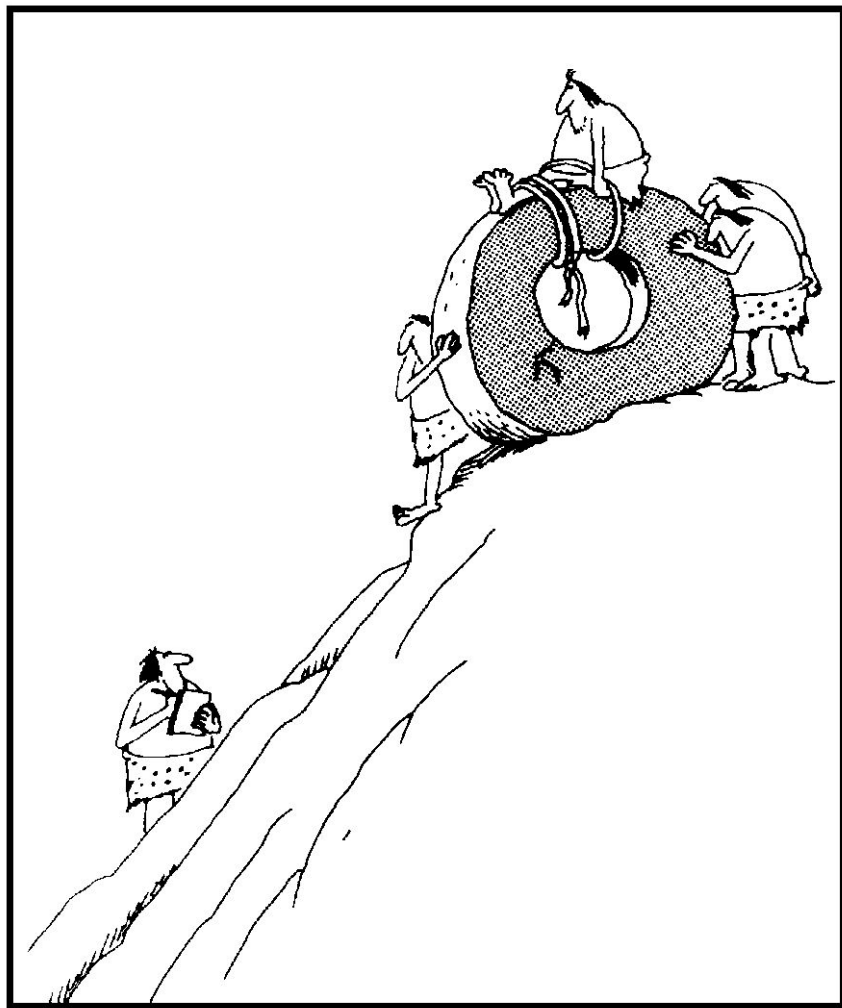


Putting the 'E' in CEO

Execution and Getting Things Done




Early experiments in transportation

The Problem

- MBA graduates are great at strategy
- 55% of Executives say they struggle with execution



What do these things have in common?

- Computer Mouse
 - Hypertext
 - Video Conferencing
 - Ethernet
 - Desktop Computers
 - Graphics, icons
 - Object-oriented Programming
 - Collaboration & editing documents
- 

What do these things have in common?

The Xerox Alto: 1973



Execution

Operating Systems

Fences and Ambulances

The Four Hour Workweek

Managing Creative People

A Compelling Scoreboard

The Great Game of Business


Operating System

What's Your Company's Operating System? (OS)

operating system, n. - The software that supports a computer's basic functions, such as scheduling tasks, executing applications, and controlling peripherals.



What's Your Company's Operating System? (OS)

- Are you more like MS-DOS or Windows 10?
 - Basic tasks?
 - What plans (programs) do you execute?
 - How do you manage your peripherals?
 - Do you need a reboot?
- 

Fences and Ambulances

Fense vs Ambulance Solutions



Fense vs Ambulance Solutions

Ambulance: focus on repairing bad results

Fense: focus on prevention



The 4 Hour Work Week

Four Hour Work Week

- Determine your hourly rate:
- \$52,000k / year
52 weeks = \$1,000 a week
4 creative, productive hours a week = \$250 / hr



Four Hour Work Week

- Delegate what you can below your hourly rate
- Grow your four hour work week to 6, 8+ hours per week





Managing Creative Teams

The Importance of Management

Relationship with direct manager is
the #1 Factor
in an employee's longevity with a
company



