



# LEAD

Living through  
Execution,  
Action, and  
Discipline

## Achieving Your Wildly Important Goals (WIGS)

*The concepts in this Reference Guide are based on the 4 Disciplines of Execution by FranklinCovey.*

Our purpose for LEAD is to drive the behavior change we need to achieve our goals and accomplish our ultimate mission, which is to create more Dreams. We chose LEAD because it involves the most important part of our culture – Our People.

Following the 4 Disciplines - focusing on the wildly important, acting on lead measures, creating a compelling scoreboard, and creating a cadence of accountability - can produce amazing results while continuing to meet the urgent needs of our day-to-day operations.

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# DISCIPLINE 1

## Focus on Wildly Important (Focus)

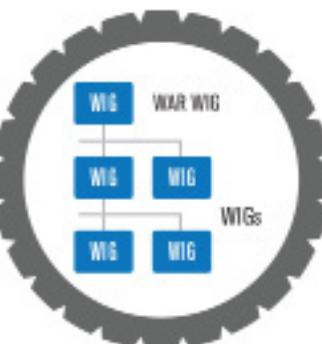
### Wildly Important Goals (WIGs)

The purpose of Discipline 1 is to create a Wildly Important Goal with a clear purpose and clear finish line that Our People can work toward.

Here are a few short rules to help you narrow the team's focus:



Focus on less to achieve more



Choose a WIG that helps win your leader's WIG



Involve your teams to create ownership



Create a clear finish line with an X to Y by When

### Building Your Team's WIG

#### Step 1

Green-Light Thinking

- Create as many WIG ideas as possible
- Don't be critical - that's the next step
- Encourage new ideas through healthy conversation

#### Step 2

Rank by Impact

- Put similar ideas into groups
- Rank in order of greatest impact to your leader's WIG

## Focus on Wildly Important (Focus)

### Step 3

Testing Top WIG Ideas

#### Testing Criteria:

1. Alignment: Will this WIG help achieve my leader's WIG?
2. Measurement: Does the WIG have an existing, credible measurement from the day we begin executing?
3. Ownership: Do we have control of at least 80% of the game?
4. Performance: Is the result driven by the leader or team?
5. Is it worthy of our effort?
6. Can we win this game?

### Step 4

Formatting

#### Formatting WIGs:

- Verb: Simple verb to focus the mind on action
- X to Y by When: Create a clear start and finish
- Keep it Simple: Fewest words necessary
- What, not How: Focus on Results. How is determined by the team!

#### WIG Example:

Enhance the Customer Experience, measured by an improvement in Time-in-Store Delight from 81% to 85% by December 31st, 2017.

Verb  
X to Y  
When



## What does a winning WIG look like?

- The purpose of the WIG is aligned to the company and region/segment
- It is important to the team
- Focused on a specific desired result



# DISCIPLINE 2

## Act on the Lead Measures (Leverage)

The purpose of Discipline 2 is to Act on the Lead Measures by asking Our People to come up with how we will reach the goal, because we know they have the answers we need to win.

Help your people identify the fewest actions and behaviors they need to achieve the WIG - no more than two Lead Measures per person.

### Building Your Team's Lead Measures

#### Step 1

#### Green-Light Thinking

- Create as many Lead Measure ideas as possible
- Don't be critical - that's the next step
- Encourage new ideas through healthy conversation

#### Step 2

#### Rank by Impact

- Put similar ideas into groups
- Rank in order of greatest impact to your WIG

## Act on the Lead Measures (Leverage)

### Step 3

Testing  
Top Lead  
Measure  
Ideas

#### Testing Criteria:

- Predictive: Will this Lead Measure help achieve our WIG?
- Influenceable: Does the team have control of the Lead Measure?
- Measurement: Can the team create a simple way to track the Lead Measure?
- Behavior: Is it focused on changing behavior and creating habits?
- Team Game: Can everyone on the team contribute to this Lead Measure? If not, do they have another Lead Measure they can contribute to?
- Is it worthy of our effort?
- Can we win this game?

### Step 4

Formatting

#### Formatting Lead Measure:

- Verb: What is the action or behavior we are committing to do?
- Focus: Create a clear purpose. Why is this important? What will it help achieve?
- Who: Team or Individual game?
- Quality: Establish the level of expectation.
- Consistency: How often should we do this to build the right habit(s)?

#### Lead Measure Example:

To reduce Service Delays,  
each Salesperson  
will locate the wheel lock key  
and place it in the invoice sleeve  
at least 5 times per day.

