

Execution

How to Get Things Done

David M Limardi



“There is nothing more difficult to take in hand, more perilous to conduct or more uncertain in it's success than to take the lead in the introduction of a new order of things”

Niccolo Machiavelli



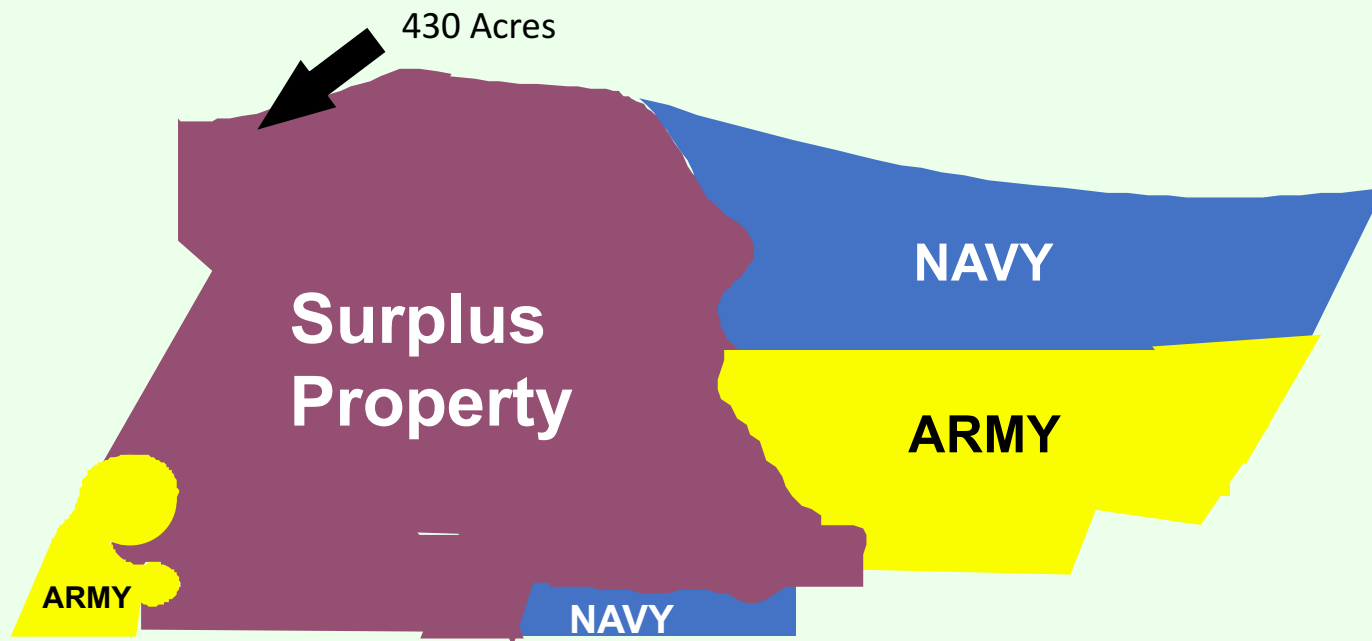
Hope is Neither a Strategy or a
Tactic

Structure is Like Glasses for the Mind

Fort Sheridan

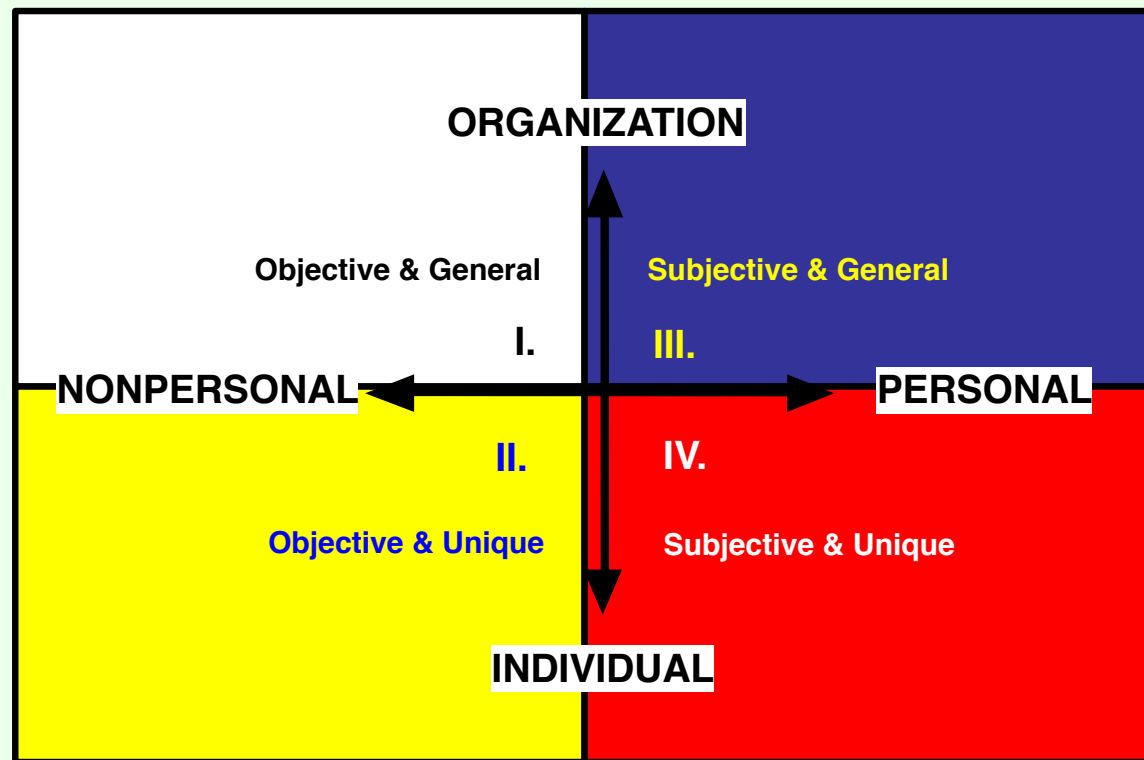


Surplus Property



1. Know the Leadership Situation

Domains of Leadership



Leadership Situations

Type 1

- Clear Problem
- Clear Solution
- Leader/Expert Performs the Work
- Intellectual Challenge
- Technical Work