FIRST, BREAK ALL THE RULES

**WHAT THE WORLD'S GREATEST
MANAGERS DO DIFFERENTLY**

**BASED ON IN-DEPTH INTERVIEWS BY THE GALLUP
ORGANIZATION OF OVER 80,000 MANAGERS IN
OVER 400 COMPANIES—THE LARGEST STUDY
OF ITS KIND EVER UNDERTAKEN**

**MARCUS BUCKINGHAM
& CURT COFFMAN**

The Importance of Management

- Average Manager: spend most time with least effective employees
- Best Manager: spend most time with most productive employees

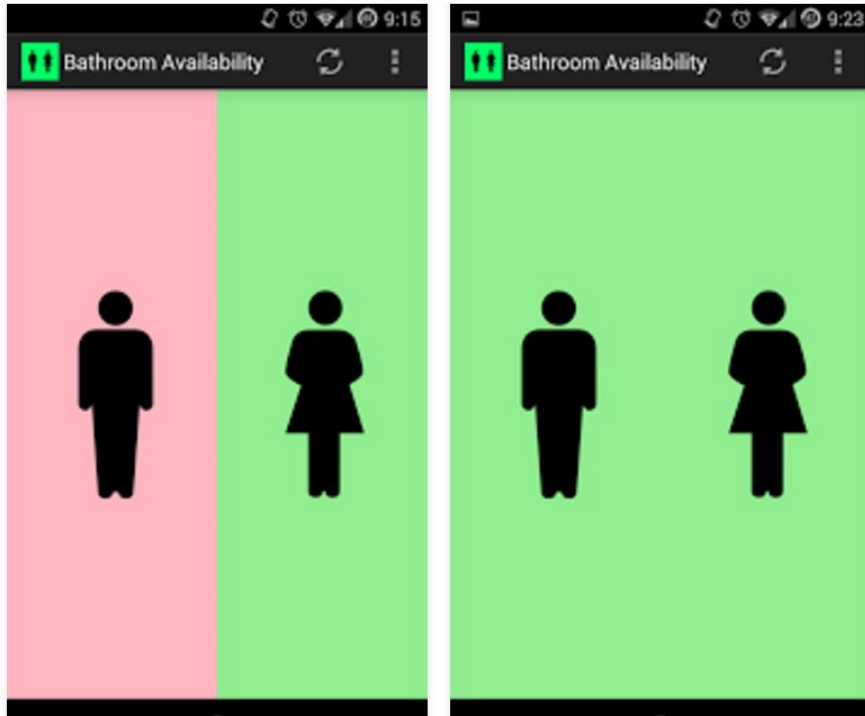
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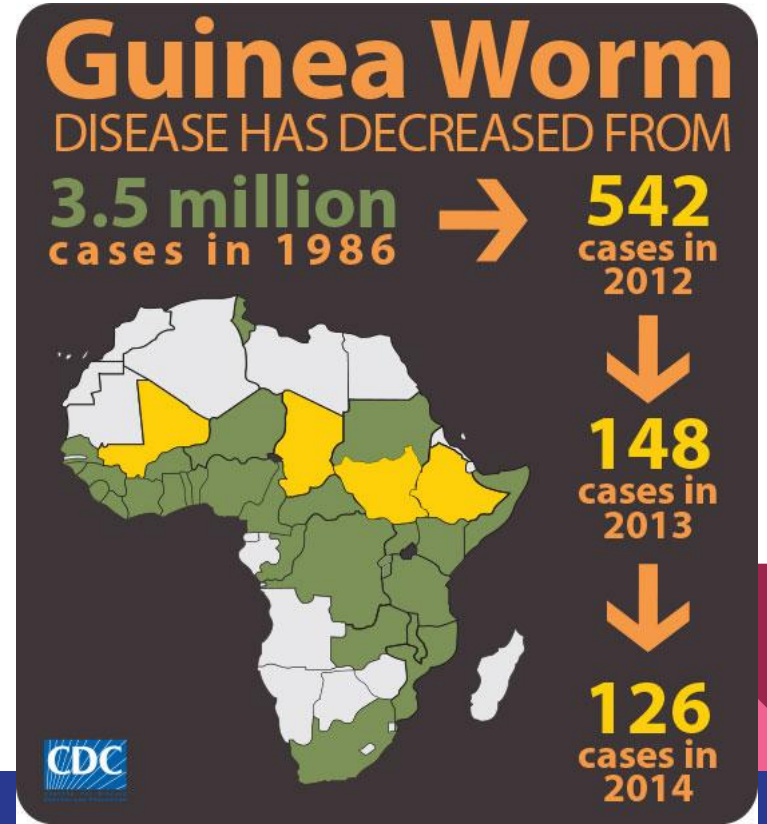
**MARCUS BUCKINGHAM
& CURT COFFMAN**