Focus  
Who  
Verb  
Quality  
Consistency



## What does a winning Lead Measure look like?

- Created and played by the team
- Focused on a specific behavior
- Supports the WIG



# DISCIPLINE 3

## Keep a Compelling Scoreboard (Engagement)

### Scoreboards

The purpose of Discipline 3 is for the team to Create a Compelling Scoreboard to help them stay focused on their Lead Measures while doing the right thing for Our Customers.

A Compelling Scoreboard helps the team to:

- Stay on track to achieve their WIG.
- Create peer accountability through individual names on the scoreboard.
- Discuss what's working and what isn't during WIG Sessions and daily conversations.
- Feel empowered to create a scoreboard with a personalized theme that motivates them to win.
- Create a sense of ownership!

### Ownership = Engagement

## Keep a Compelling Scoreboard (Engagement)

### Steps to Creating a Scoreboard

**Step 1**

Design  
the Basic  
Scoreboard

- Keep it simple: Keep it focused on clear results for the WIG and Lead Measures.
- Visible: Post it where the team can see it often to stay engaged in the game.
- Show the WIG and Lead Measures: Both the WIG and the Lead Measures should be clear on the scoreboard. WIGs on top, Leads on bottom; Words on the left, graphs on the right.
- Easy to read: Make sure anyone can see if we are winning or losing at a glance!

**Step 2**

Choose  
a Theme

- Personalize it: The team should create a theme to add to the basic design that will keep them engaged in the game. Sports are always a great place to start - encourage creativity!
- Get creative, but keep it clear: Make it fun, but keep it simple and easy to read.

**Step 3**

Build

- The team must build the scoreboard to take ownership.
- Think about how the team can update the scoreboard if and when they choose new Lead Measures.
- Use whiteboard, posterboard, chalkboard, or anything else that keeps it fun and easy for the team.
- Leaders - Clear the Path to allow the team time to build.

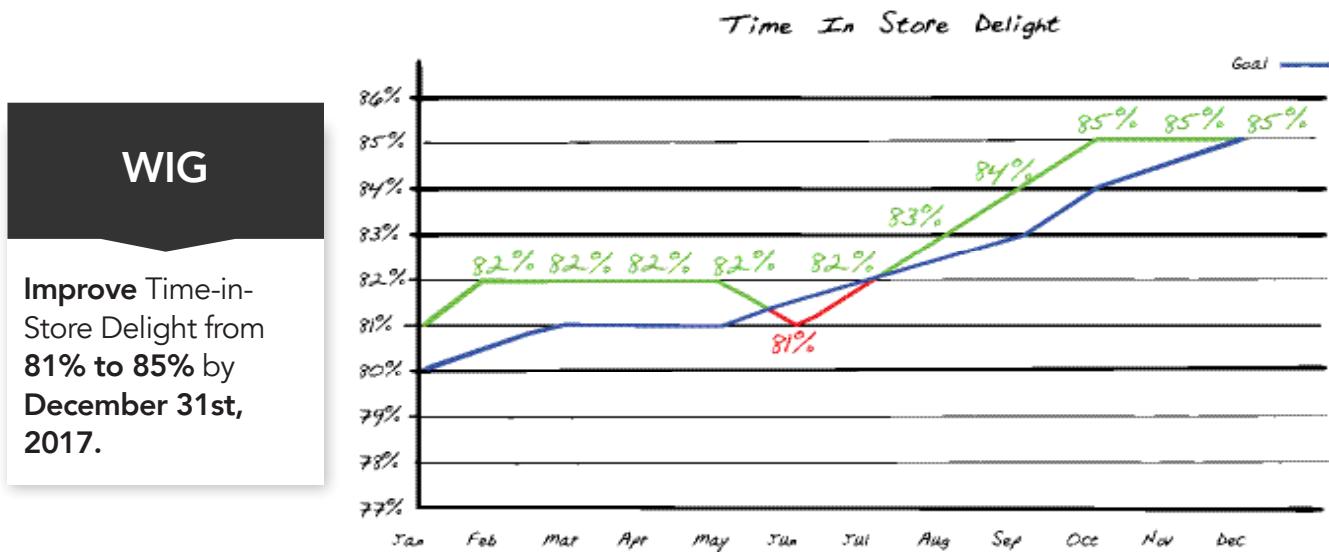
**Step 4**

Keep it  
Updated

- Make it simple for the team to update.
- Individuals are responsible for their own score.
- Agree on a time daily or weekly to have it updated.

## Keep a Compelling Scoreboard (Engagement)

### Scoreboard Design Example (for tracking WIGS and Lead Measures)



### Lead Measure #1

To improve Workflow, the assigned Service Area Trusted Expert will reset the tool caddies so each tool is in its place at least twice per day.

