



Mobilize Your Team to Deliver Breakthrough Results

FranklinCovey

Across organizations, the rallying call of the past few years has been to adapt to new norms quickly without compromising goals, gains, or team morale. But while the ways we work continue to evolve, fundamental leadership responsibilities remain unchanged. Leaders still need to help their teams execute collectively against important goals so their organizations can achieve breakthrough results again and again.

As the work landscape continues to shift, leaders can keep their approach current and relevant by aligning their leadership style, methods, and skills with today's new world of work. Creating a

high-performance culture that increases strategic execution may look different in practice today than it did in a previous world of in-person, synchronous, office-based work, but there is a set of foundational principles that can help your leaders and teams succeed.

In this guide, we'll explore four [trusted execution disciplines](#) that can help mobilize everyone in your organization to work together to deliver exceptional results on your top initiatives.

Contents

Principle 1:
Focus [3](#)

Principle 2:
Leverage [5](#)

Principle 3:
Engagement [7](#)

Principle 4:
Accountability [9](#)

**Execute on Your Most
Important Priorities** [11](#)



Principle 1: Focus

Hybrid and remote work provide flexibility, but they can also introduce a new set of work and personal distractions. In addition, today's workplace realities of upskilling, reskilling, and staff departures can add more competing priorities to people's to-do lists. If leaders set too many goals for your organization or team, they can add to those distractions by making it difficult for your people to know where to concentrate their efforts. "It's important to pick one simple thing to focus on, not ten things," says Mark Josie, Senior Vice President of Business Outcomes at FranklinCovey. "If you pick ten things, the noise gets even worse, and your likelihood of achieving any of those things goes way down."

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Using the principle of **focus**, leaders can guide people to clearly identify the most important work that must be done to move strategic results forward. Start by narrowing your strategic focus around a key breakthrough result. The result timeline can be a quarter, fiscal year, or multiple years. Leaders can then communicate the breakthrough result so each team can identify one top priority goal, and individuals can distinguish between top-priority and day-to-day job responsibilities.

Focus is a habit of individual effectiveness that empowers people to do their best work. As leaders help their teams practice focus in this new world of work, they:

- Focus on their highest priorities and organize their work in more productive ways.
- Listen to and communicate with others inclusively and authentically.
- Cultivate empathy, courage, and emotional intelligence.

In today's organizations, focus is a crucial principle that can help both leaders and individual contributors manage projects efficiently, exceed expectations, and drive collective action around strategic initiatives.



Principle 2: Leverage

It can be complicated for people in any organization to know when to act and how to execute. The way we work today, however, can make it feel impossible.

For example, as an organization's goals change to keep up with rapidly changing market dynamics, leaders might find themselves needing to rapidly redefine and report which metrics people should use and which actions they should take. Meanwhile, virtual work can separate people from leaders and teams who keep the conversation going around plans, metrics, and timeframes.



To keep teams agile and prepared to execute, leaders must [work collaboratively with teams](#) to define the activities and measurement techniques that tell people they're moving toward a strategic goal. Leverage requires leaders to work with team members to identify behaviors that drive the top goal of the team. 80% of your results will come from 20% of your activities. This is where leaders use the principle of **leverage** to help teams focus on the actions and metrics that support progress toward your organization's desired business results.

Those behaviors are then converted into a metric called a lead measure. This approach lets people create a plan collaboratively that enables them to stay focused while adapting. "Working together with your frontline teams is critical," says Josie. "Instead of coming in with all the answers, leaders who work with their teams to develop a set of behaviors and metrics that drive the desired business outcome create increased leverage and buy-in."

Knowing that not all actions are created equal is a powerful perspective that can help your leaders and teams succeed, even as workplace norms change. It allows them to increase personal effectiveness by having a clear understanding of which activities matter most, how those activities will be measured, and how their individual actions contribute to a shared goal that's important to your organization's success.

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Principle 3: Engagement

Success in today's frenetic, fast-paced, constantly-changing workplace requires improved performance—improvements that happen through significant change in human behavior. But hybrid and remote setups can make leaders and teams feel isolated, siloed, or cut off from the support lasting change requires. Leaders who use the principle of **engagement** change this dynamic by [getting the best](#) from their people, wherever they are.



“Nothing drives the morale and engagement of a team more than winning.”

— Chris McChesney, Coauthor, *The 4 Disciplines of Execution*

No matter where or how your people are working, engagement is what drives results. "When your team begins to see a breakthrough move as a direct result of their efforts, they will know they are winning," says Chris McChesney, coauthor of *The 4 Disciplines of Execution*. "And we have found nothing that drives the morale and engagement of a team more than winning."

People perform best when they're emotionally engaged with their work and with their teams. "Engagement comes from people feeling like they're winning at their job," says Josie. With a transparent organizational scoreboard, everyone understands where they are in terms of their goals—if they're winning or losing as a team, as individuals, and as an organization. And the right kind of scoreboard can motivate your people to win.