Give Creative People Time To Create



Scoreboards

Guinea Worm Disease: 3.5 Million to 22 Cases



Scoreboards: Measures and Reporting

“Where performance is measured, performance improves. Where performance is measured and reported, the rate of improvement accelerates.” --
Thomas S Monson




Lag vs Lead Measures


- Lag measure: you look back to see how you did
- Lead measure: you look at the present to see how you're going to perform



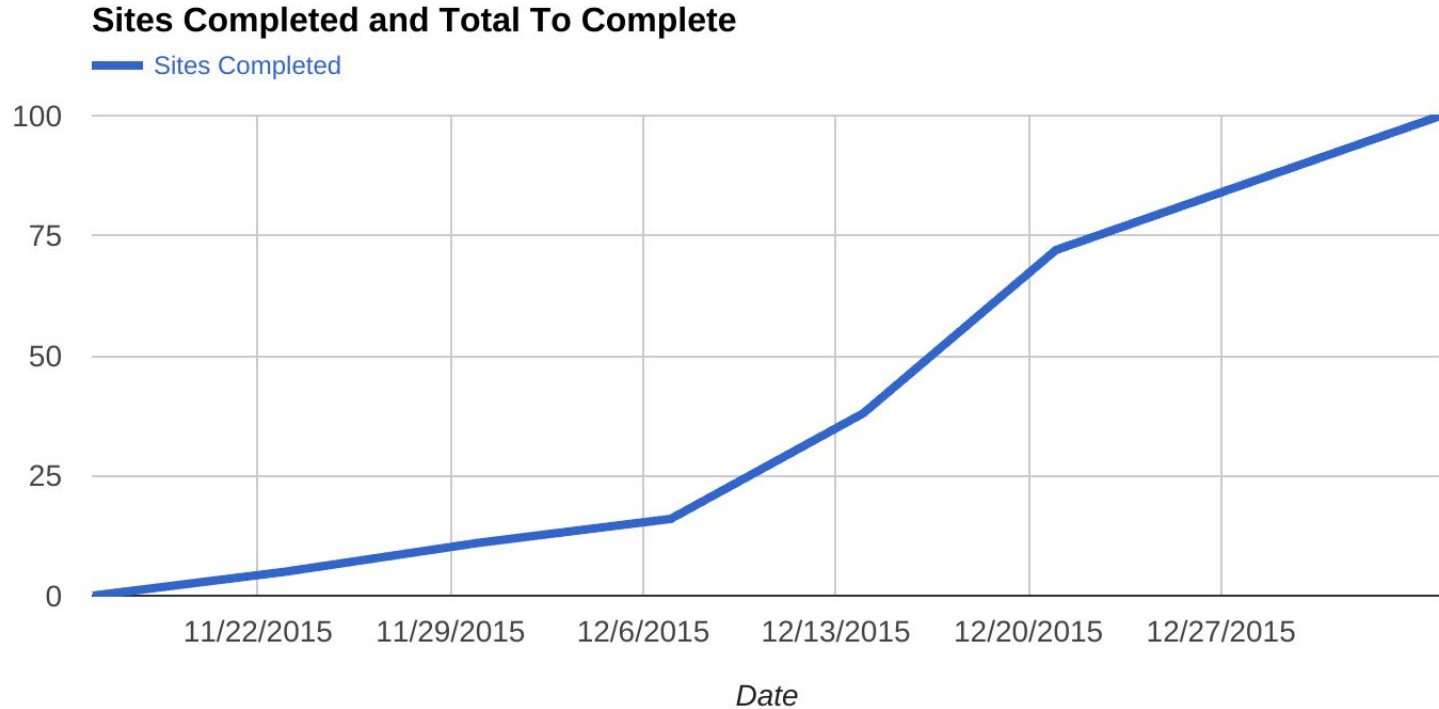
Effective Scoreboards

- Simple -- not a coach's scoreboard
 - Constantly updated
 - Use automation if possible. See grow.com
 - Visible to all team members
 - Team member buy-in on metrics to track
- 