Type 2

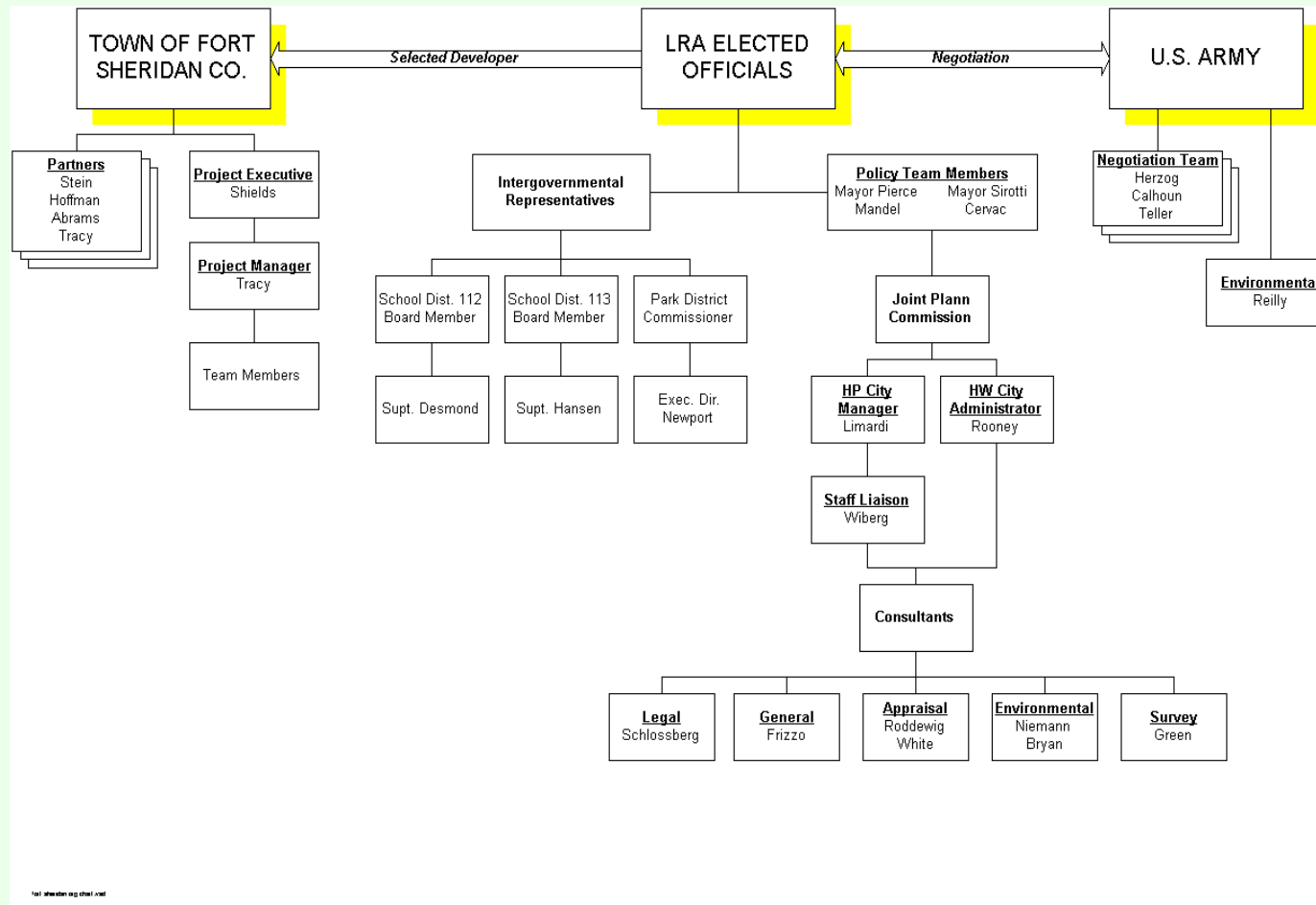
- Clear Problem
- Requires Learning
- Shared Responsibility for the Work
- Intellectual and Emotional Challenges
- Technical and Adaptive Work

Type 3

- Problem and Solution Require Learning
- Group Works / Leader Facilitates
- Intellectual and Emotional Challenges
- Adaptive Work

"Leadership Without Easy Answers"
Ronald A. Heifetz

2. Identify & Evaluate the Intellectual and Emotional Challenges



3. Develop a Fundamental Blueprint

**Draft
Not for
Circulation**



The Fundamental Blueprint

Be meticulous in your data collection

Exercise strategic patience

Pay attention to the details

Establish realistic and clear goals

Be relentlessly consistent

4. Implement Optimal Deployment



**Navigating
the Path to Leadership**

Orient people to time, space and roles

Ronald Heifetz

Pursue horizontal and vertical people integration

5. Listen and Watch



1. Keep the stress level within a tolerable range
2. Focus attention on ripe issues, not stress-reducing distractions
3. Give the work to the group, but at a rate they can tolerate
4. Be aware of internal strife
5. Be pointed in your communication

Ronald A. Heifetz
#1-3



If you want to go fast, go alone.
If you want to go far, go together

African Proverb