Principle 4: Accountability

When people are faced with new job responsibilities, new work environments, team departures, and other workplace changes, their dedication to projects, processes, and goals can be disrupted. For progress to happen, people need to make and keep commitments and report on them regularly. Using the principle of **accountability** can help leaders drive lasting organizational changes on an individual and team level.



People are more likely to commit to their own ideas than to orders from above. When individuals commit to fellow team members as well as their leaders, the commitment goes beyond professional job performance to become a personal promise. Give your people the opportunity to take [responsibility](#) for their contributions toward your most important goal through a simple, weekly team process that highlights successes, analyzes failures, and course-corrects as necessary, creating the ultimate performance-management system.

As leaders track execution with their teams, they establish an accountability culture that illuminates how and why personal contributions matter. These accountability touchpoints also provide regular opportunities to evaluate where the team is heading, whether it's toward the goal or off the map entirely. "When everything is going crazy around you, having a weekly meeting focused on evaluating progress toward breakthrough results gives people a sense of rhythm and provides some consistency," says Josie. And consistency is the key to steady progress.

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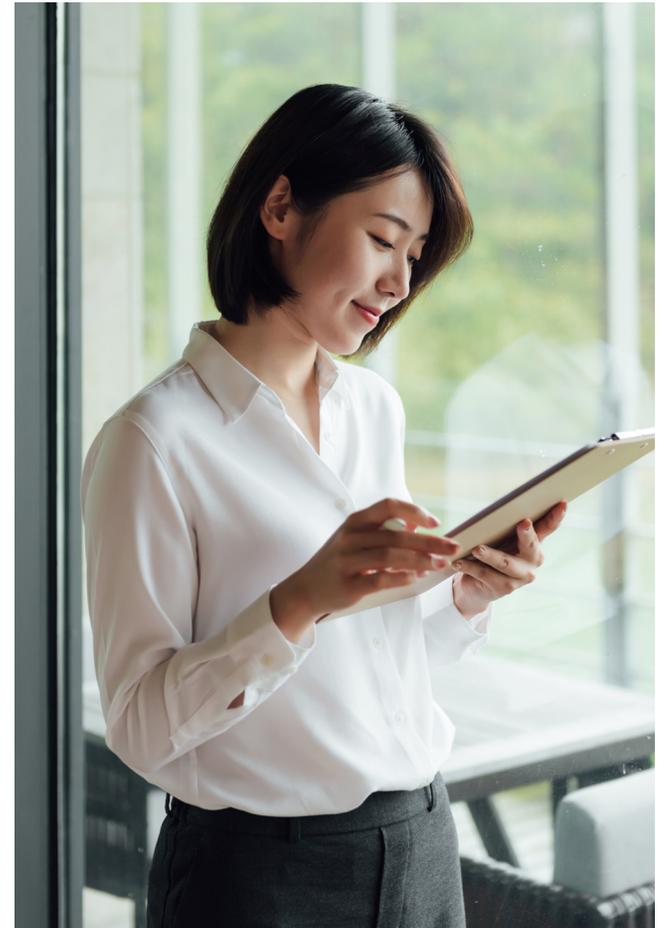


Execute on Your Most Important Priorities

In today's world of work, one of the greatest challenges leaders face is helping their teams to collectively execute consistently against strategic goals. "Today, it's more critical than ever for leaders to define the results and contributions that are going to move the organization forward and help it get better," says Josie.

While the tactics needed to support a culture of high performance have changed over the past few years, the [underlying principles](#) of effective execution remain the same. Your leaders can bring **focus** and discipline to dispersed teams to help them work toward the most important goals. They can use **leverage** to focus on the vital behaviors and actions that drive those goals. They can drive **engagement** with a transparent scoreboard that takes the guesswork out of progress and helps individuals know if they are winning or losing. And they can instill collective **accountability** with regular opportunities for feedback and reflection to guide their team's long-term success.

When leaders effectively implement these principles in a way that's aligned with today's way of working, your organization will execute consistently, exponentially increase performance, and create lasting impact.



The 4 Disciplines of Execution[®]: A Framework for Consistent Delivery

The 4 Disciplines of Execution offers a simple, repeatable system for executing your most important priorities with breakthrough results. Its proven methodology provides the framework for organizations seeking to increase strategic execution by creating a culture of high performance around goals, strategy, and accountability. FranklinCovey provides implementation, strategy alignment, technology, a measurement framework and metrics, execution coaching, and more to help your organization execute on your most important priorities.

[EXPLORE THE SYSTEM](#)



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change at scale. Our approach to leadership has been tested and refined by working with tens of thousands of teams and organizations over the past 30 years. FranklinCovey is the most trusted leadership company in the world.

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