	MON	TUES	WED	THURS	FRI	SAT	TOTAL
BOBBY	Am ☀			Am ☀			2
FRANK		Pm ⚪			Am ☀		2
SAM	Pm ⚪						1
TOM			Am ☀		Pm ⚪	Pm ⚪	3
WILL			Pm ⚪			Am ☀	2
<b>TOTAL</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>10</b>

### Lead Measure #2

To reduce Service Delays, each Salesperson will locate the wheel lock key and place it in the invoice sleeve at least 5 times per day.

	MON	TUES	WED	THURS	FRI	SAT	TOTAL
RON	off	5	5	4	4	4	24
ANGIE	7	4	7	8	off	12	38
ED	7	off	4	9	7	9	38
JACK	6	4	7	off	6	9	32
ALEX	4	5	4	3	5	off	21
<b>TOTAL</b>	<b>24</b>	<b>18</b>	<b>29</b>	<b>26</b>	<b>22</b>	<b>36</b>	<b>155</b>

## Keep a Compelling Scoreboard (Engagement)

### Scoreboard Checklist

When reviewing your team's scoreboard, take a moment to ensure it meets the following criteria:

#### Displays

- Team WIG
- Lead Measures
- Individual Names

#### Needs to be

- Compelling:** Graphs display actual and targeted results
- Updateable:** Graphs can be updated easily and often
- Visible:** Scoreboard is easily visible by the whole team
- Personal:** Contains elements personal to the team
- Simple:** Easy to tell if the team is ahead or behind



### Common Scoreboard Mistakes

- If we build the scoreboard without designing it first, we often waste precious time and money.
- If we don't make it fun, it will feel like a punishment.
- If we complicate how it is scored, people won't want to keep track.



### What does a winning Scoreboard look like?

- Created and updated by the team.
- The team is excited about it.
- The team knows the score.



# DISCIPLINE 4

## Create a Cadence of Accountability (Accountability)

### Creating Consistent Accountability

The purpose of Discipline 4 is to Create a Cadence of Accountability by making commitments to each other every week to achieve our Wildly Important Goals.

Once the WIGs, Lead Measures, and Scoreboards are built, the team begins to play the game. Each team meets at least once per week for a WIG session or WIG huddle. Here, the team holds each other accountable to ensure the Lead Measures and Weekly Commitments are achieving the WIG.

WIG Session Structure - There is a three-part agenda to a WIG Session:



To prepare for the WIG session, every team member thinks about the same question:

What are the one or two most important things I can do this week to impact the team's performance on the scoreboard?

These become weekly "commitments."

## Create a Cadence of Accountability (Accountability)

### WIG Session Structure

WIG Sessions are best for a team of leaders or corporate teams, with few exceptions. WIG Sessions should not take more than 30 minutes.

WIG Session Leader:	Lead by example by reporting your own commitments first and reviewing the scoreboard.	<ul style="list-style-type: none"> <li>• "I did/did not complete my commitment, which was _____. "</li> <li>• "Our current score on the WIG is _____. and last week, our score on the Lead Measures was _____. "</li> </ul>
Team Member:	Report on last week's commitments, your individual scoreboard updates, and next week's commitments.	<ul style="list-style-type: none"> <li>• "I did/did not complete my commitment last week, which was _____. "</li> <li>• "The score is still behind where it should be because my team needs more coaching. This week I commit to coaching my team members for 1 hour per person."</li> </ul>
WIG Session Leader:	End by supporting your team's performance.	<ul style="list-style-type: none"> <li>• "Are there any Clear the Path requests you have?" If so, consider making those commitments, but keep it to one or two per week!</li> <li>• "My commitments for next week are _____. "</li> </ul>

## Create a Cadence of Accountability (Accountability)

### WIG Huddle Structure

WIG Huddles are ideal for stores, warehouses, and corporate teams who share the same role. WIG Huddles should only take 5-10 minutes.

