

**EXECUTION  
(AND REVIEW/PERFORMANCE  
MANAGEMENT - WORKING OUT  
YOUR VISION & GOALS)**

AP Benson Evbuomwan

RCCG Christ The Lord Parish, Lekki, Lagos

# RECAP: GOALS ARE THE PRECURSORS TO EXECUTION

- Vision is your dream, your desired future state.
- Vision is usually descriptive and unachievable, but it keeps you going.
- Goal is a numeric measure of your progress towards your vision.
- Your Goal must therefore be SMART: Specific, Measurable, Achievable, Relevant and Time-bound.
- **It should be noted that “Goals are the precursors to Execution”.**
- Without Goals, Execution will be difficult to achieve.
- Without Goals, Execution will be difficult to measure and monitor.
- And you cannot manage what you cannot measure!

# SOME QUOTES ABOUT EXECUTION

- It was **Thomas Edison** who said: **Vision without Execution is hallucination.**
- And **Joel Barker** also said: Vision without action is merely a dream. And action without vision just passes the time. But **vision with action can change the world.**
- Venture Capitalist, **John Doerr** said: **“Ideas are easy. Execution is everything.”**
- So what is Execution?

# WHAT IS EXECUTION?

- It is the discipline of getting things done
- But Execution must be done **strategically**, because not all activities are **strategic**
- Therefore, not all activities should be executed
- In fact, Harvard Business Review defines Execution as the process of translating **strategic** and **operational decisions** into actions
- This is because an organization's success is determined by the sum total of all its **strategic** and **operational decisions**

# THE KEYS TO SUCCESSFUL EXECUTION

## • Clear Plan and Objectives

- Great execution starts with a plan
- The plan sets the stage with the **strategy**, then lays out the **objectives**, and then the required **steps and actions**, to be carried out by the respective **team members**, and the **timeframe** in which the action should be accomplished.
- Like the vision, the plan needs to be very clear.
- But unlike the vision, it needs to be as comprehensive as possible, with a robust appreciation of the risks and challenges and well thought out “plan B’s” for all the major risk points or hurdles.
- The objectives need to be SMART: specific (unambiguous), measurable, achievable, relevant (meaningful), and time-bound.

# THE KEYS TO SUCCESSFUL EXECUTION CONTD.

## • Focus

- Once a clear executable plan with properly aligned resources and capital is in place, focus becomes paramount.
- You must avoid chasing distracting shiny new objects or getting caught up in small details and losing sight of the overall objectives and outcomes.
- Common techniques for maintaining focus are to:
  - post the key objectives and milestones publicly
  - review the milestones at the start of all-hands meetings
  - tie bonus or variable compensation to their achievement
  - state why those milestones are important
- People are more willing to chase audacious goals, to achieve extraordinary results, and to make the sacrifices necessary to deliver ground-breaking outcomes when they understand why the goal matter.

# THE KEYS TO SUCCESSFUL EXECUTION CONTD.

- **Motivated, Engaged, Empowered and Accountable Team**
  - Clear understanding of the “why” for buy-in
  - Shared sacrifices, shared successes and victories and shared rewards
  - Individual team members activities clearly linked to the organization’s goals
- **Measurable Intermediate Milestones**
  - Intermediate milestones gives a measuring stick and a goal toward which to sprint that is within easy sight and distance
  - They also give early-warning indicator to know where you are in the journey
  - Easier, less stressful and less costly to adjust and correct early in the journey.
- **Proper Capitalisation and Creative Resource Guarding**
  - Making sure that every penny is spent wisely; and only utilized on your execution of the plan and objectives.

# PERFORMANCE REVIEW

- Regularly **review** execution to ensure progress towards targets
  - Frequency depends on the scale and scope of the activities
  - Involve all key stakeholders in the review meetings
  - Agree corrective actions to remedy any shortfall in performance
  - Restate goals and targets to ensure everyone involved understands



# PERFORMANCE MANAGEMENT

- **Performance Management** is a management approach which ensures that an organization's **activities and output are aligned with its goals.**
- It aims to **measure and optimize the overall performance** of an organization, specific departments, or individual employees.
- **Performance standards or key performance indicators (KPIs)** are set by senior leadership and task owners which may include expectations for job duties, timely feedback and coaching, evaluating employee performance and behaviour against desired outcomes, and implementing reward systems.

# PERFORMANCE MANAGEMENT CONTD.

- How performance management is applied is important to get the most out of a group, and can improve day-to-day employee performance.
  - It must not encourage internal competition, but teamwork, cooperation, and trust.
- Performance management aligns company goals with those of teams and employees
  - To increase efficiency, productivity and profitability.
- Its guidelines stipulate the activities and outcomes by which employees and teams are evaluated during performance appraisal.
- Many types of organizations use performance management systems to evaluate themselves according to their targets, objectives, and goals.

# PERFORMANCE MANAGEMENT CONTD.

- Performance management can be thought of as actual versus desired results; where actual results fall short of those desired is the performance-improvement zone.
  - With this approach, performance improvement aims to close the gap between actual and desired results.
- But performance management can also be thought of as system or process in which work is planned and expectations are set.
  - Here, performance of the work is monitored; staff ability to perform is developed; performance is rated and the ratings summarized, and top performance is rewarded.
- Organisations use any or a blend of the above approaches depending on what works best for them.

# CONCLUSION

The ability to execute is worth far more than just generating ideas.

In fact, it is this ability to execute that differentiates successful organisations from the rest and makes them grow faster and more sustainably year in year out.

**Q & A**

**Thank You**