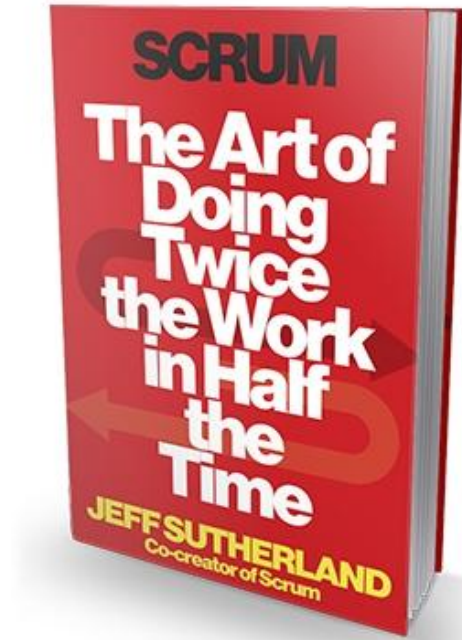
Tracking Velocity

- Divide large projects into small tasks
 - Give each task a “difficulty score”
 - Prioritize all tasks by business value and effort
 - Determine a sprint schedule (e.g. weekly)
 - Commit to getting specific tasks completed in a sprint
 - Track how many points a team completed in a sprint
 - Measure velocity (the slope of the graph)
 - Focus on improving the team’s velocity
- 

Tracking Velocity



Managing Teams Doing Complex Things

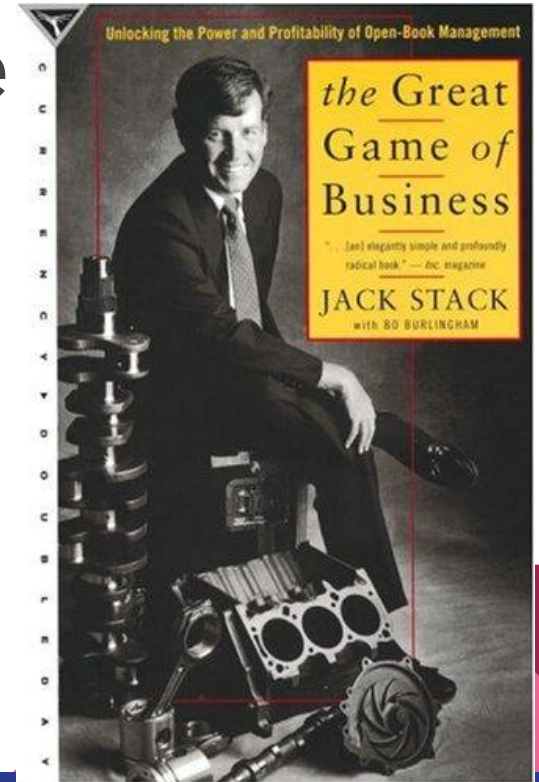




The Great Game of Business

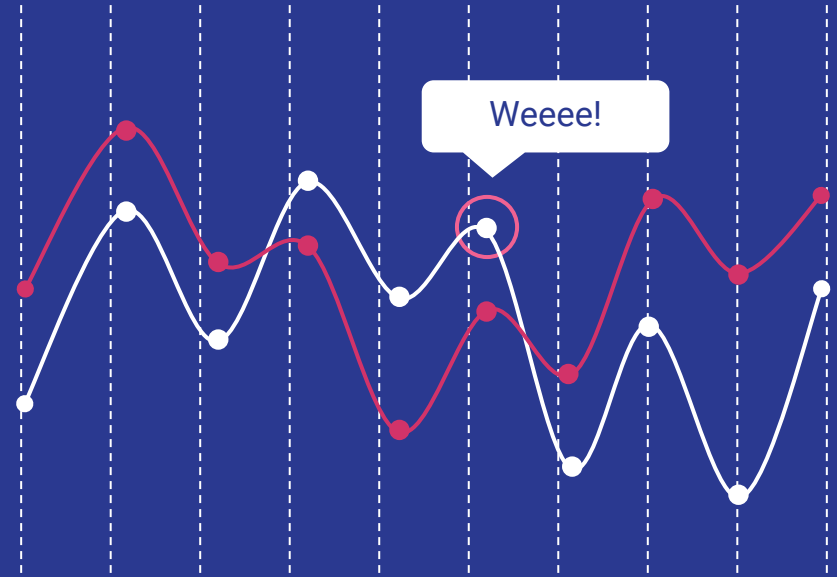
The Great Game of Business

- Business is a high stakes game
- Employees to earn their own salary plus make a profit
- Give employees visibility into how they're performing
- Open book management



2016: Year of Execution

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Thank You!

Dan Purcell

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