

Execution Excellence for Uncertain Times:

Developing the Advantage of Organizational Agility

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Uncertainty

“Fasten your seatbelts.

The turbulence has scarcely begun. With accelerating speed, we’ve transcended boundary after boundary of diversity and **complexity**. The past is ever less predictive; the future is ever less predictable and the present scarcely exists at all” (Dee Hock, 1999, Birth of the Cha-ordic Age)

A Sense-of-Void and Filling it

We live in an expanding universe of inspiration from the guru’s of leadership and management ...



New Rules of the Road
Understanding
Complexity & Simplicity

2 Types of Simplicity

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"I wouldn't give a fig for the **simplicity** this side of complexity but I'd give my life for **simplicity** on the far side of complexity" (Oliver Wendell Holmes).

This side of complexity
"stupid simplicity"
(which ignores complexity)

On the far side of complexity
"elegant simplicity"
(which embeds complexity)

The journey to **Mastery**, moving through complexity

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Mastering 2 Types of Complexity

Detail Complexity

Dynamic Complexity

- | | |
|---|---|
| <input type="checkbox"/> Dotting the “i”s/Crossing the “t”s/Many-to-One | <input type="checkbox"/> 24/7/365/Blur/Real-Time/On-Line-All-the-Time/One-to-Many |
| <input type="checkbox"/> Detailed Planning/Tactics | <input type="checkbox"/> Portfolio Management |
| <input type="checkbox"/> Roles/The Play/The Plan | <input type="checkbox"/> The Plan Meeting the Enemy |
| <input type="checkbox"/> Football (offence <u>or</u> defense) | <input type="checkbox"/> Soccer (offence <u>and</u> defense) |
| <input type="checkbox"/> Book/Classroom Learning | <input type="checkbox"/> Experiential/Field Learning |
| <input type="checkbox"/> The Devil is in the Details | <input type="checkbox"/> The Devil is in the Dynamics |

“Conventional forecasting, planning and analysis methods are not equipped to deal with dynamic complexity. The real leverage in most management situations lies in understanding dynamic complexity not detail complexity.”

(Peter Senge)



Execution Excellence understanding the anatomy of the **Vehicle** fit for the journey challenge

“For all the talk about execution, hardly anybody knows what it is. They don’t have the foggiest idea of what it means to execute.

Most often today, the difference between a company and its competitor is its ability to execute. Execution is the great unaddressed issue in the business world today.” (*Execution – The Discipline of Getting Things Done*, 2002, Larry Bossidy and Ram Charan)

“Its absence is the single biggest obstacle to success and the cause of most disappointments that are mistakenly attributed to other causes. **Execution is not just tactics – it is a discipline and a system.** Execution hasn’t yet been recognized or taught as a **discipline**, whereas other disciplines have no shortage of accumulated knowledge, tools and techniques.”

“The leader who executes assembles an **architecture of execution**”.





Execution Excellence

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Altitude

Strategy

Mid-Level

Operations



Short-Range

Mid-Range

Long-Range

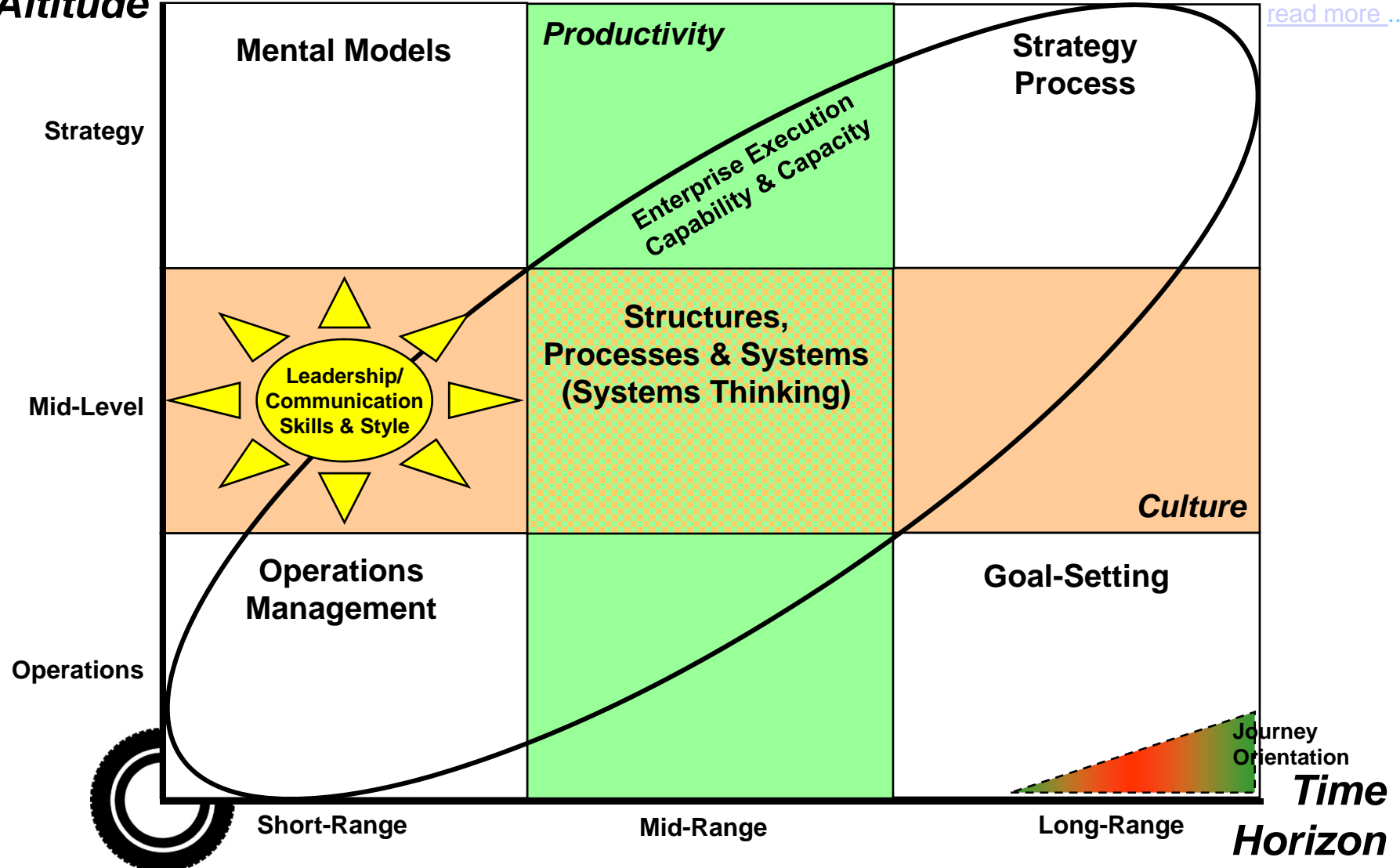
**Time
Horizon**



Execution Excellence

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Altitude



Wheel\$pin vs Traçtion

Translating Strategy & Execution into Traction

What it takes to be "Getting an A" these days as an excellent CEO/Executive *In the Driving Seat* of Organizational Agility