



'Helping Our Clients To Improve Performance'

EXECUTION CULTURE GETS RESULTS

Jack Welch, the legendary CEO of GE, built that company to a global leader through development of his people and relentless pursuit of the discipline of Execution.

Execution, or "getting things done", converts Vision and Strategy to results.

Our global consulting Group, Persona International, has conducted research to identify the major factors that determine if an organisation really is Execution-oriented. A book on Execution culture has also recently been at the top of the New York Times Bestseller List.

In the '90's CEOs put great stress on having a clear Vision and Strategy. Execution was seen as tactical, to be completed by operating executives.

However, too often execution was not effective and not enough follow through was given by CEOs to ensuring energetic execution. This led to loss of business, missed targets, budget overruns and profit downgrades.

Persona's extensive research has shown that organisations with a bias to execution share 10 key characteristics. **Run this mini test to see how your organisation rates.**

Rating scale - 1.Strongly disagree. 2.Disagree. 3.Satisfactory. 4.Agree. 5.Strongly Agree	Score
Communication – There is a spirit of open communication across the organisation, vertically and horizontally. Collaboration and "honesty over harmony" are valued.	
Setting Direction – There is clear understanding at all levels of where the organisation is going and what it will take to get there.	
Focus on Results – Successful outcomes are more important than just working hard. People are encouraged to focus on value creation for all stakeholders.	
Culture – The stress is on doing what's best for both the organisation and the customer. Respect and support for others is the norm. Leaders model the required behaviours.	
Accountability – People take ownership of commitments and deliver on them. Accountability is clear and Management follows up.	
Measurement – Information on the things that matter for success is shared across the business.	
Initiative – People are encouraged to think for themselves and independent action is expected.	
Facing Challenges – People focus on reality and see challenge as a source of strength and value.	
Leadership Character – Behaviours and actions reflect the organisation's goals and values. Leaders take accountability, exhibit urgency on execution, fairness and integrity.	
Enhancing Employee Performance – Sensible risk taking is supported, results are rewarded not activities. Professional development is important and supported by management.	

If your organisation scored 4 or 5 on all items it exhibits the characteristics of an Execution Culture. Scores below 3 indicate areas where immediate action should be considered. This is a highly condensed summary of the full 60-item diagnostic, which is run across all employees to test views at every level.

The results of Persona's full Execution Metrics show what top managers must do to ensure tactical execution of your organisation's strategy, how to create a culture of execution and build competitive advantage by 'getting things done'. For more information, please contact us.

Level 11, 179 Queen Street Melbourne Victoria 3000

Tel: 61 (3) 9602 4858 Fax: 61 (3) 9602 4677 E-mail: info@dawson-mcdonald.com.au www.dawson-mcdonald.com.au



Global Network: Argentina Australia Austria Belgium Brazil Chile China Finland France Germany Hong Kong Indonesia Italy Japan Korea Malaysia Norway Peru Portugal Singapore South Africa Spain Sweden Switzerland Taiwan Thailand The Netherlands United Kingdom United States Zimbabwe