communication, organisational alignment, sales, customer service, and management.

Corporations that have benefited from Persona Programs include:

General Electric	Microsoft	Exxon Mobil
Pfizer	Xerox	Applied Materials
BMW	Vodafone	British Airways
Mitsubishi	Dell Computer	Japan Airlines
Disney	IBM	Credit Suisse
Coca Cola	Alcatel	American Express
Hitachi	Motorola	Sony Music Entertainment



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