WIG Huddle Leader:	Lead by example by reporting your own commitments first and reviewing the scoreboard.	<ul style="list-style-type: none"> <li>“I did/did not complete my commitment, which was _____.”</li> <li>“Our current score on the WIG is _____, and last week, our score on the Lead Measures was _____.”</li> </ul>
Team Member:	Discuss the current score including challenges to the game and ask for help where needed. The team’s commitment is to the Lead Measures, but they may make individual commitments when the need arises.	<ul style="list-style-type: none"> <li>“I did/did not complete my commitment last week, which was _____.”</li> <li>“The score is still behind where it should be because my team needs more coaching. This week I commit to coaching my team members for 1 hour per person.”</li> </ul>
WIG Session Leader:	End by supporting your team’s performance.	<ul style="list-style-type: none"> <li>“Are there any Clear the Path requests you have?” If so, consider making those commitments, but keep it to one or two per week!</li> <li>“My commitments for next week are _____.”</li> </ul>

## Create a Cadence of Accountability (Accountability)

### WIG Session/Huddle Guidelines

- WIG Sessions must happen every week to stay engaged in the game.
- WIG Huddles must happen at least once per week; you may choose to hold them daily.
- The team should lead the conversation; the Leader should keep the team focused.
- Hold each other accountable to achieve the Lead Measures and make effective weekly commitments.
- Be on time, prevent distractions, and don't leave unless it's an emergency.

### WIG Session/Huddle Schedules

The team manager's WIG Session/Huddle should be scheduled first, then each level up.

For example, many stores have a WIG Huddle on Thursday, then the managers with the AVP on Friday, then the AVPs with the VP on Monday, and so on.

### Writing Commitments

- Aligned - Will support the team to move the score forward.
- Specific - Easy to say that it did or didn't happen.
- Timely - State a clear deadline to complete the commitment.

Specific + Aligned to Scoreboard + Timely = GREAT Commitment

How to Write a Great Commitment:

1. Aligned: "In order to \_\_\_\_\_," (What outcome are you trying to achieve)
2. Specific: "I will \_\_\_\_\_," (How will you accomplish this)
3. Timely: " by \_\_\_\_\_. " (When will you accomplish this)

**This format offers transparency and self accountability.**

## Create a Cadence of Accountability (Accountability)

Here's how you can turn an idea into a high impact commitment:

### Store Examples

Idea	Store Manager Commitment
Focus on training	In order to improve how we use the Stopping Distance Board with CES, I will model the conversation with Bill and Sam for 20 minutes each by Tuesday.
Idea	Store Team Member Commitment
Work on the racks	In order to arrange the stock to our standards, I will straighten all of the tires on the first floor racks by Friday.

### Corporate Examples

Idea	Corporate Leader Commitment
Meet with Doug	In order to stay on track with the project, I will meet with Doug to clarify my expectations for his workload by Thursday.
Idea	Corporate Team Member Commitment
Discuss ideas with the team	In order to get the project back on track, I will work with the team for 30 minutes to come up with improvement ideas by Wednesday.

## How to Win the Game

**Embrace the RED!**

To Embrace the Red is to be honest that we are behind on our WIG or Lead Measure and choose to find the true cause of that red. Red means we aren't improving as quickly as we want to, and Embracing the Red means we are going to make a plan to get back into the green:

- Make commitments to help lead, coach, and guide people to achieve their Lead Measures.
- Help the team refine the game to make sure we have the right Lead Measures.
- Don't be afraid to change the game to focus on your team's true needs!

**Celebrate the GREEN!**

To Celebrate the Green means that we are encouraging Our People to continue to get better. We know that we must always strive to Be the BEST, and that means we have to make the time to recognize and reward Our People for great habits and great results:

- Look for opportunities to sincerely compliment people.
- Recognize and reward your people both for great effort and for great results.
- You can both recognize someone's greatness in one area while coaching them to improve in another area!

## Create a Cadence of Accountability (Accountability)

### Commitments for Leaders

All leaders must make one or two weekly commitments. Focus commitments on supporting the growth of your team first, then Clearing the Path.

- Coaching - One-on-one support to coach a team member by listening to their challenges, modeling behaviors, shadowing to observe, or clarifying expectations.
- Engaging the team - Team conversation to listen to their challenges, provide group guidance, or consider changing Lead Measures.
- Recognition - Congratulate and reward top performers to encourage good performance.
- Clear the Path - Consider requests that require your approval, purchase needed resources, or pass Clear the Path requests that require higher level approval to your leader.

### Commitments for Team Members

Weekly commitments are not required for team members, because they commit to the Lead Measures. Sometimes, team members can make commitments to help each other:

- Coaching - Provide one-on-one support to help a peer with a task or process. Great for helping new team members.
- Tracking Lead Measures - Make a commitment to try a new way to track your Lead Measures.
- Brainstorming - Come up with some ideas for the next Lead Measure.



### What does a winning WIG Session/Huddle look like?

- Team holds themselves and each other accountable
- The team learns from each other
- The leader's commitments are focused on the team



Keep it simple  
and keep it FUN!